

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for February 1, 2018 - August 1, 2017 – January 31 June 30, 2018

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services will include:

1. Organization Management and Administration
- 1.2. Tourism Development Plan Development and Implementation
- 2.3. Tourism Development Programs Destination Marketing Programs
4. Visitor Information Services
- 3.5. Tourism Master Plan Support and Implementation
4. Research and Planning

1. 1. ORGANIZATION MANAGEMENT AND ADMINISTRATION

GOAL: Provide management and administrative functions for the organization. Provide efficient, effective mManagement and administrative functions for the organization corporation while and overseeing services and programs operated by the organization corporation.

Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- Conduct a thorough review the organization's programs, processes, procedures and human resource allocations to ensure efficiency and effectiveness.
- Implement full transition and onboarding for CEO and CMO.
- Review and revise the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements. specific to: standing committees; operational strategies; and establishing revised policies for sales and entertainment.
- Continue the Review, prioritize and create an
- implementation plan for of Board governance, chamber and marketing subcommittee recommendations from 18-month organizational review process.
- Update the Marketing Coop agreement to ensure adequate Board of Directors and County oversight.
 - Develop outreach plan in partnership with Placer County staff to receive community feedback on future partnership.
 - Schedule regular meetings between Resort Association and Placer County staff to share information, anticipate issues and note successes.
 - Revise scope of work and contract template consistent with similar organizations (government and organizations similar to the NLTRA) best

~~practices, performance based contract goals and mutually agreed upon performance indicators.~~

Performance Indicators:

- ~~Achieve full compliance with County contract requirements utilizing written memorandums to address areas needing additional clarification or explanation to clarify contract and reporting requirements.~~
- ~~Successful implementation of organizational goals and achievement of performance indicators~~
 - ~~Initiate organizational changes resulting from internal review process to ensure efficiency and effectiveness.~~
 - ~~Complete on-boarding of new Tourism Director, introduce to community and businesses, and integrate into committees.~~
 - ~~Complete review of the Supplemental Operating Procedures and Policies. Prepare recommended changes, review with committees, seek Board approval.~~
- ~~Implement recommendations from task force committees if budget allows.~~
- ~~Updated agreement between Marketing Coop partners.~~

2. TOURISM DEVELOPMENT DESTINATION MARKETING PROGRAMS

~~Develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.~~

1. Tourism Development Marketing Plan 2. TOURISM DEVELOPMENT PLAN

GOAL: ~~Develop and implement an annual Tourism marketing Development Plan consistent with strategic plan and annual scope of work, targeting audiences identified in said plan. Perform analysis on whether the annual work plan is aligned with a longer-term strategic plan.~~

~~4. Plan Objectives:~~

- ~~2. Increase prospective visitor awareness of the amenities offered in the region.~~
- ~~1.~~
- ~~3. Increase visitation to the destination during mid-week and strike zone time periods. Coordinate efforts with resorts and tourism business communities to leverage opportunities and increase targeted visitation.~~
- ~~4.~~
- ~~2. Increase average length of visitor stay.~~
- ~~5. and spend stay per visitor. Increase total number of visitors arriving by air.~~
- ~~6.~~
- ~~3.~~
- ~~7.~~
- ~~8. Increase total number of visitors arriving by air.~~

- ~~9. Coordinate efforts with resorts and tourism business communities to leverage opportunities and increase targeted visitation.~~
- 4. Update the ~~Begin~~ development of a long-term tourism development marketing strategy along with implementation of the annual marketing plan and objectives that support and align with the tourism master plan.
- 5. Revise performance indicators
- ~~— Update the Marketing Coop agreement to ensure adequate Board of Directors and County involvement in implementation of above plan.~~
- 10. ~~—~~

Performance Indicators:

- Complete Tourism Development marketing Plan with revised performance indicators.
- ~~• Complete the coordinated efforts with resorts and tourism business communities to leverage opportunities and increase targeted visitation.~~
- ~~• Revised performance indicators to be included in tourism development plan, marketing plan, scope of work and contract with Placer County.~~
- Quarterly progress report and schedule consistent with revised performance indicators.
- ~~• Implement updated agreement between Marketing Coop partners.~~

Revised Performance indicators should include the following criteria:

- Incorporate travel industry best practices
- Define measurable results
- Define leading indicators
- Support and ensure results
- Incorporate research-based metrics
- Amend tactics and strategies when metrics are not achieved or as warranted based on market and/or product changes

