



October 5, 2011

To: Board of Directors

From: Sandy Evans Hall, CEO/Executive Director

Re: Expenditure of Research and Planning Funds to assist in due diligence resource studies necessary to determine appropriateness of public partnership purchase of the Tahoe City Golf Course

#### Background

As first reported last month, the recent property listing of the Tahoe City Golf Course at a greatly reduced asking price from previous listings, initiated discussions between the Tahoe City Public Utility District, Placer County, the Redevelopment Agency, the Tahoe Conservancy, and the NLTRA to pursue the opportunity for ownership through public partnership. The intent is to keep this largest landholding in Tahoe City a key for the future planning needs of the North Lake Tahoe community, which will help attain the NLTRA Strategic Goals (see Attachment A). As a result the TCPUD had submitted an offer to purchase the subject land with contingencies providing a period of time for the TCPUD and/or other public agencies to conduct appropriate due diligence, identification of potential partners, evaluation of financing alternatives, and community outreach. (See Attachment B)

As negotiations were in progress, there was not a lot of detail available at the September meeting. The Board, without detailed information, but realizing the timing necessity, approved an initial \$10,000 of matching funds from research and planning funds to assist in the necessary due diligence studies if the offer were to be accepted.

#### The Need

Since that time, the TCPUD offer has been accepted by the seller, which has initiated the designated period of time for the due diligence to be completed. A

specific list of due diligence items and costs has now been developed. Funding must be secured so as to proceed.

A sub-committee of the NLTRA Board and staff, the TCPUD Board and staff, Placer County Redevelopment, and the Tahoe Conservancy has met to discuss the list and assign financial responsibilities. The recommendation is that the TCPUD staff will take the lead in directing the studies. They will pay \$1500 for the Initial Site Mapping, \$2000 for Property Inspection of Structures, \$5000 for Property Appraisal plus \$8000 for staff and legal fees to conduct investigation of water rights, golf course business/operations evaluation, infrastructure and equipment evaluation, restaurant business evaluation, and liquor license transfer process. The Tahoe Conservancy has committed \$10,000, of which \$5000 will be used towards the appraisal, \$500 for Zoning and Land Use Review, and \$4200 for the Biological Constraints Analysis. The NLTRA will fund the Phase I Environmental Site Assessment and the ALTA Survey for a total of \$21,200 with an understanding, but not a commitment, that Redevelopment might be able to reimburse half of that after January 1. Board member GilanFarr also recommended that a Letter of Intent be prepared enabling the agencies/organizations to indicate their commitment to pursuing this purchase (see Attachment C). Since that meeting, the Placer CEO has said that a request for \$20,000 of county funding would be presented for Board of Supervisors consideration at the October meeting in Granlibakken.

#### The Request

Staff is requesting that the NLTRA Board approve \$21,200 to fund the Phase 1 Environmental Site Assessment and the ALTA Survey. The Joint Committee recommended this approval at it September 26<sup>th</sup> meeting.

**TAHOE CITY GOLF COURSE PARTNERSHIP OPPORTUNITIES FOR NLTRA**

**Meeting NLTRA Strategic Goals 2011-2016**

- Develop initiatives including culinary arts, music, hiking, Nordic Skiing
- Upgrade lodging and commercial environment on North Shore to include 100 quality units
- Complete trail systems in the basin including signage for Nordic skiing and hiking
- Be the recognized business leader in the regulatory environment
- Take the lead on Economic development plans that align with tourism development
- Increase occupancy during strike zones by 20%
- Increase TOT by 15%
- Grow conference revenue and attendance by 25%
- Build trust, confidence and leadership with key partners
- Be a recognized voice of community in all core function areas
- Gain voter approval of renewal of 2% TOT

**Immediate Opportunities**

- Winter activities: Nordic skiing, snow shoeing, ice skating
- Outdoor events, festivals, concerts, performances
- Increased public parking
- Improved public golf course

**Future Planning Considerations (not all inclusive)**

- Possible lodging, conferencing (think Cedar House)
- Integration with other businesses (econ development)
- Additional access points to public land and facilities
- More parking opportunities
- Tahoe City traffic improvement
- Redevelopment incentive
- Key to "Village at Tahoe City" concept

**Talking points on why TCPUD Board made offer on Tahoe City Golf Course**

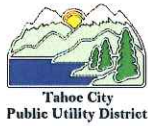
- TCPUD Board has reached an agreement with the Bechdolt family to purchase the Tahoe City Golf Course, on behalf of the community and other agencies. It is not necessarily the intention of the TCPUD to retain full or partial ownership. The TCPUD Board believes there is the potential for a partnership or other ownership structure with other local public agencies, and this would all depend upon outcomes of a planning process.
- The Tahoe City Golf Course is the largest landholding in Tahoe City and a critical part of our community. This golf course has been in existence since 1917 and in the Bechdolt family for over 60 years. The Bechdolt family has created a recreational and community legacy with the Tahoe City Golf Course and they continue this legacy by coming to a purchase agreement with a local public agency.
- After careful consideration, the TCPUD Board unanimously agreed to purchase the Tahoe City Golf Course so that the ownership would be kept local and to give the community and local citizens the opportunity to have a voice in the future of this property vs. an outside entity controlling the property.
- Other public land acquisitions have benefitted the Tahoe City community, such as the land at the outlet parcels, land along the Truckee River in front of Bridgetender, and public easements for Lakeside Trail. Some of these had immediate public benefit, others had long-term public benefit.
- The purchase is contingent on a period of time for the TCPUD and/or other public agencies to conduct appropriate due diligence.

**FINANCING**

- Most likely TCPUD would not purchase the property on its own. Funding sources for a purchase may include: Placer County Redevelopment Agency, Placer County, North Lake Tahoe Resort Association -TOT funding, California Tahoe Conservancy, and other State and local sources. Public input would determine the community's desires and thus the potential funding sources.

**OPERATIONS**

- TCPUD could operate the course under a contract with a private concessionaire, a nonprofit such as the model used at Tahoe XC Center or under direct operation of the TCPUD Parks department. Other publically-owned golf courses in the vicinity use various models for operations and their input will be sought and evaluated.
- TCPUD Board of Directors will be reviewing operating plans and costs for the Golf Course to ensure that any purchase or partnership would be in the best interest of the community and not be a burden on the tax-payers.



## Tahoe City Golf Course Letter of Intent

The North Lake Tahoe Resort Association, Tahoe City Public Utility District, California Tahoe Conservancy, Placer County Redevelopment Agency, hereby state an intent to work together to secure the Tahoe City Golf Course in public ownership. They do so for the following reasons:

- The Tahoe City Golf Course is the largest landholding in Tahoe City and a critical part of our community. This golf course has been in existence since 1917 and in the Bechdolt family for over 60 years. The Bechdolt family has created a recreational and community legacy with the Tahoe City Golf Course and public ownership is a way to continue this legacy.
- Local ownership of this property would provide the community and local citizens the opportunity to have a voice in the future of the property.
- Other parcels contiguous to the golf course, which may be available for purchase in the near future, would provide an opportunity to master plan the area which could better integrate the recreational land with the commercial core and improve the built environment of Tahoe City.
- Parts of the golf course that are contiguous with the core commercial area of Tahoe City could be modified to create better access and parking for the commercial area without elimination of the golf course.
- School district land adjacent to the golf course may provide additional recreational areas in the future.
- Conservation easements would be able to protect stream zone environment in perpetuity and allow for continued recreational use.
- Private development of a hotel or lodging property on portions of this or adjacent property would provide needed vitality and improved lodging choices in Tahoe City.

As such, the above agencies as well as others that may choose to participate, agree to work together to provide the due diligence necessary to determine whether this purchase is in the best interests of the citizens of the Tahoe City Public Utilities District and East Placer County. The following studies have been identified along with potential responsible parties:

ITEM	COST	RESPONSIBLE PARTY
Initial Site Mapping	\$1,500	TCPUD
Phase I Environmental Site Assessment	\$6,200	NLTRA/Redevelopment
ALTA Survey	\$15,000	NLTRA/Redevelopment
Property Structure Inspection	\$2,000	TCPUD
Real Property Appraisal	\$10,000	CTC - TCPUD
Biological Constraints Analysis – wetlands	\$4,200	CTC
Zoning and Land Use Review – TRPA/County	\$ 500	TCPUD
Water Rights Investigation	\$3,000	TCPUD
Golf Course – Business performa, restaurant, Liquor License, equipment and insurance	\$5,000	TCPUD
Other: Legal	\$5,000	Various

For purposes of single point of management, the Tahoe City PUD will be the managing partner of all above contracts with oversight from responsible parties. Each participating agency will identify representatives that will be responsible for oversight and reporting.

