

# WORK PLAN



**north lake tahoe**  
Chamber | CVB | Resort Association

2015–2016

Work Plan

Submitted to:

**NLTRA BOARD OF DIRECTORS**

October 7, 2015

**DRAFT 9–25–15**

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# ABOUT NORTH LAKE TAHOE RESORT ASSOCIATION

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## Introduction

The North Lake Tahoe Resort Association Board of Directors developed a three- to five-year Strategic Plan in 2015 that set forth strategic goals (see *Strategic Goals* on page 2). NLTRA staff will create an annual Work Plan to accomplish these goals starting this year to be approved by the Board in October, 2015. These goals will be integrated into the committee goals and staff goals each year.

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## History

The North Lake Tahoe Resort Association (NLTRA) is a 501(c)(4) community-based non-profit public benefit corporation, established in 1995 under the laws of the State of California and registered to do business in the State of Nevada.

When the NLTRA was formed, two existing entities—the Tahoe North Visitors and Convention Bureau (VCB) and North Lake Tahoe Chamber of Commerce Chamber—were merged under the new organization.

### Tahoe North Visitors and Convention Bureau

Five years prior to the formation of the NLTRA, the Tahoe North Visitors and Convention Bureau (TNVCB) was the primary destination marketing organization (DMO) for eastern Placer County and the greater North Lake Tahoe region. The TNVCB's function was to cooperatively promote tourism based on shared objectives among and between participating member businesses and constituents. Specifically, the TNVCB was tasked to:

- Champion the marketing, sales and other collective efforts to generate visitation and tourism related revenues.
- Provide support functions including group/conference sales, leisure travel sales, special projects and promotions, and public relations.

Today the functions of marketing, sales and promotion of the region have been absorbed by the NLTRA in coordination with the Incline Village Crystal Bay Visitors Bureau as a North Lake Tahoe Marketing Cooperative (NLTMC). The staffing remains with the NLTRA.

### North Lake Tahoe Chamber of Commerce

Serving its members and the community for more than 53 years, the mission of the North Lake Tahoe Chamber of Commerce is to:

- Take specific actions to help improve opportunities for local businesses to achieve and sustain success.
- Promote business, tourism, and the economic, cultural, and civic welfare of the greater North Lake Tahoe community.

In partnership with the NLTRA, the Chamber addresses issues vital to the well-being and sustainability of the business community. These issues include marketing and tourism promotion, economic and community development and diversification, redevelopment, workforce housing, workforce training, community planning, and environmental stewardship. The Chamber also assists the NLTRA in providing visitor information services.

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## Mission

The NLTRA's mission is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

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## Agreement with Placer County

To guide its work, the NLTRA developed and adopted the North Lake Tahoe Tourism Master Plan 1995, which was replaced by the North Lake Tahoe Tourism Community Investment Master Plan in June, 2004. These plans were also adopted by the Placer County Board of Supervisors. The most recent update and revision of the Tourism Development Master Plan is scheduled for adoption by the Placer County Board of Supervisors in October, 2015.

The NLTRA has an agreement for services with Placer County for additional services as follows:

- Provide a full spectrum of administrative and management activities for tourism development, marketing and visitor services in and for the Placer County portion of the North Lake Tahoe region.
- Undertake activities to assist Placer County in implementing the 2004 North Lake Tahoe Tourism and Community Investment Master Plan and the soon to be adopted 2015 Tourism Development Master Plan.
- Assist Placer County in identifying and implementing the public infrastructure and operational improvements necessary for the benefit of the tourism-based economy in the Placer County portion of the North Lake Tahoe region.

Through this agreement, the NLTRA receives a percentage of the Transient Occupancy Tax (TOT) collected in East Placer County.

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## Strategic Goals

The NLTRA's strategic goals for 2015 through 2020 focus on three primary areas:

- Marketing, sales, and visitor information
- Transportation and capital investments
- Organization capacity

## **Marketing, Sales, and Visitor Information**

By 2020, we will have:

- Increased destination visitors year round to North Lake Tahoe by 10 percent in summer and winter over summer and winter of 2014-2015.
- Increased visitor information distribution via collateral and technology to a broader audience by 20 percent over 2013-2014.
- Developed and implemented three-year marketing strategies to adapt to short- and long-term market dynamics (for example, events, climate change, demographics).

## **Transportation and Capital Investments**

By 2020, we will have:

- Taken a leadership role to identify and establish funding to implement the Transit Vision as described in the Master Plan.
- Improved tourist-serving infrastructure in North Lake Tahoe.

## **Organization Capacity**

By 2020, we will have:

- Increased community engagement by 20 percent over 2014-2015.
- Improved the relationship with Placer County.
- Increased and expanded TOT and/or non-TOT funding to support strategic goals.

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## PRODUCTS AND SERVICES

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### Destination Advertising

The goal of the Destination Advertising program is to develop and implement an integrated media, marketing and promotions plan targeted to audiences located outside of the North Lake Tahoe area. The plan will focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor, and total number of visitors arriving by air.

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### Community Marketing

The goal of the Community Marketing program is to develop and implement an integrated media, marketing, and promotions plan targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. The plan will focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.

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### Group and Conference Sales

The goal of the Group and Conference Sales program is to increase the number of group meetings and conferences held at North Lake Tahoe each year. The program will include a focus on increasing awareness of North Lake Tahoe as a premier meeting and conference destination in national and regional meetings industries.

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### Leisure Sales

The goal of the Leisure Sales program is to increase vacation and leisure travel to North Lake Tahoe. The program will focus on building regional, national, and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, and training for travel/reservation agents.

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### Special Events

The Special Events program supports the development, implementation, and promotion of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The program will focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to NLTRA initiative areas, including developing North Lake Tahoe's reputation as a premier destination for human powered sports.

## **Visitor Information**

The NLTRA's Visitor Information Services department works to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information. This information, and the way in which it is presented, will serve to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation.

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## **Capital Investments and Transportation**

The NLTRA will serve in an advisory capacity to Placer County in identifying the capital improvements, transit, and transportation services that are necessary to enhance the tourism-based economy in North Lake Tahoe.

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## **Chamber of Commerce**

The Chamber of Commerce is engaged in executing the five core competencies of Chamber organizations for the North Lake Tahoe region:

- Networking
- Economic Development
- Legislative Advocacy
- Business Education
- Community Promotion

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## **Administration**

The function of the NLTRA's administration and management team is to manage the corporation and oversee the services and programs operated by the corporation. This includes human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, contract management, legislative advocacy, partnership management, Placer County Agreement compliance, and participation in tourism-based economic development programs and initiatives.