~~The Tourism Development Marketing Plan outline should also include the following tasks:-~~

32. TOURISM DEVELOPMENT PROGRAMS

GOAL: Develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

- a) Public / Media Relations

Tasks:

- Increase public and media awareness of eastern Placer County, as part of the North Lake Tahoe region, as a premier year-round active and family travel destination.
- Support business partner initiatives around seasonal and year-round efforts.
- Generate ~~positive~~ editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips.
- Provide assistance to journalists on assignment in eastern Placer County, as part of the North Lake Tahoe region.
- Frequently update content for the media center and blog on GoTahoeNorth.com.
- Remain up to date on consumer travel trends to revise and update media relations plan as needed and appropriate.
- ~~Conduct cost-benefit analysis of staffing versus out-sourcing some of these duties.~~

Performance Indicators:

- Increased dollar impact of media year over year.
- Increased number of media outlets contacted year over year.
- Increase advertising equivalency of public relations efforts by 7% over prior year same period.
- Increase number of media contacts and press releases downloaded from GoTahoeNorth.com by 5% over prior year same period. Increase references to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe by 10% over prior year same period.
- ~~Complete cost-benefit analysis and make recommendations on any potential changes.~~

b) Social Media

Tasks:

- Increase public awareness of eastern Placer County, as part of the North Lake Tahoe region.
- ~~Utilize social media to increase public awareness of eastern Placer County, as part of the North Lake Tahoe region.~~
- Increase followers and engage viral community.
- ~~Conduct cost-benefit analysis of staffing versus out-sourcing some or all of these duties.~~

Performance indicators:

- Increase number of social media followers by 15% over prior year same period.
- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to prior year same period.

- ~~• Complete cost-benefit analysis and make recommendations on any potential changes.~~

c) Website - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of eastern Placer County, as part of the North Lake Tahoe region.

Tasks:

- Regularly update GoTahoeNorth.com with content designed to engage travelers and inspire year-round and mid-week visitation to eastern Placer County, as part of the North Lake Tahoe region.
- Include information that a visitor would need to book a trip to eastern Placer County, as part of the North Lake Tahoe region, and find information to enhance their visit while in market.
- ~~_____~~

—Performance indicators:

- Increase total annual unique visitors to website by 5% over prior year. ~~same period.~~
- Increase average length of stay on the website by 10% over prior year. ~~same period.~~
- Increase number of lodging referrals by 5% over prior year. ~~same period.~~

d) Group and Conference Sales:

The program shall include a focus on increasing awareness in the national and regional meetings industry of eastern Placer County, as a part of the North Lake Tahoe region, as a premier meeting, conference and sporting destination.

~~The purpose of this program is to increase the number of group meetings and conferences held at North Lake Tahoe each year. The program shall include a focus on increasing awareness in the national and regional meetings industry of eastern Placer County, as a part of the North Lake Tahoe region, as a premier meeting, conference and sporting destination.~~

Tasks:

- Increase the number of group meetings and conferences held at North Lake Tahoe each year.
- Promote eastern Placer County, as part of the North Lake Tahoe region at industry trade shows and events.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets.

- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.
- Increase awareness in new markets identified in Tourism Development plan. in southeastern United States with full-time sales person dedicated to that market. (Florida, Georgia, Tennessee.)

Performance Indicators:

- Increase total leads by 10% over ~~same period in~~ FY 2016-17.
- Increase booked revenue by 5% over ~~same period in~~ FY 2016-17.
- Increase number of request for proposals submitted through GoTahoeNorth.com website by 10% ~~over same period over~~ in FY 2016-17.
- Contract with Attract at least one major meetings industry customer event to eastern Placer County, as part of the North Lake Tahoe region. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers.
- Increase leads in new markets identified in Tourism Development Plan from southeast market by 10% over ~~same period in~~ FY 2016-17.
- Increase tTotal room nights over FY 2016-17.
- Increase rRoom nights generated through leads over FY 2016-17.

e) Leisure Sales

The program shall focus on building national and international tourism business for eastern Placer County, as part of the North Lake Tahoe region, through trade shows, familiarization tours, promotional programs and training for travel/reservation agents.

Tasks:

- Identify opportunities among multiple distribution channels to promote for the sale of eastern Placer County, as part of eastern Placer County, as part of eastern Placer County as part of the North Lake Tahoe region; ~~vacations and vacation products~~; including: 1) direct to consumer vacations; 2) travel agents vacation products; and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.
- Host at least two travel trade FAMs per year with markets we have targeted, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.
- Strengthen relationships with international offices to drive tourism year round and mid-week during winter and summer seasons.