\_\_\_\_\_  
Representative, TCPUD

\_\_\_\_\_  
Date

\_\_\_\_\_  
Representative, NLTRA

\_\_\_\_\_  
Date

\_\_\_\_\_  
Representative, Placer County  
Redevelopment

\_\_\_\_\_  
Date

\_\_\_\_\_  
Representative, California  
Tahoe Conservancy

\_\_\_\_\_  
Date

\_\_\_\_\_  
Representative, Placer County

\_\_\_\_\_  
Date





October 5, 2011

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Expenditure of Research and Planning Funds to assist in development of a coordinated skier shuttle program encompassing the North Tahoe/Truckee/ Donner Summit region

Background

Through the leadership of the newly organized Truckee Tomorrow Transportation Committee and Truckee North Tahoe-Transportation Management Association (TMA), there is a strong interest to develop a coordinated regional skier shuttle program with potential implementation at some level this winter. The last time this type of program was proposed was by the NLTRA in 1997. At that time, the ski resorts felt it was more important to each run their own buses. Now, with the arrival of new ownership at some ski areas and congestion being more of a factor than 15 years ago, the proposal to coordinate resources currently being used by the ski areas into a unified regional system is being enthusiastically revisited. The TMA has solicited a proposal from LSC Transportation Consultants to develop a specific plan for service, rather than a conceptual study. (See attached LSC letter proposal)

The establishment of an efficient regional skier shuttle program will be a major attribute, not only enhancing North Lake Tahoe as a winter destination resort, but also will add to the overall recognition of the area as being transit friendly on a year round basis. The service will most definitely be key in the NLTRA's push to achieve many of the Strategic Goals 2011-2016.

The Need

LSC's proposal to the TMA requires funding in the amount of \$9,960. As this will be a region-wide program, the TMA has provided a Recap and Funding Request

(see attached) that was prepared as a result of the participant meeting held September 20<sup>th</sup>. This defines specific amounts for the twelve partners, many of which have already committed. Staffs recommendation for NLTRA research and planning funds is \$3,320 or one third of the overall amount. We believe that as this system will serve the three main political jurisdictions, NLTRA funding should be limited to one third. It is not anticipated that any additional TOT funds will be necessary for this program if initiated this year.

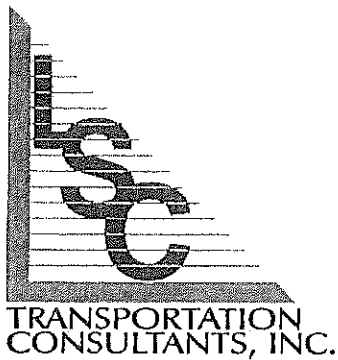
#### Joint Committee Recommendation

After discussion, the Committee voted unanimously to recommend that the Board approve this funding request.. The Committee also recommended that this plan include an analysis/methodology for calculating "fair share" percentages for operating costs, particularly if public funds are to be used.

#### The Request

Staff requests that the Board approve \$3,320 the TMA for a portion of the necessary funding to develop a coordinated skier shuttle program encompassing the North Tahoe/Truckee/ Donner Summit region as described in the LSC letter proposal. Transportation Research and Planning funds are available in the FY-2011/12 budget for this purpose.





**LSC TRANSPORTATION CONSULTANTS, INC.**

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August 29, 2011

Ms. Jan Colyer, Executive Director  
Truckee – North Tahoe TMA  
8079 North Lake Boulevard  
Kings Beach, CA 96143

RE: North Tahoe / Truckee Coordinated Skier Shuttle  
Program Proposal

Dear Ms. Colyer:

As requested by the Truckee Tomorrow Transportation Committee, this letter provides LSC's proposal to develop a program for a coordinated private skier shuttle program encompassing the North Tahoe / Truckee / Donner Summit region. The intent of this study would be to identify and assess coordinating the resources currently used by the ski areas to create a unified regional system that could expand transit use and enhance the region's attractiveness as a winter destination resort. Rather than a conceptual study, our work would result in a specific plan for service, including the following:

- Route and stop locations
- Schedule and hours of operation
- Season of operation
- Coordination with existing TART transit services
- Monitoring and reporting plan

This study will focus on longer trips (between communities), rather than internal shuttles from intercept parking facilities.

**WORK SCOPE**

We would propose to conduct this work in the following individual tasks.

**Task 1: Study Steering Committee**

We will establish and staff meetings of a Study Steering Committee, comprised of representatives of the following (as well as others at the TMA's discretion):

- TNT/TMA
- North Lake Tahoe Resort Association
- Squaw Valley USA

- Northstar-At-Tahoe
- Alpine Meadows/Homewood Ski Areas
- IVGID/Diamond Peak
- Sugar Bowl Ski Area
- Boreal Ski Area
- Town of Truckee

This group will meet three times over the course of the study: at project kick-off, to review the alternatives, and to approve a draft plan. As part of the kick-off meeting, we will discuss the overall goals of the program.

### **Task 2: Review of Existing Services**

LSC will contact interested ski areas to gather information about existing services, including the following (to the degree available):

- Transit bus and van fleet used in guest and employee transportation
- Schedule of services and calendar of services
- Driver schedules
- Maintenance arrangements
- Estimated annual marginal costs
- Ridership data – by day, run, stop

This information will be used to develop a summary of region-wide total vehicles, staffing and financial resources used in skier shuttles.

### **Task 3: Evaluation of Service and Management Alternatives**

LSC will next evaluate alternatives for the various elements that could comprise the program, in order to address the following questions:

- Schedule – How should bus runs be scheduled to best meet travel demand, maximize the convenience of the service to potential passengers, and provide an efficient service?
- Calendar – What days of the year should services be provided?
- Park-and-Ride facilities – Are there opportunities to use existing parking areas as skier or ski area employee parking, for travelers not lodged or residing near the routes?
- Institutional arrangements – Should runs be operated by the individual ski area, or should resources be pooled and all services be provided by a single operator? What would the role of the TNT/TMA and/or NLTRA be in the program?
- Financial strategies – What resources are available for operating the service? Are there opportunities for federal funding for operations or for new buses?
- Marketing strategies – Should the service be promoted as a unified regional skier shuttle program? If so, what media and messages should be used?

An Alternatives Analysis technical memorandum will be prepared and presented that summarizes the various options for these individual elements, as well as a range of feasible overall alternative packages.

**Task 4: Draft Plan**

After review and discussion with the Study Steering Committee, LSC will prepare a draft plan. As necessary, funding capacity will be used to revisit operating plans, until a financially feasible program is achieved. An implementation plan will then be developed that identifies specific steps needed to implement the program, the responsible parties, and the schedule needed to initiate service. An administrative draft document will first be provided to TMA staff (and others at your direction) for review and comment. LSC will then prepare the public draft document, and present it to the Study Steering Committee as well as the TMA Board.

**Task 5: Final Plan**

Comments received from staff, the Study Steering Committee, ski areas, land managers, the TMA Board and the public will be used to refine the draft plan into a Final Plan document. LSC will be available to make a final presentation to the TMA Board for adoption/approval.

**Study Costs**


We would propose to conduct this work on a time-and-materials basis. As shown in Table A, attached, we estimate the costs associated with the work scope to be \$9,960, including \$9,920 for professional time and \$40 for expenses. We would be happy to discuss any changes to the scope or contractual arrangements that you feel would be appropriate.

▲ ▲ ▲

Thank you for the opportunity to make this proposal. We look forward to your reply.

Respectfully Submitted,

LSC Transportation Consultants, Inc.

by   
Gordon Shaw, AICP, PE, Principal

Encl: Table A - Cost Analysis

<b>TABLE A: COST ANALYSIS</b>						
<b>North Tahoe Truckee Coordinated Skier Shuttle</b>		Principal Engineer	Planner	Support Staff	TOTAL HOURS	TOTAL COSTS
		\$175.00	\$85.00	\$55.00		
Task 1	Study Steering Committee	6	6	1	13	\$1,615
Task 2	Review of Existing Services	2	16	0	18	\$1,710
Task 3	Evaluation of Alternatives	16	8	0	24	\$3,480
Task 4	Draft Plan	8	8	2	18	\$2,190
Task 5	Final Plan	4	2	1	7	\$925
<b>Total</b>		<b>36</b>	<b>40</b>	<b>4</b>	<b>80</b>	
<b>TOTAL PERSONNEL COSTS</b>		<b>\$6,300</b>	<b>\$3,400</b>	<b>\$220</b>		<b>\$9,920</b>
		Printing / Copy / Phone / Travel Costs				\$40
		<b>TOTAL STUDY COST</b>				<b>\$9,960</b>

**TRUCKEE-NORTH TAHOE TRANSPORTATION MANAGEMENT ASSOCIATION**  
**Coordinated Ski Shuttle for North Lake Tahoe-Truckee**  
**Recap and Funding Request**  
**September 20, 2011-12**

**Meeting Objective: Do You Want to Participate in an Updated Study/Program to Coordinate Our Regional Ski Shuttles for Winter 2011-12**

Present at the table: Gordon Shaw, LSC Transportation Consultants, Alex Terrazas, Town of Truckee, Paul Borcharding, Sugar Bowl, Cookie West, Boreal and Jan Colyer, TNT-TMA

Those on conference call: Judy Lee, Alpine Meadows/Homewood Mountain Resort, Ron Treabess, NLTRA, Bill Rock, Northstar and Jaime Wright, TNT-TMA

As you all know, a coordinated skier shuttle was considered in 1997 with the NLTRA being the lead agency for a study. The ski resorts opted out at that. Through our newly organized Truckee Tomorrow Transportation Committee the idea has once again been sparked. There are many newcomers to our Region with new enthusiasm. The TNT-TMA Board approved staff to conduct a new study with the assistance from LSC Transportation Consultants.

Our first step was taken yesterday and now it is up to all of the Stakeholders to decide to participate in an updated study/program for this year or not. There was a consensus to obtain a commitment from all of you to participate in order to move forward.

The Vision includes 4-6 Buses, scheduled AM/PM transfers to/from the ski resorts, outside contractor or current ski resort vehicles in the program, branding of the ski shuttles (fun ski wraps), and marketing coordinated with current bus schedules, websites, posters, ads, etc. We would track ridership and coordinate the ski shuttles with Truckee Transit, TART and Night Rider shuttles.

**Funding to perform the study would be \$9,960; any funds obtained above this amount would be rolled over to the project itself.**

NLTRA	\$ 3,300
Town of Truckee	2,000
Northstar	1,000
Squaw Valley	1,000
Alpine Meadows	1,000
Homewood	500
Sugar Bowl	500
Boreal	500
Nevada County	500
Diamond Peak	500
Donner Ski Ranch	300
Tahoe Donner	300

**Please let me know before September 29<sup>th</sup> if you are IN or Not.** Thank you for your consideration. I am sending this via email to save time and will send you a reminder next week so that I can report back to the Truckee Tomorrow Transportation Committee. I have contacted those suggested in participation yesterday: Donner Ski Ranch, Tahoe Donner and Boreal.

Thank you for your time yesterday ~ let's make things happen!

Jan Colyer  
Executive Director  
530-546-2912  
[tnttma@sbcglobal.net](mailto:tnttma@sbcglobal.net)



October 5, 2011

To: Board of Directors

From: Sandy Evans Hall

Re: Supplemental Operating Procedures and Policies/Bylaw Revisions

**Action Requested:** Recommend approval of revisions to the Policies and Procedures and Bylaws as they address committees and annual meeting timing.

**Issues: Bylaw revisions:**

- Article III – Section 1: change the timing of the Annual Meeting to sometime in October from the first Wednesday of October – more flexibility for dates, locations and speakers
- Article VII – Section 1: change the number of board members required for any committee from two to one, add Task Force language in addition to Subcommittees
- Article VII – Section 7: add language to direct additional changes in committees to be in the Supplemental Operating Procedures and Policies

**Issues: Procedures and Policies revisions:**

**Marketing, Membership Advisory, Lodging, Conference Sales and Wedding Committees:**

- Change committee structure to be up to 15 members with a minimum of one board member. Quorum would be a simple majority of members present with one of those being a board member.
- Terms of office on standing committees would be 3 years with staggering terms so that 3 – 5 members change each year.
- Change name of Chamber Advisory to Membership Advisory
- Placer County representatives are always welcome at meetings but will not have a specific seat that counts against a quorum
- Business Association Appointees for the Membership Advisory would not have the staggered 3 year term but would be appointed each year by the business association.

**Finance Committee:**

- Treasurer will be the default chair of the committee
- Members serve a one year term as selected by the treasurer and incoming President

**Special Event Grant Task Force:**



- Each year Marketing, Membership Advisory, Lodging and Board appoint their representatives: 2 from Marketing, 2 from Membership Advisory, 1 from Lodging and 1 from Board, to be approved by the Board
- Group meets at least once to determine the allocations to eventors and make recommendation to the Board
- Group may meet another time during the year to allocate unused funds if any

#### **Capital Investment/Transportation Committee**

- Change in name from Infrastructure/Transportation to better reflect function
- Committee membership, terms, and quorum will be examined this year by NLTRA Board and Placer County CEO per the contract agreement

#### **Executive Committee**

- Meets monthly and is made up of current year officers plus past president if he/she desires

# Proposed Bylaw Revisions

proposed expulsion or suspension. The hearing shall be held on the written statement considered by the Board.

- c. The Board shall decide whether or not the Member should be suspended, expelled or sanctioned, which action shall be taken only by affirmative vote of two-thirds (2/3) of the directors eligible to vote. The decision of the Board shall be final.

Section 8. TRANSFER OF MEMBERSHIPS. No rights or obligations arising from Membership shall be transferred or assigned. Should a business become unrepresented as a Member due to the failure of the person formerly representing that business to be qualified for Membership, a new person or entity may apply for Membership representing that business.

## ARTICLE III Meetings of the Membership

Section 1. ANNUAL MEETING. An annual meeting of the Members shall be held in or around North Tahoe, in California in October each year, the time and place to be designated by the Board. Notice of the annual meeting shall be provided as outlined in Article III, Section 5, below. At the annual meeting, reports of the affairs of the corporation shall be considered, and proper business may be transacted that is within the powers of the Members. Failure to hold the annual meeting at the designated time shall not result in a forfeiture or dissolution of the corporation. Each annual meeting shall take place no later than 15 months after the preceding annual meeting or the incorporation of the Association.

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Section 2. SPECIAL MEETINGS. A Special Meeting of the Members for any lawful purpose may be called at any time by the Board, the Chair, or any three (3) or more Board Members, or by five percent (5%) or more of the Members. A Special Meeting called by any person other than the Board shall be called by written request, specifying the general nature of the business proposed to be transacted, and submitted to the Chair or any Vice Chair or the Secretary of the corporation. The officer receiving the request shall cause notice to be given promptly to the Members entitled to vote, in accordance with Section 5 of this Article III, stating that a meeting will be held at a specified time and date fixed by the Board, provided, however, that the meeting date shall be at least thirty-five (35) but not more than ninety (90) days after receipt of the request. If the notice is not given within twenty (20) days after the request is received, the person or persons requesting the meeting may give the notice. Nothing in this section shall be construed as limiting, fixing, or affecting the time at which a meeting of the Members may be held when the meeting is called by the Board. No business, other than the business the general nature of which was set forth in the notice of the meeting, may be transacted at a Special Meeting.

for out-of-pocket expenses they may incur for the benefit of the corporation, may confer benefits upon its Members in conformity with its purposes and, upon dissolution or final liquidation, may make distributions to its Members to the extent permitted by California and federal law without jeopardizing the tax exempt status of the corporation, and no such payment, benefit or distribution shall be deemed to be a dividend or a distribution of income or profit.

Section 8. LOANS TO DIRECTORS AND OFFICERS PROHIBITED. No loans shall be made by the corporation to its directors or officers.

## **ARTICLE VII** **Committees**

Section 1. COMMITTEES. The Board, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committee(s) as deemed necessary by the Board, or may authorize the Chair to make such appointment(s) to perform specific duties as requested by the Board. Any committee that is in power to act on the Board's behalf in any manner shall be composed of one (1) or more directors. The meetings and actions of such committees shall be governed by the provisions of these Bylaws concerning meetings and other Board actions. The exception is at the time for regular meetings of such committees, and for the calling of special meetings, the actions may be determined either by Board resolution and, if there is none, by resolution of the committee of the Board. The Board may adopt rules for the government of any committee, providing they are consistent with these Bylaws, or in the absence of rules adopted by the Board, the committee may adopt such rules. Minutes of each meeting of any committee of the Board shall be kept and filed with the corporate records. Any appointed committee shall be responsible only to the Board.

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With the exception of the Finance Committee, the Board may add, delete, or alter the number of standing committees, and/or change the duties and the composition. Subcommittees or Task Forces may be appointed by the Board from time to time as needed for special purposes. Each NLTRA committee and subcommittee may include members of the NLTRA Board, Placer County, as well as community or "lay" members. The current identification and membership requirements of each committee/subcommittee, duties, and length of terms are defined and kept current in the North Lake Tahoe Resort Association Supplemental Operation Procedures and Policies document.

Section 2. FINANCE COMMITTEE. The Board shall select a Finance Committee. The duties of the Finance Committee shall be to advise the Board on any and all matters pertaining to the present and any future budgets, and all financial matters relating to the corporation.

Section 3. ELECTIONS COMMITTEE. At least sixty days prior to any election, the Board shall appoint an Election Committee composed of three (3) to seven



(7) Members including at least one Member of the Board and at least one (1) Member not currently serving on the Board. No member of the election committee can be a candidate for the election for which they are serving. The responsibilities of the Election Committee are defined in Article IV, Section 5.

Section 4. REMOVAL OF COMMITTEE MEMBERS. Any Member serving on a committee appointed by the Chair or a majority vote of the Board may be removed by a majority vote of the Board whenever, in their best judgment, the best interest of the corporation is served by such removal.

Section 5. TERM OF OFFICE. Each Member of a committee shall continue as such until the term of office shall expire or until the responsibility of the committee is successfully terminated as determined by the Chair or by a majority vote of the Board.

Section 6. TERMINATION OF COMMITTEE. By majority vote of the Board, a Committee formed under Section 1 of this Article VII, may be terminated when, in the opinion of the Board, there is no longer a purpose or function for the Committee.

Section 7. SUPPLEMENTAL OPERATING PROCEDURES AND POLICIES. Further definition of committee composition, quorums, or purpose will be kept in the Supplemental Operating Procedures and Policies.

## **ARTICLE VIII** **Membership Dues**

Section 1. DUES. The fee structure and initiation fee (if any) for all Memberships shall be determined by the Board. Dues by Membership category and benefits of membership by Membership category shall be determined at the discretion of the Board. For a fee, all regular Members will be able to participate in additional benefits, as determined by Resort Association Board Policy.

Section 2. PAYMENT OF DUES. Dues shall be payable upon receipt of billing and shall be considered delinquent thirty (30) days after the date of assessment, or according to a payment schedule agreed upon by the Board. Members in arrears over 30 days shall lose Membership benefits and shall be removed from Membership if dues have not been paid within 90 days.

Section 3. DATE OF ASSESSMENT. The date of assessment of dues shall be determined by the Board.

Section 4. FISCAL YEAR. The fiscal year of the Corporation shall be July 1 to June 30.

# Proposed Operating Procedures and Policies Revisions

## North Lake Tahoe Resort Association Committees

### Definition of Committee Responsibilities and Membership

As of the publication date of this document, the NLTRA has six standing committees (Joint Capital Investment/Transportation, Marketing, Membership Advisory, Lodging, Finance, , Conference Sales Committee, and Wedding Committee.) There is also a Special Events Task Force , and other task forces as needed. 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. The Joint Capital Investment/Transportation Committee is contractually designated by Placer County and will continue in its current form with restructuring planned for 2011/2012 by NLTRA Board and County CEO.

Deleted: a Conference Sales Subcommittee

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An Executive Committee of the NLTRA Board will meet monthly with the CEO/Executive Director to go over contracts, agendas, staffing and other issues of importance. Members of the Executive Committee consist of all current officers and Past President if he/she is willing.

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

### Standing Committees

#### Capital Investment Committee

The role of the Capital Investment 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.

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#### 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 includes interested members of the community who have expertise and/or interest in transportation and related issues. Committee members serve two year terms and may be reappointed. Based on adopted NLTRA policy, two Committee members are appointed to represent the Truckee-North Tahoe Transportation Management Association.

## Marketing Committee

The mission of the NLTRA Tourism Division is *"to promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues, and maximizing exposure and promotion of North Lake Tahoe on a regional, national and international level."* The role of the Marketing Committee is to provide input to staff and advise the Board on all matters related to the NLTRA's marketing strategies, plans, programs, budgets and outcomes. Committee responsibilities include the consideration of marketing strategies, plans, programs and budgets. Following such consideration, Committee recommendations are submitted to the NLTRA Board for consideration and action.

### Committee Membership

In addition to appointed NLTRA Board member, this Committee consists of marketing and sales professionals from community businesses and organizations. An effort is made to ensure a diversity of representation from geographic areas as well as types of businesses and organizations. Based on adopted NLTRA policy, Committee membership is up to 15 members. Members serve a three -year term and may be reappointed. A quorum will consist of one board member and a majority of members present.

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### Membership Advisory Committee

Membership programs, projects and other activities are based on the objectives and actions as set forth in the adopted Chamber Business Plan. The role of the Membership Advisory Committee is to provide input and direction to staff and the NLTRA, including guidance and input on Chamber programs, projects, budgets, and related activities, and input on the annual update of the Chamber Business Plan. The Committee, and its Community Marketing Grant Program, have responsibility for

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consideration and recommendations in connection with the NLTRA's adopted Community Marketing Grant allocations.

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### Committee Membership

In addition to appointed NLTRA Board member, 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), and up to 10 seats to be filled by members, or representatives of members, of the North Lake Tahoe Chamber of Commerce. At least one of these 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 other than business association appointees serve a three year term and may be reappointed. Business association appointees serve at the pleasure and term of their association. The quorum will consist of one board member and a majority of members present.

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### 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. This committee will be chaired by the Treasurer and will serve for a one year term. Quorum is one board member and a majority of members present.

### Lodging Committee

As directed by the NLTRA Board, the duties of this committee are to review and provide input to the NLTRA Board of Directors regarding marketing programs from a lodging supplier's perspective, including continuous review of the NLTRA's consumer Website to ensure optimal functionality for the booking of reservations by lodging suppliers.

### Committee Membership

In addition to appointed NLTRA Board member, committee membership shall consist of up to 15 representatives of lodging suppliers which are members of the NLTRA/North Lake Tahoe Chamber of Commerce. Committee members serve three year terms and may be reappointed. This committee will meet monthly or every other month as deemed necessary by the committee. A quorum will consist of a

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### Special Event Grant Program Task Force

This task force considers and makes recommendations to the board regarding special event grant applications, consistent with the adopted NLTRA Special Event Grant Funding Criteria.

#### Task Force Membership

The membership of this Task Force has been set at a total of seven, defined as follows: One representative from the Board of Directors, one representative from the Lodging Committee, two representatives from the Membership Advisory Committee, and two representatives from the Marketing Committee. Representatives are chosen by the committees and names submitted to the Board of Directors for final appointment. Task Force members serve a one year term, and may be reappointed.

### Conference Sales Committee

The mission of the NLTRA Conference program is "To promote North Lake Tahoe as a premier meetings destinations with the intent to increase awareness, lead generation and related booked room revenue." The role of the Conference Sales Committee is to review the various plans and programs associated with the promotion and advertising of the NLTRA Conference Sales program. This includes but is not limited to the review of media plans, sales missions, FAMs, trade shows. The committee provides direction to staff and agency partners in the preparation and execution of yearly conference plans and advises the NLTRA Marketing Committee and Board of Directors on conference and group initiatives and action items.

#### Committee Membership

This Committee consists of Director of Sales from properties involved in the group and conference sales industry in the North Lake Tahoe region. Additional committee members may be appointed by the board based on association and involvement in the group/conference sales industry. Based on adopted NLTRA policy, Committee membership is up to 15 members. This committee acts as an advisory committee to the NLTRA Marketing Committee.

### Wedding Committee

The mission of the NLTRA Wedding Committee is to advise the NLTRA Marketing Committee and NLTRA Board of Director on wedding related issues affecting the North Lake Tahoe Region. This committee will review the goals and objectives of the wedding related marketing efforts and provide staff and agencies input and direction. This committee will meet quarterly.

### Elections Committee

As set forth in the adopted NLTRA Bylaws, at least sixty days prior to any election, the NLTRA Board shall appoint an Elections Committee. The responsibilities of the Elections Committee are: 1) to solicit qualified Board candidates for nomination; 2) to prepare a slate of candidates; 3) to give notice of the election; 4) to direct staff in

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**Deleted:** Grant recommendations made by the Subcommittee are then considered by the full Chamber of Commerce Advisory Committee. If approved by the Committee, recommendations are forwarded to the NLTRA Board of Directors for final approval. Board consideration and action is typically a Board Consent Calendar item, subject to the procedures which govern Consent Calendar actions.¶

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**Deleted:** one representative each from the North Tahoe Business Association, Tahoe City Downtown Association, West Shore Association, Squaw Valley Business Association and the Northstar Village Retailers Association, one at-large Chamber member, and one NLTRA Board member who also serves on the Chamber of Commerce Advisory Committee.

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conducting the election; 5) to appoint an impartial party as Inspector of the Election to tally the ballots and announce the results to the Board.

#### **Committee Membership**

As defined in the Bylaws, the Elections Committee shall be composed of three (3) to seven (7) members, including at least one (1) Member of the Board and at least one (1) Member not currently serving on the Board. No member of the Election Committee can be a candidate for the election for which they are serving on the Committee.

#### **Cooperative Marketing Committee (CMC)**

As defined in the *North Lake Tahoe Marketing Cooperative Participation Agreement* (July 2006), this committee was established by the Cooperative "Participants" (NLTRA and the Incline Village Crystal Bay Visitors Bureau) to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize the annual Regional Cooperative Marketing Plan and oversee Plan implementation, using the budget resources identified and approved by each Participant. The CMC oversees the Plan by providing direction and oversight to the Plan Administrator. Consistent with Section 1.5 of the Agreement, the Plan Administrator is the NLTRA's Director of Tourism.

#### **Committee Membership**

Consistent with Section 8 of the North Lake Tahoe Marketing Cooperative Participation Agreement, the NLTRA's membership in the CMC is defined as follows: Four members, to include the Executive Director, two Board members, and one At Large Member. Note: The Incline Village Crystal Bay Visitors Bureau (IVCBVB) has the same number of CMC members, defined in identical fashion. These four members are appointed by the IVCBVB Board of Directors.

#### **Process for Appointing Committee Members**

With the exception of the six members of the Infrastructure Committee appointed by the Placer County Board of Supervisors and the four members of the Cooperative Marketing Committee appointed by the Board of Directors of the Incline Village Crystal Bay Visitors Bureau, the NLTRA Board of Directors approves all other appointments to the committees identified in this document.