# MARKETING PLAN AND BUDGET

## General Marketing and Public Relations

### Objective:

**Increase destination visitation to North Lake Tahoe during slower shoulder seasons and create longer stays throughout the year.**

### Strategies and Tactics

- Using digital media sources, we will concentrate our efforts throughout California with a heavy emphasis in Southern California where our research has proven that these destination travelers stay longer and spend more.
- In consultation with NLTRA's Marketing Committee, develop and implement an integrated media, marketing, and promotions plan targeted to audiences located outside of the North Lake Tahoe area. The plan will focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor, and total number of visitors arriving by air.
- Fall and Spring advertising in Southern California is focused on long-haul vacation planners considering Winter and Summer bookings, and using the following digital outlets:
  - TripAdvisor: Traffic leader of travel planning site
  - DataXu: Data oriented, efficient, and targeted ads across the web, across devices
  - GumGum: High-impact, targeted ads across the web, across devices
  - Hulu: Content leader with high traffic and market penetration
  - Search campaign, via Google, running across the entire year, across all of California and Reno, directing all hand-raisers to North Lake Tahoe
- Use public relations to generate positive editorial coverage in national and regional publications and communications channels.
- All the above will have a call to action to visit [GoTahoeNorth.com](http://GoTahoeNorth.com).

### Performance Measurements

- Generate and update content for the media center on [GoTahoeNorth.com](http://GoTahoeNorth.com).
- Increase in TOT collections by 2 percent as compared to FY 2014-15.
- Increase mid-week occupancy by 5 percent as compared to FY 2014-15.

- Increase occupancy in the months of September, 2015 and June, 2016 by 5 percent as compared to the prior year.
- Advertising equivalency of public relations efforts increased by 10 percent over FY 2014-15.
- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20 percent over FY 2014-15.
- Improve international travel by 5 percent (currently 8 percent of summer visitors).
- Increase visitor participation in specific in-market marketing initiatives by 10 percent as compared to FY 2014-15.
- Increase number of social media followers by 15 percent over FY 2014-15.
- Increase total unique visitors to the GoTahoeNorth.com site 5 percent over FY 2014-15.

### **Resources Required**

\$600,000

We also have a reserve budget to be used in response to any urgent needs, such as snowfall or lack thereof.

### **Objective:**

**Increase the number of conference leads and bookings into North Lake Tahoe.**

### **Strategies and Tactics**

- Attend conference trade shows to seek out smaller, upscale groups.
- Conduct sales calls in our feeder market cities.
- Invite prospective clients to visit North Lake Tahoe for site inspections and familiarization (FAM) trips.
- Advertise in select industry publications.
- Update current in-house database (CRM) to expand our messaging to current and prospective clients.

### **Performance Measurements**

- Increase TOT and other revenues associated with group and meetings business by 5 percent over FY 2014-15.
- Increase total leads and total booked revenue by 5 percent over FY 2014-15.
- Increase the number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5 percent over FY 2014-15.

## Resources Required

\$210,000

### Objective:

**Expand our presence within the travel industry to increase mid-week and total night stays.**

## Strategies and Tactics

- Attend travel industry trade shows to increase the amount of tour operators that feature North Lake Tahoe in their destination product.
- Increase the destination's presence with Online Travel Agencies (OTAs) through direct contact and sales calls.
- Partner with state tourism offices in Nevada and California by hosting visiting operators and agents on FAMs and site inspections.
- Update current in-house database (CRM) to expand our messaging to current and prospective clients.
- Create new and update current travel itineraries that highlight our year-round destination.
- Conduct training seminars for our hotel partners to make sure they are aware of current travel trends.
- Develop and send a monthly e-Newsletter to domestic travel agents that promote packages, events, specials, and the destination lifestyle.

## Performance Measurements

- Conduct at least 20 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 5 percent over FY 2014-15.
- Increase newsletter database of travel agents located outside the four hour drive market by 50 percent over FY 2014-15.
- Improve international travel by 5 percent (currently 8 percent of summer visitors).

## Resources Required

\$110,000

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## Special Events

**Objective:**

**Increase the number of room nights occupied during strike zones due to current and new human-powered sports and cultural/lifestyle events.**

**Strategies and Tactics**

- Complete a special events resource guide by collaborating with Placer County, local and regional permitting agencies, and local event planners.
- Attend national sports industry trade shows to showcase North Lake Tahoe as an elite destination for human-powered sports.
- Work with current local event planners to make sure they include hotel packaging with their registration and assist in marketing these events to increase room night stays.

**Performance Measurements**

- One or more new events with national and international television coverage held during a strike zone in FY 2015-16.
- Increase current event room night production by 10 percent in FY 2015-16.
- Complete return on investment reports for each sponsored event within 45 days after the event.
- Complete updates to *Special Events Resource Guide* by January 30, 2016.

**Resources Required**

\$125,000

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## Community Marketing

**Objective:**

**Increase North Lake Tahoe year-round destination visitors.**

**Strategies and Tactics**

- Touch the Lake: A social media campaign to encourage visitation to the lake front communities in the winter season.
- Peak Your Adventures: A social media campaign to encourage visitation to the mountain communities during the summer season.

- Shopping Product: Develop a greater awareness of the quality and diversity of shopping in North Lake Tahoe through the GoTahoeNorth.com website.
- High Notes: A weekly advertising campaign featuring music performances in North Lake Tahoe during the summer season.
- Marketing grants to business associations. Provide revenue to each business association to promote their geographic area to visitors.
- Create marketing collateral that promotes North Lake Tahoe as a shopping destination with unique artisans.
- Take an active role in helping the Business Associations to promote the messages in which TOT funds are being placed towards each year with the grants.

### **Performance Indicators**

- Increase engagement by 5 percent on social media contests with Touch the Lake and Peak Your Adventure year over year.
- Add photos and videography with a compelling message to The Shopping tab on GoTahoeNorth.com by June 30, 2016.
- Increase dollars spent by 10 percent in the Shop Local Holiday Contest year over year.
- Increase attendance to High Notes events by 5 percent; create a tracking system for attendees.

### **Resources Required**

\$110,000.00

# CAPITAL IMPROVEMENTS AND TRANSPORTATION PLAN AND BUDGET

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## Department Mission and Function

The mission of the Capital Improvements and Transportation department is to improve visitor and community infrastructure facilities and transportation services for the benefit of North Lake Tahoe's tourism-based economy.

The department serves in an advisory capacity to Placer County in identifying the Capital Improvements, Transit, and Transportation services necessary to enhance the tourism-based economy in the area.

This FY 2015-16 work plan and budget directly supports the objectives of the Tourism Master Plan, the 2015-2020 Strategic Goals and 2015-16 Action Plan through the tasks and performance indicators below as identified in the 2015-16 Placer County/NLTRA Scope of Work.

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## Capital Improvements

### **Objective:**

**Improve tourist-serving infrastructure in North Lake Tahoe**

### **Strategies and Tactics**

- Based upon quantitative and qualitative research and analysis, develop a long-range (2015–2022) plan for the funding of necessary capital improvements that benefit North Lake Tahoe's tourism-based economy. This plan will be approved by the Resort Association Board of Directors and submitted to the County Executive Office no later than June 30, 2016. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.
- Complete an in-depth, comprehensive situational assessment and funding plan for bike trails in the North Lake Tahoe region. The plan will include, at a minimum, the following components: an assessment of the condition of existing trails; an analysis of the need for additional trails; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails. As specified in Attachment A-1, funding for this task is included within the \$17,000 total Research and Planning funds allocated for FY 2015-16 Advance Project Studies.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials;

receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding; forward the funding recommendations of the Capital Investment/Transportation Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration; execute and manage a contract for each approved project.

- Regularly monitor and report on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe. As specified in Attachment A-1, Research and Planning funds in the amount of \$4,500 have been allocated for this task in FY 2015-16.

### **Performance Indicators**

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.
- By June 30, 2016, the number of new wayfinding signs installed since 2011 totals 50.
- Resort Association Board approval of Multi-Use Bike Trail Assessment Plan on or before March 2, 2016.
- Resort Association Board approval of capital improvements long-range funding plan by June 30, 2016.

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## **Transportation**

### **Objective:**

**Take a leadership role to identify and establish funding to implement the Transit Vision as described in the Master Plan and improve tourist-serving transportation in North Lake Tahoe**

### **Strategies and Tactics**

- Conduct the fourth North Tahoe Transportation Summit for the purpose of updating the community on the current status of the Transit Vision and developing both short and long-term strategies to implement the Transit Vision. As specified in Attachment A-1, Research and Planning funds in the amount of \$3,000 have been allocated for this task in FY 2015-16.

- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services. As specified in Attachment A-1, Research and Planning funds in the amount of \$7,000 have been allocated for this task in FY 2015-16.
- Based upon quantitative and qualitative research and analysis, provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service. As specified in Attachment A-1, Research and Planning funds in the amount of \$9,000.00 have been allocated for this task in FY 2015-16.
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach.
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY 2015-16 winter traffic management services in Tahoe City.
- Conduct on-site monitoring of FY 2015-16 winter traffic management services in Tahoe City.
- Execute and manage a contract with Truckee North Tahoe Transportation Management Agency to provide management services for the operation of the 2015 Summer Night Rider shuttle service.
- Collaborate with the Truckee North Tahoe Transportation Management Agency and the Tahoe Transportation District to complete an updated business plan for the scheduled airport shuttle service program by the date specified by the Resort Association Board of Directors at their August 5, 2015 meeting. Such plan shall be approved by the Resort Association Capital Investment/Transportation Committee and Board of Directors.
- By the date specified by the Resort Association Board of Directors at their August 5, 2015 meeting, release a Request for Proposals (RFP) for operations of the scheduled airport shuttle service program. Such RFP shall be based upon the approved business plan for the scheduled airport shuttle service program.
- By the date specified by the Resort Association Board of Directors at their August 5, 2015 meeting, award a contract for the scheduled airport shuttle service to the program provider selected as a result of the RFP process.
- Conduct and report on the results of regular monitoring of all transit/transportation services contracted by the Resort Association (either directly or through a funding partnership).



## Performance Indicators

- Increase passengers per vehicle service hour by 2 percent as compared to FY 2014-15 for each Transit and Transportation service/program.
- The detailed Draft FY 2015-16 Capital Investment/Transportation (CI/T) Work Plan will be complete in October, 2016.
- The Long-Range Funding Plan FY 2015-22 will be complete by June 30, 2016.
- Staff will monitor on-going and new capital improvement projects and transportation services funded with TOT.
- Available funding from FY 2014-15 and new FY 2015-16 for CI/T projects and services is \$4,850,065 (see attached *2015-16 CI/T Budget Summary*).
- There are 28 on-going approved projects with anticipated FY 2015-16 TOT funding need of \$3,785,178. (see attached *2015-2016 Project Funding Needs Status*).
- Approximate FY 2015-16 TOT funding to be available for new projects starts in July, 2016 is \$1,064,887.
- The "once-a-year" process to determine selection of new Capital Improvement projects to receive TOT funding starting in July, 2016 will start in October, 2015, with anticipated approval by Board of Supervisors in early spring 2016.
- The process, application, and criteria for project selection are readily available at [www.nltra.org](http://www.nltra.org).
- FY 2015-16 Transportation services and programs, recommended by NLTRA and Placer staffs, approved by the Board of Supervisors with TOT funding of \$1,339,730. (see attached *FY15/16 Transit and Transportation Programs/Services Budget*).
- FY 2015-16 Transportation services provided/contracted by NLTRA for \$616,530 TOT will continue until expiration/termination of current vendor contracts.
- At that time, those Transportation services will be provided by the County, directly or by contract.
- Initial effected services will be the North Lake Tahoe Express, the Winter Night Rider, the Regional Coordinated Skier Shuttle, and the Truckee, Sugar Bowl, Donner Summit Ski Shuttle.
- NLTRA will continue to provide recommendation to the County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond.
- All recommendations for existing services and/or proposals for new/additional services will be solicited by March 10th and prepared for Board of Supervisors consideration for approval as part the next Placer/NLTRA annual agreement (FY 2016-17).

- Continue working with the RTTVC in identifying opportunities for expansion of North Lake Tahoe transit programs and services as outlined in the Greater North Lake Tahoe Transit Vision.
- Work with PCTPA to participate on ½¢ (cent) transportation sales tax ballot measure, including community polling, and fund raising for campaign education and advocacy if approved by Board of Supervisors.
- Conduct the fourth North Tahoe Transportation Summit in early spring 2016, for the purpose of updating the community on the current status of the Transit Vision and developing both short and long-term strategies to implement the Transit Vision.
- Continue with appropriate research and planning activities for projects, programs, and services enabling better planning for and analysis of opportunities for enhancing the visitor experience. (see attached *2015-16 Research and Planning Projects Budget*).
- For additional CI/T Work Plan and Budget, review the Placer County/NLTRA 2015-16 Agreement Attachment A, Scope of Work, the 2015 North Lake Tahoe Tourism Development Master Plan, , and the Draft FY 2015-16 Capital Investment and Transportation Work Plan and Long-Range Funding Plan.

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## Resources Required

See *2015-16 Research and Planning Projects Budget* (attachment 2015-16 Research and Planning Projects Budget.xlsx).

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## Supporting Documents

The following documents are available for more detailed information:

- *2015-16 CI/T Budget Summary* (attachment 2015-16 Budget Summary 092515.doc)
- *2015-2016 Project Funding Needs Status* (attachment 2015-2016 Project Fund Needs Status092515.xlsx)
- *FY15/16 Transit and Transportation Programs/Services Budget* (attachment FY 2015-16 Transit & Transportation Programs.xls)
- *2015-16 Research and Planning Project Budget* (attachment 2015-16 Research and Planning Projects Budget.xlsx)

# ADMINISTRATION AND OPERATIONS PLAN AND BUDGET

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## Board and Committees

### Board of Directors

The Board of Directors meets monthly on the 1<sup>st</sup> Wednesday of each month at the Tahoe City Public Utility District offices. A Planning Retreat is held in June of each year to review strategic goals and the action plan. The role of the Board is to provide direction and policies for the execution of the mission and strategic goals of the organization.

#### **Objective:**

**Improve relationship with Placer County.**

#### **Strategies and Tactics**

- NLTRA Board presentation of contract by County and NLTRA staff.
- Coordinate a joint board meeting with NLTRA Board and Board of Supervisors.
- Hold monthly meetings with County CEO staff to review financials and project updates.
- Ensure compliance with all provisions and requirements of the agreement between Placer County and the Resort Association.
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy:
  - For the expenditure of TOT funds for employee meals, travel, lodging, and transportation on or before October 7, 2015.
  - Governing the use of corporate credit cards on or before October 7, 2015.
  - For the expenditure of TOT funds for business entertainment purposes, which shall include policy governing the purchase of alcoholic beverages for both clients and employees.
- Keep separate, complete, and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.
- Prepare and post agendas and any support materials for all meetings of the NLTRA Board of Directors and/or Committees no later than 10a.m. two (2) business days prior to the date of a meeting of the Board or Committee.

- Maintain accurate records of the actions taken by NLTRA Committees and Board of Directors. Such records shall be posted to the Resort Association's website.
- Complete a review and update of the North Lake Tahoe Tourism Community Investment Master Plan, including adoption of an updated plan by the Placer County Board of Supervisors on or before October 20, 2015. As specified in Attachment A-1, Research and Planning funds in the amount of \$31,000 has been allocated for this task in FY 2015-16.
- In consultation with the County Executive Office, approve an annual legislative platform no later than February 11, 2016. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY 2015-16.

#### **Performance Indicators**

- Compliance with all requirements of the Placer County/Resort Association Agreement.
- Completion of the tasks identified above on or before specified deadlines.
- Presentation on contract to NLTRA Board by December 31, 2015.
- A task force for organizational structure established by January 31, 2016; recommendation by June 30, 2015.
- Joint Board Meeting with Board of Supervisors in April, 2016.

#### **Objective:**

**Increase or expand TOT or non-TOT funding to support strategic goals.**

#### **Strategies and Tactics**

- Work toward successful ½¢ (cent) transportation sales tax ballot measure in 2016 with PCTPA.
- Develop funding plan for Transit Vision with private and public stakeholders.
- Establish a destination task force to research pros and cons of forming a Tourism Business Improvement District (T.B.I.D.) and make recommendations to NLTRA Board of Directors.
- Identify funding and grant opportunities in the Comprehensive Bike Trail Assessment Plan.
- Develop a long-term Capital Improvement Plan and identify funding opportunities for specific projects.
- Contract with a company such as Civitas to assist with T.B.I.D. formation if recommended by the task force.

#### **Performance Indicators**

- Successful sales tax ballot issue in 2016, generating \$1.2M to E. Placer County for use on transit, trails, and roads.
- Complete Bike Trail Assessment Plan on or before March 2, 2016.

- Complete long-term Capital Improvement Plan on or before June 30, 2016.

**Resources Required**

\$4,000

**Committees**

Standing committees are made up of volunteers with specific areas of expertise including:

- Capital Investments/Transportation
- Marketing
- Business Association and Chamber Collaborative
- Lodging
- Finance

In addition there are task forces with specific time-limited responsibilities including:

- Master Plan Task Force
- Resort Triangle Transit Vision Coalition—in partnership with Truckee North Tahoe Transportation Management Association (TNT-TMA)

**Objective:**

**Assist NLTRA in direction for effective expenditure of TOT and completion of the 2015-2020 Strategic Goals and Annual Scope of Work.**

**Strategies and Tactics**

- Meet monthly or as needed to provide direction to staff and recommendations to the Board of Directors on expenditure of TOT.
- Be educated on the strategic goals, Tourism Development Master Plan, and Placer County Agreement Scope of Work.
- Review progress periodically throughout the year.

**Performance Indicators**

Satisfactory completion of Performance Indicators in each department

**Resources Required**

\$600

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**Community Communication Plan**

The NLTRA communicates regularly with members, key partners, interested community citizens, and other stakeholders. The primary form of communications

is electronic to a variety of distribution lists. Social media such as Facebook and Twitter have also been effective ways to reach a viral audience within the community. Other forms of communications are local newspaper advertisements, fliers, announcements at group meetings, and public presentations.

**Objective:**

**NLTRA is a credible conduit of information for all community stakeholders.**

**Strategies and Tactics**

- Send electronic communication weekly regarding business information (Biz Bytes), lodging occupancy forecasts (Lodging Barometer), and upcoming events and programs (Member 2 Member).
- Use Chamber social media daily to showcase businesses, upcoming events, and other promotional activities.
- Update electronic distribution lists to include elected officials, utility districts, municipal advisory councils, the school board, and other community leaders.
- Host community forums on tourism, transportation, and other topics of interest.
- Use paid media sources to advertise events and forums.

**Performance Indicators**

- Conduct four workshops/forums and give five presentations about the organization.
- Increase Open Rates for e-mail communications in Constant Contact by 2 percent over 2014/15.

**Resources Required**

\$3,000

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**Staff**

The NLTRA has management staff that includes CEO/Executive Director, Director of Planning and Partnerships, Marketing Director, Sales Director, Director of Visitor Services, Membership Director, and Director of Finance and Human Resources. Support staff includes Sales Manager, Visitor Center Manager, Special Projects Manager, Leisure Sales Manager, Marketing Assistant, Executive Assistant, Accounting Assistant, and Visitor Center Specialists.

**Objective:**

**Maintain well trained and professional staffing resources in order to fulfill the mission and achieve the strategic goals of the organization.**

**Strategies and Tactics**

- Set annual goals with each employee that are aligned with the Scope of Work, Strategic Goals, and Work Plan.
- Have an annual staff retreat to review goals and team build.
- Provide opportunities for professional development.
- Have a review process that rewards employees for performance.
- Complete an industry salary survey annually to identify fair compensation for positions.
- Coordinate two days per year for activities with staff.
- Hold weekly staff meetings to share plans and coordinate activities and to celebrate outstanding achievements of staff.

**Performance Indicators**

Satisfactory completion of performance indicators in each department.

**Resources Required**

\$4,925

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**Chamber of Commerce**

For 2015 to 2016, the Chamber's goals include:

- Grow membership to 478 members (this is a net growth of 21 and an increased revenue of \$10,000)
- Review member benefits with business focus groups.
- Increase program and activity revenue (\$5,000 net for new program development)
- Manage expenses: Evaluate time spent on marketing or other TOT generating activities

For additional information, please see the *2014-2017 North Lake Tahoe Chamber Business Plan* (attachment 2014-2017 Chamber of Commerce Work Plan and Budget.pdf).