- Monitor brochure information and online information to ensure year round messaging.
- Increase eEastern Placer County lodging contracts with 3rd party re-sellers product placement in order to generate more incentive for long term visitation.

Performance Indicators:

- Conduct (105) Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase newsletter database of travel agents located outside the four hour drive market by 10% over FY 2016/2017.
- Update the leisure sales tracking program with selected OTA's and domestic wholesale tour operators quarterly in order to track peak and non-peak room nights.
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase travel industry database by 10% over FY 2016/2017.

f) Special Events & Communications

These programs will support the development, implementation, promotion and communications of special events held in eEastern Placer County, as part of the North Lake Tahoe region, and will attract new events to the destination. The programs shall focus on attracting events that take place within the identified strike zones and are tied to initiative areas. Staff will assist in communicating the local impacts of each event.

Special Event Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional benefits are received.
- Communicate to event producers of sponsored events what permits are required and the appropriate submission deadlines, at least 90 days prior to event date.
- Assist event producers in completion of final event report including tracking measurements necessary to determine event ROI for all sponsored special events.
- Assist in facilitating event surveys for the duration of this contract.
- Coordinate visitor information booths at regional sponsored events when applicable/appropriate.
- Administer, oversee and execute the Special Event Partnership Funding program.
- Research and bring information to the Marketing Committee and Board of Directors on options to revise the current Special Event Strategy.
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Performance Indicators:

- Implementation of new Special Event Partnership Funding program.
- ~~Summary of sponsored events in October 2017 – March 2018 June 2017 – November 2017 with ROI including report on event attendance, overnight stays and media exposure.~~
- Revised and Board approved Special Events Strategy
- ~~Research and bring information to the Marketing Committee and Board of Directors on options to revise the current Special Event Strategy.~~

Communications Tasks:

- Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
- Create and distribute a toolkit for event producers including local and regional media information, North Lake Tahoe social handles and hashtags, and destination information.
- Develop and manage a centralized organizational media resource library.
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of Business Association and Chamber Collaborative marketing campaigns.

Performance Indicators:

- Distribute event notifications after sponsorships are approved by the Resort Association NLTRA Bea Board of Directors and on a quarterly basis via email.
- Produce and distribute Toolkit for use by event producers.
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43. VISITOR INFORMATION SERVICESg) ~~Visitor Information Services~~

GOAL: Provide comprehensive information to visitors to eastern Placer County, as part of the North Lake Tahoe region, ~~which serves~~ to enhance the visitor experience, reduce visitor impacts, and encourage longer stays, ~~and/or~~ return visitation, and increased economic activity.

Tasks:

- Assist in the dDevelopment, publish and distribution of e the bi-annual North Lake Tahoe Official Visitor Guide.
- Update, publish and distribute eastern Placer County, as part of the North Lake Tahoe region, Neighborhood Maps.
- Provide 364 days of operation of the ~~Operate the year-round~~ Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Prepare and re-open ~~Continue~~ operationsng of the summer-season Visitor Center at Kings Beach State Recreation Area, ~~which shall provide visitors with information concerning businesses, attractions, events and activities in eastern Placer County, as part of the North Lake Tahoe region.~~
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.

- Educate the lodging properties located in eastern Placer County as part of the North Lake Tahoe region to inform them of the services and benefits provided by Placer County through the contract with NLTRA, Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- ~~Distribute the customer service training video for staff of local businesses. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation. Develop plan to encourage local hospitality staff to undertake the customer service training video.~~
- Evaluate costs/benefits for options on distribution of materials at informational kiosks in Reno, Truckee, South Lake Tahoe, Auburn, and Sacramento airport.
- Undertake a customer service survey for guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.
- Evaluate options, costs, and revenue opportunities for a mobile visitor center vehicle.
- Increase net revenue for Visitor Center.

~~Complete cost/benefit analysis for visitor information at regional locations.~~

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Performance Indicators:

- Increase visitors served in visitor information centers by 32% over FY2016-2017, during same period previous year.
- Final Provide a report on numbers of hospitality staff who have completed the training and their feedback on content.
- ~~Complete cost/benefit analysis for visitor information at regional locations.~~
- Complete report on customer survey results. Prepare recommendations.
- Final Provide report on options, costs, and revenue opportunities for a mobile visitor center vehicle.
- Increase net revenue for Visitor Center by 2% over FY 2016-17.