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#### **NLTRA Board Member Appointments**

Each year, in December, members of the NLTRA Board are provided with a form on which to indicate their committee assignment preferences for the coming calendar year. The Board Chair, with input from the NLTRA Management Team, finalizes a list of proposed Board committee assignments. These proposed assignments become part of the slate of proposed committee appointments considered by the NLTRA Board at the regular Board meeting each January.

#### **"Lay" or Community Member Appointments**

Each year, in December, the NLTRA Management Team shall conduct a process for soliciting letters from members and others in the community expressing their interest







## 2011 Board of Directors

Three seats shall be elected each year, for three (3) year term as follows. Board Members are elected in early December and their term begins in January:

- (2009-2011) Year C-At Large, Property Management/Real Estate, Ski Area
- (2010-2012) Year A-Large Lodging, Restaurant, Retail
- (2011-2013) Year B-General, Small Lodging, Recreation

**At-Large-** Ron McIntyre, Chair (2009-2011)

**Real Estate/Property Management-** Ron Parson, Treasurer (2009-2011)

**Ski Area-** Deanna Gescheider, Secretary (2009-2011)

**Large Lodging-** Allen Highfield (2010-2012)

**Restaurant-** Phil GilanFarr, Vice Chair (2010-2012)

**Retail-** Kaliopé Kopley (2010-2012)

**General-** Wally Auerbach (2011-2013)

**Small Lodging-** Barb Cohen (2011-2013) Up for election for a 2 year term (2012-2013)

**Recreation-** Andy Wirth (2011) Up for election for a 2 year term (2012-2013)

**Placer County Board of Supervisors Appointee-** New appointment for January, 2012

**Placer County Executive Office-** Jennifer Merchant (Ongoing)

**Ex-Officio-** Alex Mourelatos (2011-1 year term)

**TRPA (Ex-Officio)-** Julie Regan (Ongoing)



September 29, 2011

To: Board of Directors

From: Sandy Evans Hall, Executive Director  
Andy Chapman, Director of Tourism  
Kym Fabel, Chamber Manger  
Judy Laverty, Special Events Manager

Re: Special Events Grant Allocation

**BACKGROUND**

Per the approved Special Events Grant process, the Special Event Task Force, with staff support, conducted a grant review on September 14<sup>th</sup> for the FY 2011/12 Special Event Grant Program. Applicants were each provided a 20 minute time slot to present their special event grant to the taskforce and to answer any questions that any member of the taskforce may have. 21 total grant applications were received. As a reminder to the Board, the Special Event Taskforce members are listed below.

**Chamber of Commerce Committee Appointment**

1. Kay Williams, Granlibakken
2. Caroline Ross, Village Neighborhood Company

**Marketing Committee Appointment**

1. Kevin Hickey, Tahoe Adventure
2. Heather Allison, Ritz Carlton

**Lodging Committee Appointment**

1. Debi Milani, Coldwell Banker Rentals

**NLTRA Board of Director Appointment**

1. Kali Kopley, Uncorked

**RECOMMENDATION FROM SPECIAL EVENTS TASKFORCE**

Attached to this staff report is the spreadsheet recommended for approval by the Special Event Taskforce for grant funding for FY 2011/12.

**REQUESTED BOARD ACTION**

Board member Kopley will review the recommendation with the Board and upon review and discuss, request approval of the FY 2011/12 Special Event Grant applications as presented.



**NLTRA FY 2011/12 Special Event Grant Program**

Organization Name	Event Name	Event Date	\$ Request	Recommended Funding	Stipulation
1 Squaw Valley Institute	Luminaries on the Lake	Year long	\$5,000	\$ 5,000	Shoulder nt to match w/events
2 Big Blue Adventure	Adventure Sports Week	15-Jun	\$10,000	\$ -	Sponsorship level to marketing
3 Big Blue Adventure	Tahoe Trail Running	summer to fall	\$3,000	\$ 1,500	
4 Big Blue Adventure	Lake Tahoe Triathlon	18-Aug	\$3,000	\$ 3,000	
5 Tahoe Youth Ballet	ChoreoLab 2012	August	\$2,505	\$ 2,500	tracking lodging, pkging in Placer Co.
6 Tahoe Forest Hosp	Gene Upshaw Golf Classic	15-Jul	\$5,000	\$ 5,000	media exposure
7 Squaw Valley USA	Squaw Valley Criterium	TBD	\$2,500	\$ 2,500	
8 American Endurance Ride	Royal Gorge Round-up Ride	15-Sep	\$1,075	\$ 850	website
9 Northstar	ProGRT Mountain Bike Race	3-Aug	\$5,000	\$ 4,000	100% match up to \$4000 cash mkt contribution, b-roll for NLTRA
10 Northstar	Lake Tahoe Trail 100K	24-Jul	\$5,000	\$ -	Marquis, marketing comm
11 Granite Chief Comm.	Sideways Slalom	March 3 or 10	\$2,500	\$ 500	
12 Tahoe City Wine Walk	Tahoe City Wine Walk	16-Jun	\$2,500	\$ -	NLTRA in kind
13 Tahoe Sierra Century	Tahoe Sierra Century	22-Sep	\$3,500	\$ 2,000	tracking TOT, fund balance going forward, post event survey
14 Ca State Parks	Snow Heritage	January - March	\$1,500	\$ 1,500	
15 Ca State Parks	Living History Day	28-Jul	\$2,500	\$ 2,500	
16 Auburn Ski Club	Squaw Valley Mountain Run	4-Aug	\$2,400	\$ 1,500	tracking TOT, fund balance going forward, post event survey
17 Rahives Bonzai Tour	Rahives Bonzai Tour	Feb & March	\$4,500	\$ 4,500	tie in w/snowfest w/sv wknd
18 Tahoe Maritime Museum	Tahoe Boats of the 1920's	May - August	\$4,897	\$ 4,900	
19 Sustainable Tahoe	Tahoe Expo	June and September	\$6,000	\$ -	include Placer Co before further funding
20 Tahoe Mountain Sports	Disc Golf	13-Oct	\$1,500	\$ 1,500	
21 Flow Artistry	Lake Tahoe Flow Arts Festiv	6-Sep	\$3,000	\$ 3,000	understand TOT
TOTAL			\$76,877	46250	

all events get access to media, photography for NLTRA  
 Lodging promotion on all websites  
 mkt after nitra mtg



North Lake Tahoe Resort Association  
September 27, 2011

September 29, 2011

To: Board of Directors

From: Les Pedersen, Marketing Committee Chair  
Andy Chapman, Director of Tourism

Re: FY 2011/12 San Diego Winter Ski Coop

BACKGROUND

As the Board is aware, the North Lake Tahoe Marketing Cooperative has been working with North Lake Tahoe ski resort to develop a North Lake Tahoe Winter Ski coop. For the third year this coop will target the San Diego market during late December through mid February. Staff, agencies and resort partners have worked to develop a plan that will continue to promote the North Lake Tahoe region to the San Diego visitors. Again this year, the Buy 2 Get 1 Free Ski Tahoe North Lift Ticket, as well as various Buy 2 Get 1 Free Lodging will be utilized as the offer in this campaign.

COMMITTEE ACTION

Staff and agencies presented the FY 2011/12 plan to the marketing committee at its September 27<sup>th</sup> meeting. Upon review and discussion the committee recommended for board approval the plan as present.

REQUESTED BOARD ACTION

Les Pedersen, Marketing Committee Chair, will provide the board with an overview of FY 2011/12 San Diego Winter plan.

**North Lake Tahoe Ski Coop**  
**Market: San Diego**  
**September 20, 2011**

**Total Media Spend: \$85,744**  
**Total Media Value: \$159,794**  
**Total Estimated Impressions: 13,341,123**

Media	November	December	January	Total
<b>I. Print:</b>				
<b>San Diego Magazine</b> Circulation: 40,395 (paid) Monthly Ad Size: 2 page spread (1/2 advertorial)	Drops \$9,375		Drops: 12/27 \$9,375	2x \$18,750
<b>Ranch &amp; Coast</b> Copies: 27,000 (3% paid, the rest free) Monthly Ad Size: Full page			Drops 1/2 \$3,744	1x \$3,744
<b>Total Print</b>	\$9,375	\$0	\$13,119	\$22,494
<b>III. Radio</b>				
<b>5 stations, KFMB, KYXY, KBZT, XTRA</b> Adults 25-54 Grps: 300 Estimated Reach: 73% Frequency: 4.1		12/5, 12/12 \$17,500	1/2, 1/9 \$17,500	\$35,000
<b>Total Radio</b>		\$17,500	\$17,500	\$35,000
<b>IV. Internet</b>				
<b>SanDiego.com</b> Integrated Online Campaign		12/1-15/15 \$1,250	1/2-/15 \$1,250	\$2,500
<b>SignonSanDiego.com</b> Email blast targeted to SD DMA Skiers/Boarders with HHI of \$100k+		12/6 \$2,750		\$2,750
<b>Facebook</b> San Diego & cities w/in 50 mile radius		11/28-12/15 \$750	1/2-1/16 \$750	\$1,500
<b>TravelSpike</b> Network buy targeted to SD DMA Skiers/Boraders with HHI of \$100k+	start 11/15 \$2,000	\$4,000	End 1/31 \$4,000	\$10,000
<b>Google</b> E-newsletter Database: 2,200	start 11/15 \$300	\$600	End 1/31 \$600	\$1,500
<b>Total Internet</b>	\$2,300	\$9,350	\$6,600	\$18,250
<b>Out of Home Media</b>				
San Diego International Airport Terminal 1 - East Concourse 6'x6' Spectacular Backlit		Start 12/5 \$5,000	Thru 1/29 \$5,000	\$10,000
<b>Total Media</b>	<b>\$11,675</b>	<b>\$31,850</b>	<b>\$42,219</b>	<b>\$85,744</b>
<b>IX. Production</b>				
<b>Radio Production</b> :60 spot, 3 versions		\$3,000		
<b>Print Ad Production, Internet Production</b>		\$3,500		
<b>Splash Page Development</b>		\$2,500		
<b>Airport Production (1)</b>		\$900		
<b>Ski Show Flyer Production</b>		\$275		
<b>Total Production</b>		\$10,175		\$10,175
<b>TOTAL</b>				<b>\$95,919</b>

**North Lake Tahoe Winter Ski Coop  
2011-12 Media Plan**

Campaign Timeline: November – January

Media Mix:	Print	\$22,494
	Radio	\$35,000
	Internet	\$18,250
	Out-Of-Home	\$10,000
2011-2012 Cost:	\$85,744	Value: \$159,794
2010-2011 Cost:	\$69,676	Value: \$119,202

Print (Total spend \$22,494)

**San Diego Magazine**

Circulation: 40,395 (93% paid)  
72% more likely than the market average to Ski/Snowboard  
90% more likely to visit Lake Tahoe  
72% have HHI of \$100k+

November Issue: Ski Getaways (sp: 9/23, ad: 9/27)  
Full page spread - \$9,375 (one page of advertorial and one full page ad) - **PLACED**

January Issues (note no related editorial in this issue):  
Full page spread - \$9,375 (one page of editorial written by SD Mag & one full page ad)

**Total Cost: \$18,750 (for two 2 page spreads)**

**Ranch & Coast Magazine NEW**

Circulation 27,000 (3% paid)

Distribution is concentrated in the ultra-affluent northern coastal communities of Rancho Santa Fe, Solana Beach, Del Mar, Carmel Valley, Santaluz, Encinitas, Carlsbad, and La Jolla.

Demographics: 83% Female  
Median Age is 47  
82% Married  
Median HHI is \$205K  
67% HHI 300K+  
41% Plan to take a ski vacation in next 12 months.

January issue (will have ski editorial)  
Full page ad - \$3,744

**Total Cost: \$3,744**

**Radio**

Target Market: Adults 25-54

Weeks: 12/05, 12/12, 1/02 and 1/09 (possibly week of 12/26 free)

Stations bought last year– KFMB, KYXY, KBZT, XTRA

Grps: 300.0

**Budget: \$35,000**

Estimated Reach: 73% Frequency: 4.1

Promotions: We will secure promotions with each station buy. They will want airline tickets so we may have to use some of the budget to purchase tickets if the station cannot secure them. We would like at least five 3-night stays with 3 days of skiing to use for promotions.

Station	Format	HHI\$100k+			Snow skiing - snowboarding			Visit Lake Tahoe past 12 mos		
		Vert %	Horz%	Index	Vert %	Horz%	Index	Vert %	Horz%	Index
Totals		100	23.35	100	100	6.08	100	100	3.38	100
KFMB FM	Adult Hits	27.34	30.04	129	34.35	9.84	162	22.02	3.5	104
KYXY FM	Adult Contemporary	30.43	27.59	118	32.36	7.64	126	23.13	3.04	90
KMYI FM	Hot Adult Contemporary	31.71	29.79	128	30.87	7.56	124	21.13	2.87	85
KHTS FM	Contemporary Hit Radio	20.31	19.41	83	26.67	6.64	109	20.61		84
KIOZ FM	Rock	17.31	22.08	95	24.54	8.15	134	27.91	5.15	152
KGB FM	Classic Rock	22.93	31.84	136	21.83	7.89	130	26.25	5.27	156
XHTZ FM	Rhythmic Contemporary Hit	9.62	11.57	50	19.91	6.24	103	78.3	1.27	38
KPRI FM	Adult Alternative	13.75	35.32	151	18.28	12.23	201	13.83	5.14	152
XPRS FM	Oldies	25.33	34.85	149	18.14	6.5	107	13.06	2.6	77
XTRA FM	Modern Rock	17.68	26.61	114	16.71	6.56	108	17.29	3.77	111
KSCF FM	Modern Adult Contemporary	20.07	30.02	129	16.36	6.38	105	26.25	5.68	168
KBZT FM	Modern Rock	18.05	32.43	139	14.72	6.89	113	22.02	5.73	170

Source: 2010 San Diego Scarborough Release 1 Study

**Internet (Total Spend – \$18,250)**

**SanDiego.com**

**Integrated Campaign**

Campaign Flight: November 1, 2011 – December 16, 2011  
 Geo-Targeted: Local San Diego Audience Only  
 Banner Type/Size: 728 x 90 Leaderboard (Local Audience Only)  
 Banner Location: ROS on SanDiego.com (Local Audience Only)  
 Total Impressions: 75,000

Site "Take-Over" will be for a 2x - two day "Take-Over" (Dates - would place during a big storm) on the following local pages:

<http://local.sandiego.com/> <http://local.sandiego.com/sports> <http://local.sandiego.com/san-diego-getaways> <http://local.sandiego.com/lifestyle> <http://local.sandiego.com/arts-and-theatre>

**Social Media Campaign Details:**

Two Shared Local E-mail Blasts: 13k+ Opt-In Subscribers per blast  
 Two Twitter Posts: 11k+ Followers per post  
 One Facebook Post: 100k+ Friends per post  
 Social media will be combined to promote both general and contest related information (Dates TBD).  
 Contest could be used to build-up specific Facebook pages of North Lake Tahoe ConVis and/or Resorts.

**Total Cost: \$2,500**

### SignonSanDiego NEW

Targets:  
SD DMA  
Skiers or Snowboarders  
HHI of \$100k+

#### Stand Alone Email Blast

Date: early December (exact date tbd)  
Database: 40,000  
Creative: HTML  
CPM: \$69  
**Cost: \$2,750**

### Facebook

Targeting: Adults 25-49 within 50 mile radius of San Diego  
Keywords: Ski, Snowboard  
Time Period: 11/28-12/15 & 1/2-1/16  
Est. Clicks: 1,086  
Note: Will run when it snows during this time period.  
**Cost: \$1,500**

### TravelSpike Network Buy NEW

Flight: November 1 – January 31, 2011  
Geo-target: SD DMA  
Targets: Skiers/Boarders, HHI of \$100k+  
Sample Sites: Yahoo! Travel, NYTimes: Travel, WeatherUnderground.com, 10best.com, flightstats.com  
Impressions: 1,333,333  
CPM: \$7.50  
**Cost: \$10,000**

### Google

Flight: November 15 – January 31, 2011  
Geo-target: SD DMA  
Sample Keywords: Ski Vacation, Ski Package, Ski Trip, Ski Destination, Ski Deal & Lake Tahoe Ski Package  
**Cost: \$1,500**

### Out of Home

#### Option I

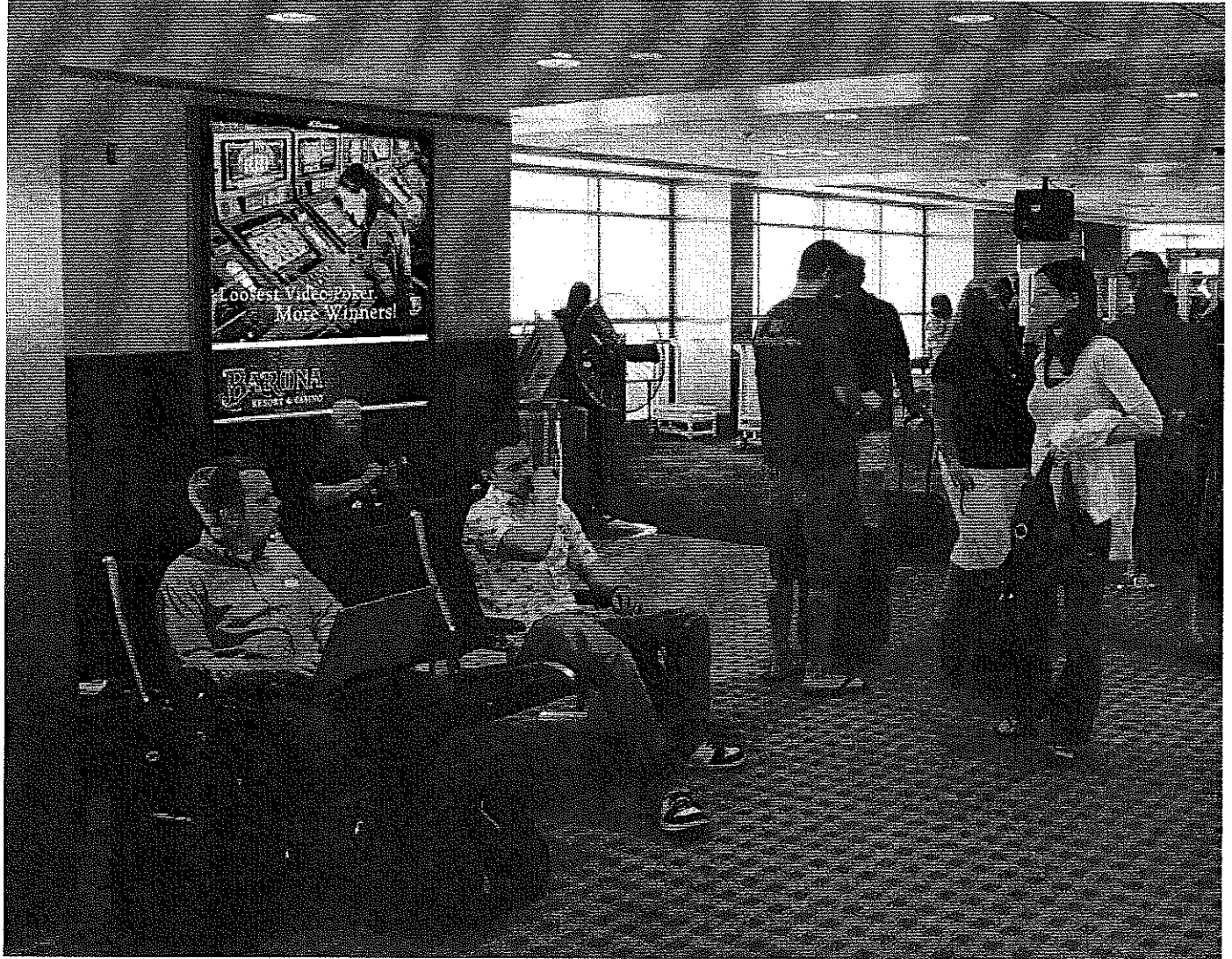
#### San Diego International Airport NEW

Terminal 1: East Concourse  
Airline: Southwest  
2010 Domestic Passengers: 6.5 million

Creative: 6' x6' Spectacular Backlit  
Flight Dates: December 5<sup>th</sup>-January 29<sup>h</sup> (8 weeks)  
**Negotiated Cost: \$10,000**  
Rate Card Rate: \$34,000



Location #1: Near Gates 1&2 to run first 4 weeks  
Destinations: Denver, Vegas, Reno, Oakland, Albuquerque, Sacramento



Location #2: Near Gate 8 to run second 4 weeks  
Destinations: Denver, Chicago, Las Vegas, Oakland



Note: There are no direct flights to Salt Lake City via Southwest Airlines however you can fly through Oakland, Las Vegas and Phoenix. Delta has the only direct flights and it is in another terminal.

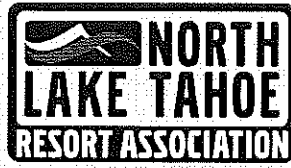
**Wall Mural (not recommended)**

Westfield Mission Valley Mall outside of Sport Chalet

Dates: 11/15/11-2/28/12

Cost: **\$10,000**

Note: The month of February would be at no cost.



September 29, 2011

To: Board of Directors

From: Les Pederson, Marketing Committee Chair  
Andy Chapman, Director of Tourism

Re: FY 2011/12 North Lake Tahoe Marketing Cooperative Budget

#### BACKGROUND

As the Board is aware, the NLTRA is involved in a cooperative marketing program with the IVCBVB. Staff presented a draft FY 2011/12 Coop budget to the Marketing Committee at its June meeting. The Marketing Committee provided input to staff regarding the budget as well provided input on priorities projects for additional carryover funds if those became available.

#### SITUATION

The committee had directed staff to prioritize the funding the funding as follows:

1. Increase Web Content/Social Media Contract
  - This increase is to provide an additional 20 hours per month of web content time for our current contractor.
  - Additional marketing funds for social marketing efforts for program elements
2. Increase Internet Media for both Drive and Destination Focus
3. Increase Media Resources to Destination Markets

Staff revised the FY 2011/12 Coop budget to include the anticipated NLTRA FY 2011/12 budget and presented the revised Coop budget the Marketing Committee at its meeting on September 27, 2011. The Marketing Committee recommended for NLTRA Board approval the FY 2011/12 North Lake Tahoe Marketing Cooperative Budget.

#### REQUESTED BOARD ACTION

Les Pedersen, Marketing Committee Chair, will provide the board with an overview of process.



# north lake tahoe

## DRAFT FY 2011/12 NORTH LAKE TAHOE MARKETING COOP BUDGET

6/22/11

Line Item/Description	Revised FY 2011/12 9/15/11	Preliminary FY 2011/12 Budget	Final Projected FY 2010/11 Budget	Variance to FY 2010/11	% of Total
<b>Public Relations</b>					
Leisure Sales	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	4.9%
North Tahoe Conference Sales Media	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	7.1%
Website Content Manager/Social Media	\$ 200,000	\$ 200,000	\$ 220,000	\$ (20,000)	14.9%
	\$ 61,800	\$ 55,000	\$ 45,900	\$ 9,100	4.1%
<b>SUB-TOTAL</b>	<b>\$ 421,800</b>	<b>\$ 415,000</b>	<b>\$ 425,900</b>	<b>\$ (10,900)</b>	<b>31.0%</b>
<b>Coop/Misc. Committed Programs</b>					
Sierra Ski Marketing Council	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	6.0%
Regional Marketing Committee	\$ 75,000	\$ 75,000	\$ 50,000	\$ 25,000	5.6%
North Tahoe Wedding Promotion	\$ 50,000	\$ 50,000	\$ 56,283	\$ (6,283)	3.7%
Photography	\$ 8,000	\$ 8,000	\$ 18,832	\$ (10,832)	0.6%
MTRIP Research Project	\$ 15,000	\$ 15,000	\$ 17,000	\$ (2,000)	1.1%
California Snow Campaign	\$ -	\$ -	\$ 10,000	\$ (10,000)	0.0%
Sustainable Tourism Conference Sponsorship	\$ -	\$ -	\$ -	\$ -	0.0%
Fulfillment	\$ 10,000	\$ 10,000	\$ 8,000	\$ 2,000	0.7%
<b>SUB-TOTAL</b>	<b>\$ 238,000</b>	<b>\$ 238,000</b>	<b>\$ 240,115</b>	<b>\$ (2,115)</b>	<b>17.8%</b>
<b>Consumer Marketing</b>					
Drive Market	\$ 139,066	\$ 146,000	\$ 190,523	\$ (44,523)	10.9%
Destination Market	\$ 199,020	\$ 156,000	\$ 207,357	\$ (51,357)	11.6%
Outdoor	\$ 100,375	\$ 104,000	\$ 86,875	\$ 17,125	7.8%
Internet (Drive and Destination)	\$ 161,260	\$ 95,000	\$ 127,227	\$ (32,227)	7.1%
Direct Response	\$ 30,000	\$ 28,000	\$ 66,312	\$ (38,312)	2.1%
Website Programs (non advertising)	\$ 91,400	\$ 58,000	\$ 112,824	\$ (54,824)	4.3%
Production/Client Services/Promo Planning	\$ 107,440	\$ 100,000	\$ 101,005	\$ (1,005)	7.5%
<b>SUB-TOTAL</b>	<b>\$ 828,561</b>	<b>\$ 687,000</b>	<b>\$ 892,123</b>	<b>\$ (205,123)</b>	<b>51.3%</b>
<b>TOTAL</b>	<b>\$ 1,488,361</b>	<b>\$ 1,340,000</b>	<b>\$ 1,558,138</b>	<b>\$ (218,138)</b>	<b>1</b>
<b>NLTRA Marketing Budget</b>					
NLTRA Carryover to Marketing Coop (Round 1)	\$ 905,000	\$ 870,000	\$ 905,712	\$ (35,712)	
NLTRA Carryover to Marketing Coop (Round 2)	\$ 108,000	\$ -	\$ 90,000	\$ 90,000	
IVCBVB Marketing Budget	\$ 475,361	\$ 470,000	\$ 470,000	\$ -	
<b>TOTAL</b>	<b>\$ 1,488,361</b>	<b>\$ 1,340,000</b>	<b>\$ 1,555,712</b>	<b>\$ (215,712)</b>	<b>#REF!</b>
	\$ -	\$ -	\$ (2,426)		

**CONFLICT OF INTEREST POLICY**  
**OF**  
**NORTH LAKE TAHOE RESORT ASSOCIATION**

Section 1. Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's ("Organization") interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction, as defined in I.R.C. Section 4958. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit organizations.

Section 2. Definitions

(a) Interested Person – Any director, principal officer, or member of a committee with governing board delegated powers, who has a material financial interest, as defined below, is an interested person. (See Cal. Corp. Code §5233(a)).

(b) Material Financial Interest – A person has a material financial interest if the person has, directly or indirectly, through business, investment, or a spouse:

- i. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- ii. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- iii. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that may be considered substantial enough to influence a Board member's decision.

A material financial interest is not necessarily a disqualifying conflict of interest. Under Section 3.b, the Board may approve the transaction if it finds that the transaction is in the Organization's best interests.

### Section 3. Procedures

(a) Duty to Disclose – In connection with any actual or possible conflict of interest an interested person must disclose the existence of the material financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

(b) Determining Whether a Conflict of Interest Exists – After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

#### (c) Procedures for Addressing the Conflict of Interest

(i) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(ii) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(iii) After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(iv) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall make findings and determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### (d) Violations of the Conflicts of Interest Policy

(i) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(ii) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### Section 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Section 5. Compensation

(a) A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the organization for services is precluded from voting on matters pertaining to that member's compensation.

(c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### Section 6. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement that affirms such person:

(a) Has received a copy of the conflicts of interest policy;

(b) Has read and understand the policy;

(c) Has agreed to comply with the policy; and

(d) Understands the Organization is a nonprofit and in order to maintain its federal tax exemption it must primarily engage in activities that accomplish one or more of its tax exempt purposes.

#### Section 7. Periodic Reviews

To ensure the Organization operates in a manner consistent with nonprofit purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether compensation arrangement and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and

(b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investments or payments for goods and services, further nonprofit purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### Section 8. Use of Outside Experts

When conducting the periodic reviews as provided for in Article 7, Section 7, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.





**NORTH LAKE TAHOE RESORT ASSOCIATION**

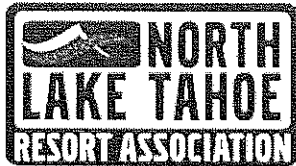
**CONFLICT OF INTEREST POLICY ANNUAL STATEMENT**

Pursuant to North Lake Tahoe Resort Association's ("NLTRA") Conflict of Interest Policy, Section 6, as a director, principal officer or member of a committee with governing board delegated powers, I affirm that I have:

- (a) Received a copy of the Conflicts of Interest Policy of NLTRA;
- (b) Read and understand the policy;
- (c) Agree to comply with the policy;
- (d) Understand that NLTRA is a nonprofit and in order to maintain its federal tax exemption it must primarily engage in activities that accomplish one or more of its tax exempt purposes; and
- (e) Completely and honestly disclosed all actual and potential material financial interests as defined in the Conflicts of Interest Policy on the attached Disclosure form.

\_\_\_\_\_  
*[Name, Title]*

\_\_\_\_\_  
Date



## MATERIAL FINANCIAL INTEREST DISCLOSURE

### Purpose

The purpose of the Conflict Of Interest Policy Material Financial Interests Disclosure is to protect NLTRA's best interests and tax-exempt status. Directors must disclose all material financial interests, as defined below, so that NLTRA knows when it is contemplating a transaction or arrangement that might benefit the private interest of an officer or director of the NLTRA or might result in a possible excess benefit transaction, as defined in I.R.C. Section 4958.<sup>1</sup>

The Disclosure is for NLTRA's internal use only and is not a public document available for public disclosure. Without prior, written consent from the disclosing party, it may only be disclosed as required by law.

### Material Financial Interests

As defined in NLTRA's Conflict of Interest Policy, a Director has a "material financial interest" if the person has, directly or indirectly, through business, investment, or a spouse<sup>2</sup>:

- a. An ownership or investment interest in any entity that the NLTRA has a transaction or arrangement with;
- b. A compensation arrangement with the NLTRA, or with any entity or individual that the NLTRA has a transaction or arrangement with; or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.

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<sup>1</sup> The term "NLTRA" includes its subsidiary.

<sup>2</sup> The term "Spouse" includes a registered domestic partner.

**Duty to Disclose Actual and Potential Material Financial Interests**

Under the Conflict of Interest Policy and state law, Directors have a duty to disclose any actual or possible conflict of interest and the existence of any material financial interest. Remember, only "material financial interests," as defined above, must be reported under each of the following five (5) categories. *Please attach additional sheets as necessary.*

1. **An Ownership or investment interest (*greater than ten (10) percent*) in any entity that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Disclose the name of the business entity;

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- b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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- c. State the highest percentage of your interest in the entity during the reporting period;

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- d. Identify the nature of your investment (for example, stocks, warrants, options, or bonds);

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- e. If you initially acquired or disposed of your entire investment interest during the reporting period, enter the date acquired or disposed.

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2. **Potential ownership or investment interest(s) (greater than 10%) in, or with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Disclose the name of the business entity;

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- b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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- c. State the highest percentage of your potential interest in the entity during the reporting period;

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- d. Identify the nature of your potential investment (for example, stocks, warrants, options, or bonds);

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- e. If known, enter the expected date of acquisition of the potential interest.

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3. **Compensation arrangement(s) with the NLTRA.** A compensation arrangement with the NLTRA.

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the NLTRA that you had during the reporting period;

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- b. Report your job title with each reportable business entity, even if you received no income during the reporting period;

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- c. Report the compensation arrangement(s) with the NLTRA that your spouse had during the reporting period.

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**4. Compensation arrangement(s) with any entity or individual that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the entity or individual that you had during the reporting period;

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- b. Provide a general description of the business activity of the business entity or individual (for example, advertising agency);

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- c. Report your job title with each reportable business entity or individual, even if you received no income during the reporting period;

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- d. Report the compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.

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5. **Potential compensation arrangement(s) with any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.
  - a. Report the potential compensation arrangement(s) with the entity or individual that existed during the reporting period;  
\_\_\_\_\_  
\_\_\_\_\_
  - b. Provide a general description of the business activity of the source or business entity (for example, advertising agency);  
\_\_\_\_\_  
\_\_\_\_\_
  - c. Report your potential job title with each reportable business entity or individual, even if you will receive no income under the potential compensation arrangement during the reporting period;  
\_\_\_\_\_  
\_\_\_\_\_
  - d. Report the potential compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix

### Instructions for Completing Material Financial Interest Disclosures

**1. Instructions for Disclosure Item #1:**

Reportable "Investments" include investments that qualify as material, as defined in the Material Financial Interest Disclosure Form, and include:

- Stocks, bonds, warrants, and options, held in margin or brokerage accounts;
- Sole proprietorships;
- Your own business;
- Your spouse's business;
- Your or your spouse's investments that are legally separate property;
- Partnerships (for example, a law firm or family farm);
- Investments in reportable business entities held in a retirement account ;
- If you, your spouse, or dependent children had a 10% or greater ownership interest in a business entity or trust (including a living trust), you must disclose material financial interests held by the business entity or trust;
- Business trusts

You are not required to disclose reportable investments in:

- Diversified mutual funds registered with the Securities and Exchange Commission (SEC);
- Bank accounts, savings accounts, and money market accounts;
- Insurance policies;
- Annuities;
- Shares in a credit union;
- Government bonds (including municipal bonds);
- Retirement accounts invested in non-reportable interests (for example, insurance policies, diversified mutual funds, or government bonds);
- Defined benefit pension plans and profit sharing plans qualified under Internal Revenue Code section 401(a);

- Interests held in a “blind trust” (a trust managed by a disinterested trustee who has complete discretion to purchase and sell assets held by the trust).

Additionally, you have a reportable “trust interest” if the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and as a Trustor you:

- Can revoke or terminate the trust;
- Have retained or reserved any rights to the income or principal of the trust or retained any reversionary or remainder interest; or
- Have retained any power of appointment, including the power to change the trustee, or the beneficiaries.

Or the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and you are a trust Beneficiary and:

- Presently receive income; or
- Have an irrevocable future right to receive income or principal

**2. Instructions for Disclosure Item #2**

Disclose any potential, reportable ownership or investment interests. See Appendix section 1, above for definitions of “reportable investments.”

**3. Instructions for Disclosure Item #3:**

Reportable “compensation” includes direct and indirect remuneration as well as gifts or favors that may be considered substantial enough to influence a Board member’s decision. Commonly reportable “compensation arrangements” and “potential compensation arrangements” include:

- Salary/wages, per diem, reimbursement for expenses;
- Community property interest (50%) in your spouse’s income - report the employer’s name and all other required information;
- Income received from investment interests, such as partnerships.

You are not required to report:

- Income from any sale, including the sale of a house or car (report the total sale price);



- Rental income;
- Prizes or awards not disclosed as gifts;
- Payments received on loans you made to others;
- An honorarium received prior to becoming a Director;
- Incentive compensation;
- Salary, reimbursement for expenses or per diem, social security, disability, or other similar benefit payments received by you or your spouse from a federal, state, or local government agency;
- Payments received under an insurance policy;
- Interest, dividends, or premiums on a time or demand deposit in a financial institution, shares in a credit union, an insurance policy, or a bond or other debt instrument issued by a government agency.

**4. Instructions for Disclosure Item #4:**

See Appendix section 3, above for applicable definitions of "reportable compensation."

**5. Instructions for Disclosure Item #5:**

See Appendix section 3, above for applicable definitions of "reportable compensation."