## County Contract Dates and Compliance

Month	Due Date	Contract Item
<b>2015</b>		
August	15	Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report
	20	Contract Compliance Corrective Action Items 11 and 14
September	1	Receive year end balances
	20	Contract Compliance Corrective Action Items 10 and 13
	28	Monthly Report due– Key data and Account Transaction Detail  CIT Meeting: Approve work plan and budget, Strategic Goals and Action Plan, Fund Balance and Scope of Work
	29	Marketing Meeting: Approve work plan and budget, Strategic Goals and Action Plan, Fund Balance and Scope of Work
October	1	Year-end Organizational Performance Report – Marketing Performance Indicators, Conference Sales and Equity Analysis, Special Event Grant Program ROI Analysis  Agreement between PCVB and NLTRA for \$40,000
	5	Meet with County to discuss Monthly Report
	7	BOARD MEETING: Approve all remaining contracts for compliance corrective action, Approve work plan and budget, Approve Strategic Goals and Action Plan, Fund Balance Contract Amendment and Scope of Work, Travel Policy, Master Plan
	8	Contract Compliance Corrective Action Items 3, 4, 5, 6, 7, 8, and 12
	20	Present Fall/Winter Seasonal Marketing Strategies, Present Strategic Goals to BOS Approve Tourism Development Master Plan
	26	Monthly Report due
	28	Meet with County to discuss Monthly Report
	31	Meet with County Finance and Auditor to identify Net Assets to return to County
	November	



Month	Due Date	Contract Item
		days of receipt
	15	Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report  Semi Annual Seasonal Marketing and Promotion Expenditure Report, Marketing Cooperative expenses – direct and program; Marketing ROI Indicators
	23	Monthly Report due
	24	Meet with County to discuss Monthly Report
December	2	Board Meeting: Board Election and Appointment of Committee members
	15	Release the RFP for the North Lake Tahoe Express
	21	Monthly Report due
	22	Meet with County to discuss Monthly Report
<b>2016</b>		
January	6	Board Meeting: Provide information on Form 700 and a form to list all affiliations, Election of officers
	30	Update Special Events Resource Guide
February	1	Monthly Reports due
	2	Meet with County to discuss Monthly Report
	3	Board Meeting: Provide information on Form 700 and collect forms to list all affiliations, approve legislative platform
	15	Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report
	28	File Form 700, Board and Executive Management deadline  Provide a list of employees Board members and contract employees and their representation on local and regional bodies (no date specified in contract)
	29	Monthly Report due
March	1	Meet with County to discuss Monthly Report
	28	Monthly Report due
	29	Meet with County to discuss Monthly Report

Month	Due Date	Contract Item
April	1	County provides budget number for 2016-17 contract
	15	Notify any funding partners if negatively impacted by 2016-17 proposed contract budget
	19	Present Spring/Summer Seasonal Marketing Strategies to BOS
	25	CIT MEETING: Approve budget request and Scope of Work for 2016-17
	26	MARKETING COMMITTEE: Approve budget request and Scope of Work for 2016-17
May	2	Monthly Report due
	3	Meet with County to discuss Monthly Report
	4	BOARD MEETING: Approve contract budget and Scope of Work for 2016-17
	6	Provide County with copy of contract budget and Scope of Work for 2016-17 and progress report on 2015-16 SOW
	15	Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report  Semi Annual Seasonal Marketing and Promotion Expenditure Report, Marketing Cooperative expenses – direct and program, Marketing ROI Indicators
	30	Monthly Report due
June	1	BOARD MEETING: Approve County Contract (if ready)
	2	Meet with County to discuss Monthly Report
	22	BOARD RETREAT: Provide any changes to the bylaws and supplemental operating procedures and policies, Approve County Contract (if ready), approve NLTRA budget, approve capital improvements long-range funding plan
	27	Monthly Report due
	30	Provide long range 2015-22 plan for funding of necessary capital improvements  50 Way Finding Signs installed  Award contract for North Lake Tahoe Express

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## **Non-Date Specific Contract Compliance Items**

### **Packets for Board or Committees**

- 10 a.m. 2 business days prior – email and posting of committee and board agendas.
- Any agenda supporting material not posted by the deadline must be posted within 1 business day following the meeting.

### **Contracts**

- Contracts with one vendor that in aggregate exceed the \$25,000 threshold must be reviewed by the NLTRA Board.
- Contracts of >\$10,000 or >\$25,000 must be provided to the County within 15 business days of execution.
- Provide notification and supporting documentation in writing to the Board of any unbudgeted amount of \$2,500 or greater within 29 days.

### **Bylaws**

- Board shall maintain updated bylaws.

### **Reports**

- Any request for additional information or correction to any reports shall be provided to the County within 15 days of any request.
- All reports must be provided in electronic and hard copy.

### **Audit**

- Provide the County with a copy of the audit report within 30 calendar days of its completion.
- Contract with auditor cannot exceed 5 years, must be competitively bid, and County will sit on the selection committee.

### **Sales Commissions**

- The Commission structure may only be changed following approval by the County.

### **Lodging Properties**

- All lodging properties must be listed on all collateral or web listings that are paid for with TOT and must have links where appropriate.

### **Withhold Payments**

- Noncompliance with agreement.

- Non-adherence to Scope of Work, detailed work plans, and key milestones for measuring progress.
- Failure to promptly correct material variances to Scope of Work.
- Failure to provide adequate documentation for contract expenses.
- County must provide a written notice of intent to withhold.
- NLTRA has 15 days to respond or request meeting to determine agreement, 30 days after agreement if no progress.

### **Right to Inspect**

- County has a right to inspect all records at any reasonable time.

### **Performance**

- Failure to perform the work and services, to high professional standards as determined by the County, could lead to assessment of liquidated damages of up to 3% of the net total of the Agreement.

### **Insurance**

- Insurance Certificates must be provided to the County, any failure to maintain the insurance is a material breach of the agreement.

### **Cancellation**

- 90 days written notice by either party, unexpended funds return to County after 30 days.



# Chamber Business Plan

2014-2017

*Taking Care of Business in North Lake Tahoe*

## What is our organization?

The North Lake Tahoe Chamber/CVB/Resort Association is a Chamber of Commerce that also has responsibilities of a Destination Marketing Organization and to advise the Placer County Board of Supervisors on the best expenditure of Transient Occupancy Tax to improve the Visitor experience. This is common in Resort Chambers throughout the country. **We are the Chamber!**

# Chamber of Commerce Core Competencies\*

- \* Strengthen the local economy
- \* Promote the community or area
- \* Represent the interests of business with government
- \* Provide opportunities to build business relationships
- \* Political action – advocate for or oppose measures that impact business

\*Western Association of Chamber Executives (WACE) based on research by Charlton Research

# NLT Chamber /CVB/Resort Assn

## Core Competencies at work

### Strengthen the Economy

Create infrastructure foundation, programs and education to enhance the business environment

- \* Remove barriers to redevelopment
- \* Business education and development
- \* Transportation improvements
- \* Capital improvements and maintenance
- \* Broadband and cellular access
- \* Job Fairs and workforce development
- \* Community Awards
- \* Chamber Trek
- \* Shop Local promotions
- \* Tahoe Truckee Leadership

### Promote the Community

Actively market the community to prospective visitors, deliver on the promise and provide training and resources to businesses to ensure a positive visitor experience

- \* Destination marketing
- \* Group sales leads
- \* International and wholesale training
- \* Web and mobile information sources
- \* Visitor Centers
- \* Guides, maps, and planners
- \* In-Market promotions
- \* Recreation luncheons
- \* Hospitality Training
- \* Wedding promotion and bridal faires
- \* Large regional events
- \* Community event grants
- \* Social Media and Public Relations



# NLT Chamber/CVB/Resort Assn

## Core Competencies at work

### Represent Business Interests to Government

Provide a business voice and perspective to government to improve regulatory environment and economic performance

- \* Advise County Board of Supervisors on expenditure of TOT
- \* Develop plans: signage, transportation, mobility, town center visions, tourism master plans
- \* Create tools to showcase and track business activity and trends
- \* Host community workshops

### Build Business Relationships

Provide opportunities for businesses to develop positive relationships that will increase their success

- \* Networking events
- \* Membership Luncheon
- \* Membership Social Media Campaigns
- \* Communications
- \* Sierra Sun Community Page
- \* Hospitality Holidays
- \* Shop Local Campaign
- \* Online Business Directory

# NLT Chamber/CVB/Resort Assn Core Competencies

## Political Action

Advocate for business interests with local, state and federal government to reduce regulatory barriers and generate funding for the region

- \* Develop annual legislative platform
- \* Participate in Tahoe Summit to address state and federal partners
- \* Participate with TRPA to advocate for funding
- \* Contract with lobbyist in Sacramento
- \* Leverage CalChamber legislative advocacy information
- \* Host annual Candidates and Issues Forum



**north lake tahoe**  
Chamber | CVB | Resort Association

**Your regional  
Chamber, Taking Care  
of Business**

# NLT Chamber/CVB/Resort Assn Funding Issues

## Placer County TOT Funds: Membership Dues Funds:

### Placer County Benefit

#### Marketing

- \* Destination Advertising and Promotions
- \* In-Market Advertising and Promotions
- \* Large Regional Events
- \* Group and Leisure Sales
- \* Visitor Centers and Training

#### Capital Investments

- \* Infrastructure improvements and maintenance

- \* Transportation Base & Enhancements

#### Community Promotion

- \* Community Event and Marketing grants
- \* Business Association Activities and Operations

**Overhead and G&A to administer above**

### All Members Benefit

- \* Membership networking events
- \* Membership Programs and Activities
- \* Community Awards
- \* Membership Luncheon
- \* Membership database and web directory
- \* Business Education
- \* Membership communications
- \* Membership Social Media
- \* Tahoe Truckee Leadership Program
- \* Overhead and G & A to administer above

# Plan to Address Membership Funding Sustainability

- \* Membership Growth - Quantity and Revenue
- \* Benefit Development – Value and Relevancy
- \* Program and Activity Revenue – Sponsorships and Additional Revenue Producing Components
- \* Expense Management – Labor Costs and Event Budgets
- \* Non-Dues Revenue Development – Grants and Contracts

# Membership Growth for 2014 - 2016

	2014	2015	2016
#	455	457	478
\$ + 4%	\$116,922	\$121,599	\$131,829
Attrition	15%=68 \$17,538	15% = 69 \$18,240	15%= 71 \$19,774
New Members	70 @ \$250 \$17,500	90 @ \$260 \$23,400	100 @ \$270 \$27,000
EOY #	457	478	507
Budget	\$116,844	\$126,759	\$139,055

# Strategies for Increasing Membership and Decreasing Attrition

- \* **VALUE, VALUE, VALUE!**
- \* Identify total business licenses per industry from Placer County
- \* Focus initial sales on First Tier businesses: Lodging, Restaurants, Retail, Activities, Recreation, Visitor Services
- \* Utilize key tools of Visitor Guides, referrals through Visitor Centers, Website and Mobile business directories
- \* Second Tier businesses include Real Estate, Construction, Business to Business Services, Media, Energy
- \* Host New Member benefit events
- \* Survey annually and at each program to get feedback
- \* Convene Focus Groups from First Tier businesses to gauge value and relevancy

# Benefit Development

- \* Review benefit offerings at all levels of membership
- \* Develop a committee of members to advise on benefit value and relevancy
- \* Generate a comparative analysis of membership investments and benefits from other resort chambers
- \* Attach a monetary value to all benefits to show true cost vs. membership investment

# Program and Activity Revenue

Generate Additional Revenue of \$10,448 on the following:

- \* Bridal Faires
- \* Recreation Training Events
- \* Hospitality Holidays
- \* Shop Local Campaign
- \* Forums
- \* Community Awards & Silent Auction
- \* Membership Luncheon



# Program and Activity Revenue

## 2014 New Programs

- \* Evaluate communication pieces to provide the best information wanted and needed by businesses
- \* Investigate creation of a Relocation Guide or packet for NLT to encourage new residents and new businesses to move to area
- \* Develop with BACC a year round Shop Local Campaign to deter leakage to Internet and larger municipalities
- \* Develop new and interesting networking events to generate new leads for businesses
- \* Host forums on issues of interest to help businesses make informed decisions
- \* Host a legislative round table for business feedback
- \* Provide regular information from CalChamber to members on proposed legislation
- \* Develop a Peer to Peer Business Ed series during shoulder seasons to increase capabilities of businesses
- \* Investigate providing compliance classes for workforce development to save businesses time and money

# Managing Expenses

- \* Reduce Salary and Benefits by \$14,500 by attributing staff time for marketing tasks to the marketing department
- \* Have solid working budgets for each event
- \* Review each event budget to be as cost effective as possible
- \* Manage events to ensure that we don't go over budget on expenses

# Non-Dues Revenue Development

- \* Request marketing funds for promotion of events that have direct marketing strategy benefits
- \* In 2014, requesting \$6,000 for Bridal Faire promotion to increase weddings to the region and train local population on activity resources for upcoming season
- \* Work with Placer County and Washoe County on other Economic Development services that could be contracted for with each entity
- \* Develop a plan to utilize the 501c-3 as a funding mechanism for educational programs for businesses

# Three Year Plan to Sustainability

## Year 1 – 2014/15

- \* Membership growth – net growth 2 - 457 members
- \* Benefit Development – review, add committee
- \* Program and Activity Revenue – add \$10,448 net, new program development
- \* Manage Expenses – Transfer \$14.5K salaries to marketing, event budgets
- \* Non-dues Revenue - \$7K marketing funds for promotion, contract for services, develop 501c-3

Budget Net \$11K

## Year 2 – 2015/16

- \* Membership growth – net growth 21 – 478 members, \$10K
- \* Benefit development – review with committee
- \* Program and Activity Revenue – add \$5K net, new program development
- \* Manage Expenses – evaluate time spent on marketing or other TOT generating activities
- \* Non-dues Revenue - \$10K marketing funds for promotion, \$5K contract for services

Growth YOY \$23K

## Year 3 – 2016/17

- \* Membership growth – net growth 22 – 507 members, \$10K
- \* Benefit development – review with committee
- \* Program and Activity Revenue – add \$5K net, new program development
- \* Manage Expenses – evaluate time spent on marketing or other TOT generating activities
- \* Non –dues Revenue - \$10K marketing funds for promotion, \$10K contract for services

Growth YOY \$20K

# A brief history

- \* Established in North Lake Tahoe 60 years ago
- \* Growth of Tourism, 1960 Olympic games
- \* Provided Visitor Information Services
- \* 1979 - Tahoe North Visitors and Convention Bureau
- \* 1981 – Separate governance for TNVCB – funded with 50% of 8% TOT
- \* 1995 – North Lake Tahoe Tourism Development Master Plan published
- \* 2% TOT passed by voters, NLTRA formed with Chamber and TNVCB merged as one organization
- \* 2006 – Business Plan approved by NLTRA board to implement consolidation of approximately 50 businesses from IVCB
- \* 2014 – Membership is 455 members in the greater North Lake Tahoe area

North Lake Tahoe Resort Association  
Profit & Loss Budget Overview  
July 2015 through June 2016

	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL Jul '15 - Jun '16	2014-15 Budget	Variance
<b>Ordinary Income/Expense</b>															
<b>Income</b>															
Membership															
New Member Fees	40,000	1,000	2,000	2,000	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	135,000	116,886	18,114
Membership Activities	438	438	438	438	438	438	438	438	438	438	438	438	5,250	5,250	0
Tuesday Morning Breakfast Club	900	3,300	5,500	3,500	3,000	3,500	1,000	5,100	5,000	36,600	660	2,000	70,650	55,688	14,962
Sponsorships	800	800	800	800	800	800	800	800	800	800	800	800	9,600	9,600	0
Total Income	42,138	6,538	8,738	7,238	13,488	16,588	15,488	18,588	20,488	49,088	13,138	18,488	228,000	195,534	32,466
<b>Expense</b>															
Gross Profit	42,138	6,538	8,738	7,238	13,488	16,588	15,488	18,588	20,488	49,088	13,138	18,488	228,000	195,534	32,466
<b>Other Income/Expense</b>															
5000-00 - Salaries & Wages	5,392	5,392	5,392	8,087	7,801	5,392	5,392	5,392	5,392	8,087	5,392	5,392	72,300	86,442	-2,454
5000-00 - In Market Administration	0	0	0	-14,500	0	0	0	0	0	0	0	0	-14,500	0	14,500
5020-00 - P/R - Tax Expense	391	391	391	1,029	579	391	391	391	391	391	391	391	4,876	4,876	0
5030-00 - P/R - Health Insurance Expense	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	12,342	12,342	0
5040-00 - P/R - Workmans Comp	128	128	128	128	128	128	128	128	128	128	128	128	1,530	1,530	0
5060-00 - 401 (K)	37	37	37	37	37	37	37	37	37	37	37	37	450	450	0
50XX-00 - Merit	0	0	1,089	544	451	363	363	363	363	544	363	363	4,807	4,807	0
66000 - Other Payroll Expenses	100	748	0	100	0	0	100	748	0	100	0	14	1,908	1,908	0
Total 5000-00 - Salaries & Wages	7,075	7,723	8,253	-4,185	9,914	7,338	7,438	8,098	7,338	10,315	7,338	7,352	83,988	86,442	-2,454
5100-00 - Rent	63	63	63	63	63	63	63	63	63	63	63	63	750	750	0
5110-00 - Utilities	40	40	40	40	40	40	40	40	40	40	40	40	480	480	0
5140-00 - Repairs & Maintenance	90	90	90	90	90	90	90	90	90	90	90	90	1,080	1,080	0
5150-00 - Office - Cleaning	560	560	560	560	560	560	560	560	560	560	560	560	6,716	6,716	0
Total 5100-00 - Rent	752	752	752	752	752	752	752	752	752	752	752	752	9,028	9,028	-601
5310-00 - Telephone	225	225	225	225	225	225	225	225	225	225	225	225	2,700	3,720	1,020
5420-00 - Mail - USPS	66	66	66	66	66	66	66	66	66	66	66	66	792	792	0
5510-00 - Insurance/Bonding	116	116	116	116	116	116	116	116	116	116	116	116	1,392	1,392	0
5520-00 - Supplies	83	83	83	83	83	83	83	83	83	83	83	83	1,300	684	-616
5700-00 - Equipment Support & Maintenance	47	47	47	47	47	47	47	47	47	47	47	47	565	565	0
5740-00 - Taxes, Licenses & Fees	60	60	60	60	60	60	60	60	60	60	60	60	720	720	0
5800-00 - Training Seminars	331	331	331	331	331	331	331	331	331	331	331	331	3,975	3,975	-1
Membership Activities	1,623	2,806	3,623	3,891	706	4,006	706	3,071	706	17,506	706	2,656	42,002	24,085	-17,917
Tuesday Morning Breakfast Club	737	737	737	737	737	737	737	737	737	737	737	737	8,844	8,844	0
Employee Relations	0	0	0	0	0	0	0	0	0	0	0	0	450	250	-200
Credit Card Fees	210	210	210	210	210	210	210	210	210	210	210	210	3,520	2,400	-1,120
8700-00 - Automobile Expenses	79	79	79	79	79	79	79	79	79	79	79	79	950	900	-50
8750-00 - Meals/Meetings	125	125	125	125	125	125	125	125	125	125	125	125	1,500	720	-780
Dues & Subscriptions	636	636	636	636	636	636	636	636	636	636	636	636	7,635	720	-6,915
Travel	0	0	0	0	0	0	0	0	0	0	0	0	390	390	0
Depreciation	52	52	52	52	52	52	52	52	52	52	52	52	627	571	-56
Total Operating Expenses	12,219	15,549	15,397	3,227	14,340	15,115	11,665	16,177	11,550	32,542	11,565	13,529	172,988	145,797	-27,191
Net Ordinary Income	29,919	-9,012	-6,659	4,011	-853	1,473	3,823	2,410	8,923	16,446	1,573	2,959	55,012	49,737	5,275
<b>Other Income/Expense</b>															
8990-00 - Allocated	2,808	2,917	3,020	3,957	4,077	3,096	4,187	3,212	3,015	4,150	3,010	2,861	40,312	39,078	-1,234
Total Other Expense	2,808	2,917	3,020	3,957	4,077	3,096	4,187	3,212	3,015	4,150	3,010	2,861	40,312	39,078	-1,234
Net Other Income	-2,808	-2,917	-3,020	-3,957	-4,077	-3,096	-4,187	-3,212	-3,015	-4,150	-3,010	-2,861	-40,312	-39,078	-1,234
Net Income	27,111	-11,928	-9,679	54	-4,930	-1,624	-364	-802	5,907	12,296	-1,437	97	14,700	10,659	4,041

**2015-2016 Project Funding Needs Status**  
**As of September 25, 2015**

Approved Projects Expected Invoices	Project Code	Completion Date	15/16 inv
Wayfinding Signage Installation	A-3	Summer 2016	\$86,661
Tahoe XC Trails Wayfinding Signage	A-6	End 15/16	\$3,000
North Tahoe Regional Park Trails and Wayfind	A-8*	End of 2016	\$135,000
Tahoe City Field Station Wayfinding Signage	A-10*	End of 2016	\$6,500
Lakeside Multipurpose Trail	B-1	fall of 2015	\$21,967
Dollar Creek Shared-use Construction	B-2	Fall 16-17	\$265,000
Northstar Community Multi-Purpose Trail	B-4*	phase 3 end of	\$502,048
Truckee River Corridor Access Plan	B-5	DPW has no date	\$111,123
Homewood Bike Trail Design	B-6	Design done 2015	\$13,935
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	end of 15	\$50,000
Truckee River Trail Restoration	B-15*	End of 2018 3yr	\$433,859
Squaw Valley Bike Trail Rehabilitation	B-18*	End of 17 2yr	\$246,500
North Tahoe Shared-Use Trail	B-22*	Planning start 15-16	\$98,768
Performing Arts Center	D-3	Complete end of 15	\$10,448
Public Art Program	D-4	End of 2016	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-7*	Complete fall 16	\$50,000
Community House	G-2	Awaiting TAU trans	\$400,000
Fanny Bridge Hwy SR 89 Match	G-4	End of 2018 3yr	\$496,667
North Tahoe Parking Analysis	G-8	Fall 2015	\$14,798
King's Beach Pier Concept Plan	G-9	E.A. spring 2016	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13	Plan comp 2016	\$138,013
Tahoe City Parking Project Plan	G-16*	Plan comp 2016	\$85,000
Tahoe City Mobility Improvement Plan	G-17*	Plan comp 2016	\$85,000
Signage-Mile Markers	H-1	Summer 2016	\$1,500
Tahoe Pedestrian Safety Program (Maintenance)	H-2	Maintain as necess	\$16,739
Regional Transit System Branding	J-2	summer 2016	\$88,500
<b>Approved Projects Totals:</b>			<b>\$3,785,178</b>
*Projects to be Started During 15-16			
Potential Projects Request Approval 15-16	Project Code		15/16 inv
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5	Fall 15-16	\$70,000
Gateway Holiday Lighting (Maint)	G-3	Fall 15-16	\$20,000
North Tahoe Barge Repair (Maint)	H-7	Spring 15-16	\$10,075
<b>Potential Projects Totals:</b>			<b>\$100,075</b>

**ATTACHMENT A-1  
FY 2015-16 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET**

	MARKETING	TRANSIT AND TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
<b>Master Plan Revision/Work Plan</b>				
Technical Editing	\$10,000.00			
Graphic Display		\$8,000.00	\$13,000.00	\$31,000
Reproduction				
Community Outreach				
<b>Legislative Advocacy</b>				
California – Houston Group		\$5,000.00		\$10,000
<b>Advance Project Studies - Transit Vision</b>				
Education/Outreach		\$7,000.00		\$7,000
Community Funding Survey				
Technical Data				
<b>Advance Project Studies - Infrastructure</b>				
Kings Beach Wayfinding			\$17,000.00	\$17,000
Tahoe City Wayfinding				
Bike Trail Assessment Plan				
Human Powered Sports Facilities				
Transit Vision Infrastructure Data				
<b>North Tahoe Transportation Summit #4</b>				
		\$3,000.00		\$3,000
<b>Data Collection and Analysis for Transit/Transportation Programs and Services</b>				
Skier Shuttle		\$9,000.00		\$9,000
Airport Shuttle Service (North Lake Tahoe Express)				
<b>Data Collection and Analysis for Capital Improvement Projects</b>				
			\$10,500.00	\$10,500
<b>Participation in Community Planning Studies</b>				
Kings Beach Promenade and Pier			\$4,500.00	\$4,500
Mountain Biking Trails				
Water Trails				
Tahoe City Ped/Auto Improvement				
<b>Total:</b>	<b>\$10,000.00</b>	<b>\$32,000.00</b>	<b>\$50,000.00</b>	<b>\$92,000</b>

\*Transit Vision Education Outreach and Community Funding Survey efforts to be conducted in accordance with the Placer County Transportation Planning Agency's Countywide efforts.



**ATTACHMENT A-2  
FY 2015-16 LAKE TAHOE TOURISM TRANSIT AND TRANSPORTATION PROGRAMS AND SERVICES**

Program #	Traffic Management	NLTRA Contract	County Tourism Services	Total
T-17	Winter Traffic Management*	\$ 20,000	\$ -	\$ 20,000
T-18	Summer Traffic Management**	\$ 22,000	\$ -	\$ 22,000
	<b>Sub-Total Traffic Management Programs</b>	<b>\$ 42,000</b>	<b>\$ -</b>	<b>\$ 42,000</b>
<b>Transportation/Transit Programs</b>				
T-3	Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl*	\$ 29,000	\$ -	\$ 29,000
T-4	Winter Regional Coordinated Ski Shuttle and Voucher Program*	\$ 8,800	\$ 21,200	\$ 30,000
T-5	Winter Hourly Nighttime Transit Service*	\$ 275,730	\$ -	\$ 275,730
T-9	Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City*	\$ -	\$ 171,900	\$ 171,900
T-11	Summer Hourly Nighttime Transit Service -Squaw, Hyatt, Tahoma**	\$ 151,000	\$ -	\$ 151,000
T-15	Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE**	\$ 110,000	\$ -	\$ 110,000
T-16	TART Baseline Transit Services	\$ -	\$ 530,100	\$ 530,100
	<b>Sub-Total Transit Programs</b>	<b>\$ 574,530</b>	<b>\$ 723,200</b>	<b>\$ 1,125,830</b>
	<b>Transportation &amp; Transit/Traffic Management Total</b>	<b>\$ 616,530</b>	<b>\$ 723,200</b>	<b>\$ 1,339,730</b>

\*Service/Program to be provided by Placer County, either directly or through contract vendor(s).

\*\*Service/Program to be provided by Resort Association through contract vendor(s) until expiration/termination of current vendor contracts, at which time service is to be provided by Placer County, either directly or through contract vendor(s).



# north lake tahoe

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## 2015-16 Capital Investment/Transportation/Budget Summary September 25, 2015

Summary Budget		Total	Maint.Reserve
2015-16	*Starting Funds from 2014-15	\$2,202,755	\$286,397
2015-16	Proposed Contract C.I. TOT Funds	\$2,327,310	
2015-16	Proposed Contract Transportation TOT Funds	\$616,530	
2015-16	*Fund Balance Carryover	\$320,000	
2015-16	Approved Contract C.I. Potential Invoices	(\$3,785,178)*	(\$11,907)
2015-16	Approved Contract Trans. Potential Invoices	(\$616,530)**	
2015-16	C.I. Potential Projects Requiring Application		(\$100,075)
2015-16	Undesignated Potential Funding for 2016-17	\$1,064,887	\$204,490

\*Final amount may be adjusted at year end

\*Amount includes projects approved during 2014-15 to be funded in 15-16, and projects still underway from previous years

\*\*Amount that has been approved by BOS for transportation services in 2015-16

### Other Capital Investment/Transportation Budget Items

2015-16	Research and Planning Funds	\$82,000	
2015-16	Membership Advocacy	\$ 5,000	
2015-16	Personnel/Overhead Cap	<u>\$337,651</u>	
		\$424,651	(\$425,073 in 14-15)