53. TOURISM MASTER PLAN IMPLEMENTATION : CAPITAL PROJECTS AND TRANSPORTATION

GOAL: -

Provide support to Placer County to implement the Tourism Master Plan.

Provide support, coordinate efforts, facilitate involvement, develop strategic partnerships, and assist with research and planning, to implement priorities of the Tourism Master Plan.

Tasks:

Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring broad geographic and subject matter representation to monitor and review implementation of Tourism Master Plan priorities and identify possible changes to those priorities.

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- ~~Work with Placer County to co-chair develop a the new Capital projects Advisory Committee (CAP Committee) partnership, ensuring broad geographic and subject matter representation from tourism interest groups in eastern Placer County, as part of the North Lake Tahoe region to monitor and review implementation of Tourism Master Plan priorities and identify possible changes to those priorities.~~
- ~~Establish a new capital project committee to develop a new partnership strategy to include the following criteria:~~
 - ~~Broader community representation and participation~~
 - ~~Frequent community input~~
 - ~~Implementation of Tourism Master Plan priorities~~
 - ~~Improved transparency and accountability~~
 - ~~Additional TOT funds to capital projects~~
 - ~~Regular assessment of priorities. Provide support to Placer County staff to facilitate CAP Committee.~~
- ~~Work with Placer County staff to promote encourage community organizations and groups to apply for the Tourism Master Plan Grants program. OT funding, and providing matching funds, to complete projects to help to implement the Tourism Master Plan.~~
- ~~Work with Coordinate with Placer County staff, special district leaders and business community to develop funding strategies to support implementation of the Tourism Master Plan. identify funding strategies to support implementation of the Tourism Master Plan.~~
- ~~Provide feedback to Placer County on voter surveys~~
- ~~Develop and implement an outreach plan in partnership with Placer County to receive community feedback on process to review Tourism Master Plan priorities.~~
- ~~Support transportation initiatives for eastern Placer County, as part of the North Lake Tahoe region, by serving on the Boards of Placer County Transportation Planning Agency (PCTPA), Tahoe Transportation District (TTD), Truckee North Tahoe Transportation Management Association (TMA) and the Resort Triangle Transportation Vision Coalition (RTTVC).~~
- ~~Educate the public and businesses on results of Economic Significance of Tourism Study.~~
 - ~~Encourage installation of "Bicycle Friendly Community" signage and information in region. Provide quarterly summary of transportation meeting objectives and outcomes to County staff and the NLTRA Board of Directors.~~
- ~~Work with Placer County to prepare and provide oversight for summer/winter traffic management contracts.~~

Performance Indicators

- ~~Successful implementation and facilitation of CAP Committee.~~
- ~~Recommended list of capital projects to Placer County Board of Supervisors by June 30, 2018.~~
- ~~Proposed funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors BOS review and approval.~~

- ~~Recommended list of capital projects to implement Tourism Master Plan priorities provided to Placer County Board of Supervisors. Complete capital projects partnership strategy with Placer County.~~
- ~~Complete outreach plan including meeting dates, participants and objectives.~~
- ~~Present Economic Significance of Tourism report to eastern Placer County groups and businesses.~~
- ~~Attendance at TTD, TMA, RTTVC and PCTPA meetings.~~
~~Quarterly summary of transportation meeting outcomes, issues and action steps. Provide templates and assist with installation of Bicycle Friendly Community signage.~~
- ~~Compete traffic Management contracts and oversight providing final reports, including Placer County and California Highway Patrol recommendations, within 30 days.~~

4. RESEARCH AND PLANNING:

Tasks:

- ~~Manage Dean Runyon contract to complete report on the Economic Significance of Tourism, no later than October 31, 2017 per contract with Dean Runyon.~~
- ~~Prepare renewal application for Bicycle Friendly Community Designation for eastern Placer County (North Lake Tahoe Area).~~

Performance Indicator:

- ~~Present results at a minimum of three public workshops, as agreed to with the County Executive Office.~~
- ~~Complete Application (August 17, 2017) and receive BFC Designation renewal by January 2018.~~

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for February 1, 2018 - June 30, 2018

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services will include:

1. Organization Management and Administration
2. Tourism Development Plan Implementation
3. Tourism Development Programs
4. Visitor Information Services
5. Tourism Master Plan Implementation

1. ORGANIZATION MANAGEMENT AND ADMINISTRATION

GOAL: Provide management and administrative functions for the organization.

Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- Review and revise the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
- Implement Board governance and marketing subcommittee recommendations from organizational review process.
- Update the Marketing Coop agreement to ensure adequate Board of Directors and County oversight.

Performance Indicators:

- Achieve full compliance with County contract utilizing written memorandums to clarify contract and reporting requirements.
- Successful implementation of organizational goals and achievement of performance indicators
- Updated agreement between Marketing Coop partners.

2. TOURISM DEVELOPMENT PLAN

GOAL: Develop and implement an annual Tourism Development Plan consistent with strategic plan and annual scope of work.

Plan Objectives:

1. Increase visitor awareness of the amenities offered in the region.
2. Increase visitation to the destination during mid-week and strike zone time periods. Increase average length of visitor stay.
3. Increase total number of visitors arriving by air.
4. Update the long-term tourism development strategy along with implementation of the annual marketing plan and objectives that support and align with the tourism master plan.

5. Revise performance indicators

Performance Indicators:

- Complete Tourism Development Plan with revised performance indicators.
- Quarterly progress report and schedule consistent with revised performance indicators.

Revised performance indicators should include the following criteria:

- Incorporate travel industry best practices
- Define measurable results
- Define leading indicators
- Support and ensure results
- Incorporate research-based metrics
- Amend tactics and strategies when metrics are not achieved or as warranted based on market and/or product changes

3. TOURISM DEVELOPMENT PROGRAMS

GOAL: Develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

a) Public / Media Relations

Tasks:

- Increase public and media awareness of eastern Placer County, as part of the North Lake Tahoe region, as a premier year-round active and family travel destination.
- Support business partner initiatives around seasonal and year-round efforts.
- Generate editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips.
- Provide assistance to journalists on assignment in eastern Placer County, as part of the North Lake Tahoe region.
- Frequently update content for the media center and blog on GoTahoeNorth.com.
- Remain up to date on consumer travel trends to revise and update media relations plan as needed and appropriate.

Performance Indicators:

- Increased dollar impact of media year over year.
- Increased number of media outlets contacted year over year.
- Increase advertising equivalency of public relations efforts by 7% over prior year same period.

- Increase number of media contacts and press releases downloaded from GoTahoeNorth.com by 5% over prior year same period. Increase references to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe by 10% over prior year same period.

b) Social Media

Tasks:

- Increase public awareness of eastern Placer County, as part of the North Lake Tahoe region.
- Increase followers and engage viral community.

Performance indicators:

- Increase number of social media followers by 15% over prior year same period.
- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to prior year same period.

- c) Website - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of eastern Placer County, as part of the North Lake Tahoe region.

Tasks:

- Regularly update GoTahoeNorth.com with content designed to engage travelers and inspire year-round and mid-week visitation to eastern Placer County, as part of the North Lake Tahoe region.
- Include information that a visitor would need to book a trip to eastern Placer County, as part of the North Lake Tahoe region, and find information to enhance their visit while in market.

Performance indicators:

- Increase total annual unique visitors to website by 5% over prior year.
- Increase average length of stay on the website by 10% over prior year.
- Increase number of lodging referrals by 5% over prior year.

d) Group and Conference Sales:

The program shall include a focus on increasing awareness in the national and regional meetings industry of eastern Placer County, as a part of the North Lake Tahoe region, as a premier meeting, conference and sporting destination.

Tasks:

- Increase the number of group meetings and conferences held at North Lake Tahoe each year.

- Promote eastern Placer County, as part of the North Lake Tahoe region at industry trade shows and events.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets.
- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.
- Increase awareness in new markets identified in Tourism Development plan.

Performance Indicators:

- Increase total leads by 10% over FY 2016-17.
- Increase booked revenue by 5% over FY 2016-17.
- Increase number of request for proposals submitted through GoTahoeNorth.com website by 10% over in FY 2016-17.
- Contract with at least one major meetings industry customer event to eastern Placer County, as part of the North Lake Tahoe region. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers.
- Increase leads in new markets identified in Tourism Development Plan by 10% over FY 2016-17.
- Increase total room nights over FY 2016-17.
- Increase room nights generated through leads over FY 2016-17.

e) Leisure Sales

The program shall focus on building national and international tourism business for eastern Placer County, as part of the North Lake Tahoe region, through trade shows, familiarization tours, promotional programs and training for travel/reservation agents.

Tasks:

- Identify opportunities among multiple distribution channels to promote eastern Placer County as part of the North Lake Tahoe region including: 1) direct to consumer vacations; 2) travel agent vacation products; and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.
- Host at least two travel trade FAMs per year with markets we have targeted, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.
- Strengthen relationships with international offices to drive tourism year round and mid-week during winter and summer seasons.

- Monitor brochure information and online information to ensure year round messaging.
- Increase eastern Placer County lodging contracts with 3rd party re-sellers in order to generate more incentive for long term visitation.

Performance Indicators:

- Conduct (10) Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase newsletter database of travel agents located outside the four hour drive market by 10% over FY 2016/2017.
- Update the leisure sales tracking program with selected OTA's and domestic wholesale tour operators quarterly in order to track peak and non-peak room nights.
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase travel industry database by 10% over FY 2016/2017.

f) Special Events & Communications

These programs will support the development, implementation, promotion and communications of special events held in eastern Placer County, as part of the North Lake Tahoe region, and will attract new events to the destination. The programs shall focus on attracting events that take place within the identified strike zones and are tied to initiative areas. Staff will assist in communicating the local impacts of each event.

Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional benefits are received.
- Communicate to event producers of sponsored events what permits are required and the appropriate submission deadlines, at least 90 days prior to event date.
- Assist event producers in completion of final event report including tracking measurements necessary to determine event ROI for all sponsored special events.
- Assist in facilitating event surveys for the duration of this contract.
- Coordinate visitor information booths at regional sponsored events when applicable/appropriate.
- Administer, oversee and execute the Special Event Partnership Funding program.
- Research and bring information to the Marketing Committee and Board of Directors on options to revise the current Special Event Strategy.

Performance Indicators:

- Implementation of new Special Event Partnership Funding program.

- Summary of sponsored events in October 2017 – March 2018 with ROI including report on event attendance, overnight stays and media exposure.
- Revised and Board approved Special Events Strategy

Communications Tasks:

- Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
- Create and distribute a toolkit for event producers including local and regional media information, North Lake Tahoe social handles and hashtags, and destination information.
- Develop and manage a centralized organizational media resource library.
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of Business Association and Chamber Collaborative marketing campaigns.

Performance Indicators:

- Distribute event notifications after sponsorships are approved by the Resort Association Board of Directors and on a quarterly basis via email.
- Produce and distribute Toolkit for use by event producers.

4. VISITOR INFORMATION SERVICES

GOAL: Provide comprehensive information to visitors to eastern Placer County, as part of the North Lake Tahoe region, to enhance the visitor experience, reduce visitor impacts, encourage longer stays, return visitation, and increased economic activity.

Tasks:

- Assist in the development, and distribution of the bi-annual North Lake Tahoe Official Visitor Guide.
- Update, publish and distribute eastern Placer County, as part of the North Lake Tahoe region, Neighborhood Maps.
- Provide 364 days of operation of the Tahoe City Visitors Center.
- Prepare and re-open operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Educate the lodging properties located in eastern Placer County as part of the North Lake Tahoe region to inform them of the services and benefits provided by Placer County through the contract with NLTRA.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Develop plan to encourage local hospitality staff to undertake the customer service training video.
- Evaluate costs/benefits for options on distribution of materials at informational kiosks in Reno, Truckee, South Lake Tahoe, Auburn, and Sacramento airport.

- Undertake a customer service survey for guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.
- Evaluate options, costs, and revenue opportunities for a mobile visitor center vehicle.
- Increase net revenue for Visitor Center.

Performance Indicators:

- Increase visitors served in visitor information centers by 3% over FY2016-2017.
- Final report on numbers of hospitality staff who have completed the training and their feedback on content.
- Complete report on customer survey results. Prepare recommendations.
- Final report on options, costs, and revenue opportunities for a mobile visitor center vehicle.
- Increase net revenue for Visitor Center by 2% over FY 2016-17.

5. TOURISM MASTER PLAN IMPLEMENTATION

GOAL: Provide support to Placer County to implement the Tourism Master Plan.

Tasks:

- Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring broad geographic and subject matter representation to monitor and review implementation of Tourism Master Plan priorities and identify possible changes to those priorities.
- Work with Placer County staff to promote the Tourism Master Plan grants program.
- Coordinate with Placer County staff, special district leaders and business community to develop funding strategies to support implementation of the Tourism Master Plan.
- Provide feedback to Placer County on voter surveys

Performance Indicators

- Successful implementation and facilitation of CAP Committee.
- Recommended list of capital projects to Placer County Board of Supervisors by June 30, 2018.
- Proposed funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval.