

- A decision has also been made not to keep leasing the Reno Airport Welcoming Center and perhaps redirect the rent funds elsewhere to market North Lake Tahoe at the airport.
- After determining final details, the contract will be prepared and signed by the Tahoe Transportation District and the operator, with the input of the funding partners.

3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- The Board Committee reviewed the draft and directed staff to make revisions.
- The revised draft will be sent back to the Committee for comment before an outreach public process is initiated.
- The draft has also been distributed to the CI/T Committee for comments

4. North Lake Tahoe Water Shuttle

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors, which will allow operation of the shuttle in 2014.
- All permits and contracts are in place to begin service on June 21st and run daily through September 21st.
- The lower lake level this summer is reducing the number of existing docks that can be utilized.
- The water shuttle 2014 program will provide service between Carnelian Bay and Homewood this season
- The reduced number of stops will allow more frequent service, which has been a desire expressed by shuttle patrons.

5. SR28/Fanny Bridge Community Revitalization Project

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.

D-11.2

6. Performing Arts Center

- At its October 28th meeting the Capital Investment/Transportation Committee unanimously recommended funding of up to \$153,000 for the first stage project planning for the Center.
- The Board did approve (5-1-2) a motion to fund \$83,900 of the application and allow the Tahoe Regional Arts Foundation to return to request the rest of the funds after the first steps of stage one can substantiate the probable success of the Center.
- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- The Tahoe Regional Arts Foundation presented a summary of the Business/Operational Plan at the February 24th CIT Committee and at the March 5th Board meeting. Recommendation by the Committee and approval by the Board for continuation of Phase One occurred at those meetings.
- To date, \$54,042 of the approved funding has been expended

7. Homewood Bike Trail and Dollar Creek Bike Trail

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

8. North Tahoe Parking Study

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe

9. Kings Beach Commercial Core Improvement Project.

- KBCCIP is progressing extremely well under the management of Placer County Dept. of Public Works
- The NLTRA allocation of \$6.75 million has all been invoiced by Placer County for project expenditures.
- This has been the largest single project allocation of TOT funds,

10. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting will be on Monday, **June 23rd, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**

D-11.3

- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- Tahoe City Property Owners Meeting
- TNTTMA Board Meeting
- Capital Investment/Transportation Sub-committee
- Tahoe Transportation District Board Meeting
- Chamber Mixer/Lakeside Pizza
- Placer County Transportation Planning Agency Board
- Transit Vision Economic Analysis Work Plan w/Consultant
- Resort Triangle Transportation Vision Outreach Committee
- North Lake Tahoe Express Partners Strategy Meeting
- Ironman/Dept of Public Works on Site Strategy Meeting
- Master Plan Revision Review Meeting
- North Tahoe Parking Study Meeting
- Donner Summit Winter Ski Shuttle Meeting

D-11.4



north lake tahoe

Chamber | CVB | Resort Association

June 4, 2014

Subject: Capital Investment and Transportation 2014/15 Work Plan Update

From: Ron Treabess, Director of Community Partnerships and Planning

CI/T Committee Recommendation:

- The Committee, at its May 27th meeting, recommended that the 2014/15 Work Plan be finalized as a similar but updated Work Plan as the previous Integrated Work Plans. This will provide immediate guidance for the first half of 2014/15 while the future application process and timing is thoroughly vetted this summer for implementation of project grant cycle in fall, 2014.

Background:

- The Committee directed staff to meet with a Sub-Committee to continue discussing options to develop a better defined process for evaluating and recommending proposed Capital Investment and Transportation projects to the NLTRA Board of Directors and Placer County Board of Supervisors.
- The Committee continues to provide input on the following:
 - Funding Request Application Process and Timing
 - Funding Strategy Criteria Weighting System
 - Revised Spreadsheet—Work Plan Project Groupings, Cash Flow, Funding Needs
 - Final Preparation of the 2014/15 Work Plan
- Comments and direction of the Committee centered primarily on the Funding Request Application Process and Timing, the Criteria Weighting System, and Final Preparation of the 2014/15 Work Plan.

Decision Considerations:

- This is a year of application process transition from any time submittals to once a year submittal period, perhaps in the fall of current fiscal year for allocation to be made in an upcoming fiscal year.
- Realization that some project proponents have anticipated expectation of probable funding in 2014/15, and not having to wait for 2015/16.
- Staff contact all probable proponents to get positive confirmation of necessary 14/15 new project applications

D-11.5

- Prepare an interim Work Plan that will include regular components of past Work Plans
- In addition, the plan will include:
 - Introduction that describes changes to process to occur during F.Y. 2014/15
 - Indicate only necessary and confirmed projects that will require 2014/15 funding
 - Funding Strategy Criteria Weighting System
 - Revised simplified spreadsheets with Work Plan groupings, cash flow, and funding needs
 - Revised application form requiring more specific project timelines, confirmed funding sources, and proponent evaluation of project using weighting system
- Sub-Committee to meet prior to next Committee meeting to further define recommendation for new process
- Final 2014/15 Work Plan Draft and recommended application process to be presented for approval at June 23rd CI/T Committee meeting and at June 25th NLTRA Board special meeting.
- Outreach program to inform all potential applicants of pending new process

LOCAL BUSINESSES ARE TAKING CARE OF THEIR OWN BACKYARD



green bucks
a little gift goes a long way

Green Bucks is a program of the Tahoe Fund and Truckee River Watershed Council to harness the passion of visitors and residents to help care for our extraordinary environment. How does it work? Local businesses like yours collect one dollar from their guests for each room night, season pass, lift ticket, golf purchase or any other specified item for Green Bucks. If any of your customers object to making this small gift, they may opt out and have it removed from their bill.

WHERE WILL THE MONEY GO?

Proceeds from Green Bucks support the Tahoe Fund, the Truckee River Watershed Council and other public and nonprofit organizations in the region. These organizations fund projects that will improve, enhance and restore watersheds, hiking and biking trails, and environmental stewardship programs.

GREEN BUCKS WILL HELP PAY FOR:

- Miles of hiking, biking and ADA-accessible trails
- Access for swimming, kayaking, canoeing and stand-up paddle boarding
- Open spaces for wildlife habitat and scenic views
- Restoration of rivers, lakes, meadows, wetlands, forests
- Protection of fish and wildlife habitat
- Boating and fishing access
- Landscaping and trail re-alignment to prevent runoff
- Signage and interpretive displays to guide visitors
- Monitoring of water quality

HOW WILL GREEN BUCKS HELP YOUR BUSINESS?

Leading travel web-company TripAdvisor's new GreenLeader program helps travelers plan greener trips while improving search results for GreenLeader businesses. You can earn GreenLeader designation points as a Green Bucks business.

Participation in the Green Bucks program provides a unique opportunity to establish your business as a leader in environmental stewardship AND share your efforts with your guests, your employees and surrounding communities. As a participant in the Green Bucks program, you will receive promotional materials, staff training and an invitation to our Green Bucks Annual Meeting all free of charge.

WILL A PROGRAM LIKE THIS WORK?

Similar "buck" programs are operating in places like Jackson Hole, Yosemite and regions similar to our own with exciting results. These programs have raised millions of dollars to support local initiatives.

WITH YOUR HELP A LITTLE GIFT GOES A LONG WAY

Green Bucks is a win-win for residents and tourists by creating a simple way for those who love this area to help make it even better. With your support, we can raise money to restore and improve the environment and enhance recreational opportunities, helping to drive even more tourism and business to our local economy. Call today (530) 550-8760, x7 to sign up for the Green Bucks program.

ABOUT THE TAHOE FUND

The Tahoe Fund is a bi-state non-profit organization working to enhance the extraordinary environment of the Lake Tahoe basin by building broad support and funding for critical environmental improvement projects that will restore and enhance lake clarity, recreation, and stewardship in the Lake Tahoe Basin for generations to come. www.tahoeFund.org

ABOUT THE TRUCKEE RIVER WATERSHED COUNCIL

The Truckee River Watershed Council brings the community Together for the Truckee to enhance, restore, and protect the Truckee River watershed. For more information, please visit www.truckeeriverwc.org

E-12.1



Green Bucks

Local Businesses Taking Care of Their Own Backyard

1. **Already launched.** Launched by the Tahoe Fund and the Truckee River Watershed Council in 2013, Green Bucks is a dollar donation program that raises funds for the local environment.
2. **One program supports many.** Green Bucks is an opportunity for businesses to help support many, local organizations through one, regional dollar donation program.
3. **Takes care of the environment.** Green Bucks help take care of the environment that draws people to the region to live, stay, work and play. Participating businesses proudly show their support for the environment.
4. **No selling; only service.** A Green Buck (\$1) donation is automatically added on to an item (room night, lift ticket, event registration, restaurant tab, etc.). It is an opt-out program, meaning businesses do not have to sell Green Bucks. Instead, they work in service with their customers to meet their needs; the small donation can be easily removed if the customer elects not to participate.
5. **Free materials.** Green Bucks will provide materials explaining the program, will orient staff and help promote how the business is supporting our local environment through the program.
6. **Tax deduction.** The business will collect the Green Bucks dollars through their existing point of sale systems and will receive a written acknowledgement that can be used to support any applicable IRS tax deduction.
7. **Dollars stay local.** Dollars stay local and are used to support environmental programs within the region.
8. **Flexible.** We will use the flexibility built into the program to make sure businesses and their customers are happy with this easy way to support the environment they come here to enjoy.
9. **Momentum.** Over a dozen businesses are taking care of our environment through Green Bucks: Big Blue Adventure LLC • Drunken Monkey • Edgewood Tahoe Golf Resort • Fifty-Fifty Brewing Company • Homewood Mountain Resort • Lake Tahoe Resort Hotel • Lake Tahoe Visitors Authority • Lakeside Inn • Mont Bleu Resort & Casino • Mourelatos Lakeshore Resort • PlumpJack Squaw Valley Inn • Resort at Squaw Creek • Squaw Valley | Alpine Meadows • Tahoe Mountain Properties • Tahoe Mountain Resorts Lodging • Truckee Properties • West Shore Café & Inn



Tahoe Fund
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(530) 550-8760, x5



E-12.2

E-12.3

THE TRAILBLAZING TEAM DETERMINED TO MAKE EVERY DOLLAR COUNT




Together Creating a Legacy

The Tahoe Fund is a basin-wide organization that raises private funding and support for environmental improvement projects with a focus on recreation, conservation and education projects



Truckee River Watershed Council
Collaboration and action to protect, restore and improve the Truckee River watershed


The Truckee River Watershed Council brings the community *Together* for the Truckee to restore, protect and enhance the Truckee River watershed

green bucks
a little gift goes a long way


LOCAL BUSINESSES ARE TAKING CARE
OF THEIR OWN BACKYARD

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The Truckee River Watershed Council brings the community *Together* for the Truckee to restore, protect and enhance the Truckee River watershed



E-12.4



WHAT IS GREEN BUCKS?

- Green Bucks raises funds for the environment from purchases at Lake Tahoe and Truckee River watershed businesses
- \$1 donation per lodging night, lift ticket, golf pass, restaurant bill, etc.
- Reaches both visitors and residents
- Opt-out program
- Based on successful programs; e.g. Vail Resorts raises \$40,000 annually



green bucks

WHERE WILL THE MONEY GO?

Green Bucks supports the following programs:

- Miles of hiking, biking and ADA-accessible trails
- Access for swimming, kayaking, canoeing and stand-up paddle boarding
- Open spaces for wildlife habitat and scenic views
- Restoration of rivers, lakes, meadows, wetlands, forests
- Protection of fish and wildlife habitat
- Boating and fishing access
- Landscaping and trail re-alignment to prevent runoff
- Signage and interpretive displays to guide visitors



green bucks

E-1205



HOW GREEN BUCKS WILL HELP YOUR BUSINESS

Green Bucks provides a unique opportunity to establish your leadership in environmental stewardship AND share your efforts with guests, employees and the community. As a participant you receive the following:

- Feature in public relations campaign, advertising and website
- Promotional materials
- Staff orientation
- Invitation to our Green Bucks Annual Meeting
- Reports on Green Bucks program results



HOW WILL A PROGRAM LIKE THIS WORK?

- Businesses add the \$1 donation to point-of-sale
- Promote Green Bucks with point-of-sale materials (rack cards, posters, talking points)
- Inform customers they may request to opt out
- Tahoe Fund collects quarterly checks from businesses and distributes funds
- Businesses receive IRS letter acknowledging donation from Tahoe Fund
- Funds will be distributed via a grants process



E-12.6

HOW WILL THE PROGRAM BE MARKETED?

BLUE SKIES ONE
 HIKING TRAILS
 OPEN SPACE EARTH
 SWIMMING HOLES
 LIFE QUALITY
 WILDLIFE ACT
 WATER
 GREEN BUCKS

- Business Sites
- Advertising
- Website
- Rack cards
- Posters
- PR Campaign
- Social media



MontBlanc Resort Casino & Spa Donates \$18,116 in Green Bucks to
 Tahoe Fund
 South Lake Resort's customers support Tahoe through dollar donations on hotel
 rooms



E-12.7

GREEN BUCKS BUSINESS PARTNERS



A LITTLE GIFT GOES A LONG WAY

Green Bucks is a win-win for residents and tourists with a simple way for those who love this area to help make it even better.



Together Creating a Legacy

Tahoe Fund
Amy Berry, CEO
aberry@tahoefund.org
(775) 338-1668

Truckee River Watershed Council
Kathy Whitlow, Green Bucks Program Manager
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(530) 550-8760, x5





RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of April 30, 2014

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,540 Units ('DestiMetrics Census'*)

		2013/14	2012/13	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (April) changed by (45.7%)	Occupancy (April) :	36.5%	25.0%	45.7%
North Lake Tahoe Average Daily Rate for last month (April) changed by (5.3%)	ADR (April) :	\$178	\$169	5.3%
North Lake Tahoe RevPAR for last month (April) changed by (53.5%)	RevPAR (April) :	\$65	\$42	53.5%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (May) changed by (17.3%)	Occupancy (May)	23.8%	20.3%	17.3%
North Lake Tahoe Average Daily Rate for next month (May) changed by (5.6%)	ADR (May) :	\$162	\$153	5.6%
North Lake Tahoe RevPAR for next month (May) changed by (23.8%)	RevPAR (May) :	\$39	\$31	23.8%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (-3.1%)	Occupancy	41.4%	42.7%	-3.1%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (4.6%)	ADR	\$259	\$248	4.6%
North Lake Tahoe RevPAR for the prior 6 months changed by (1.3%)	RevPAR	\$107	\$106	1.3%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (1.0%)	Occupancy	27.9%	27.6%	1.0%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (5.6%)	ADR	\$225	\$213	5.6%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (6.6%)	RevPAR	\$63	\$59	6.6%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Apr. 30, 2014 vs. Previous Year				
Rooms Booked during last month (April, 2014) compared to Rooms Booked during the same period last year (April, 2013) for arrival April to September has changed by (35.1%)	Booking Pace (April)	6.2%	4.6%	35.1%

* **DestiMetrics Census:** Total number of rooms reported by participating DestiMetrics properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants. As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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G-14.1



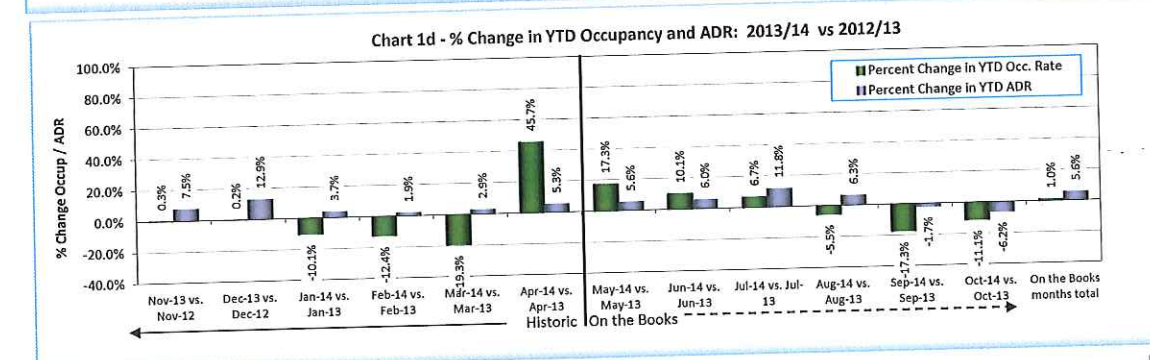
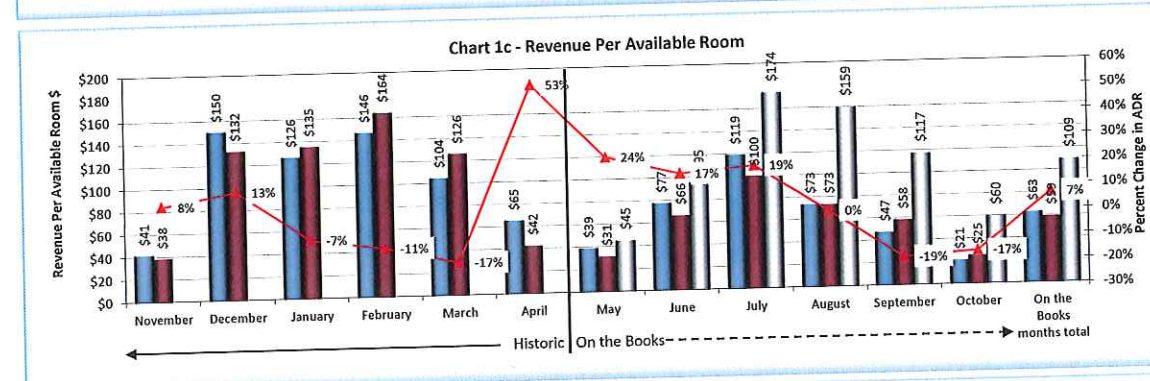
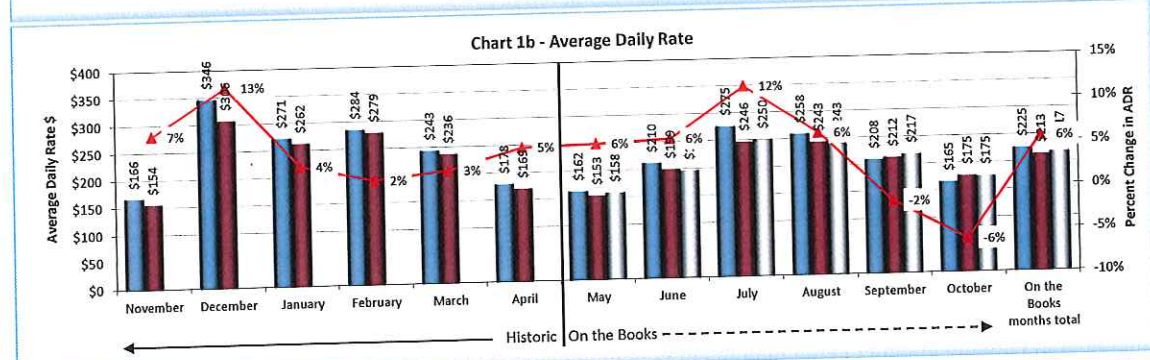
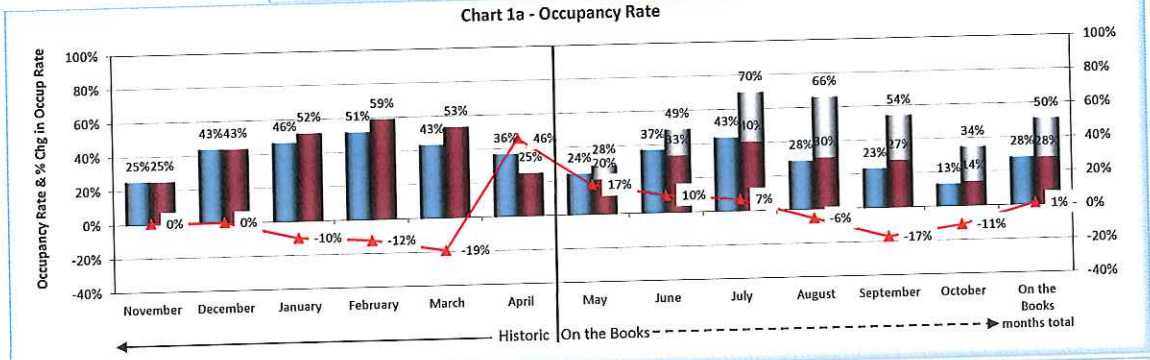
RESERVATIONS ACTIVITY REPORT

SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of April 30, 2014) vs. 2012/13 YTD (as of April 30, 2013) vs. 2012/13 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2012/13 season)
 Data as of April 30, 2014 (2013/14 season)
 Data as of April 30, 2013 (2012/13 season)
 Percent Change



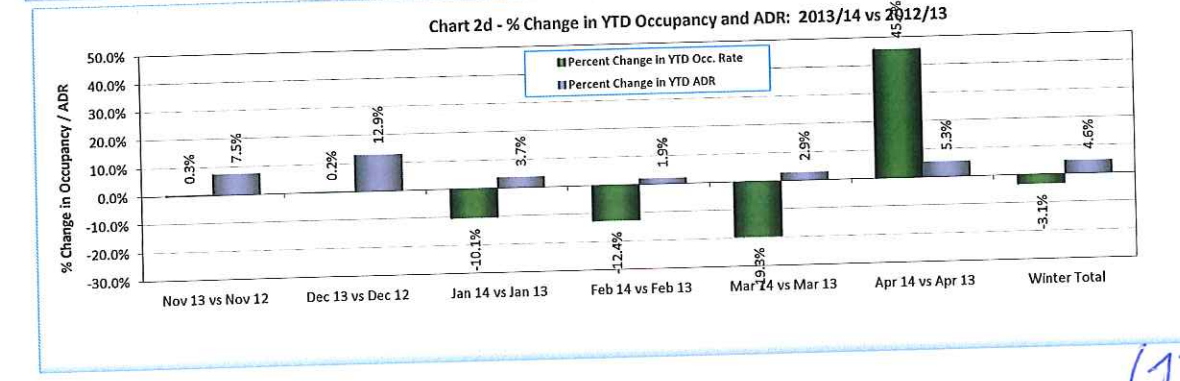
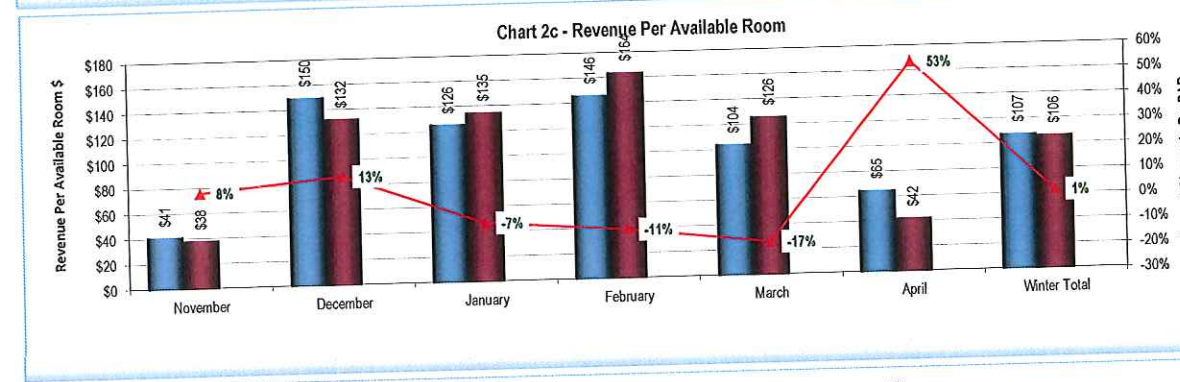
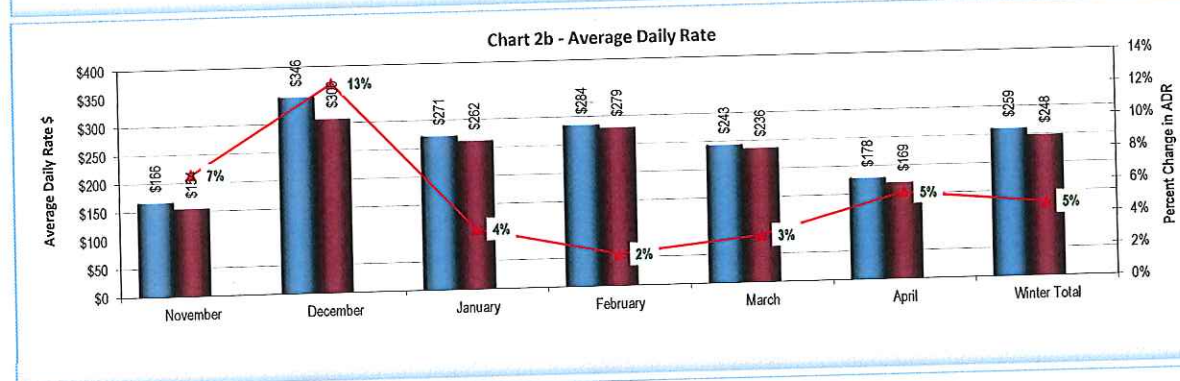
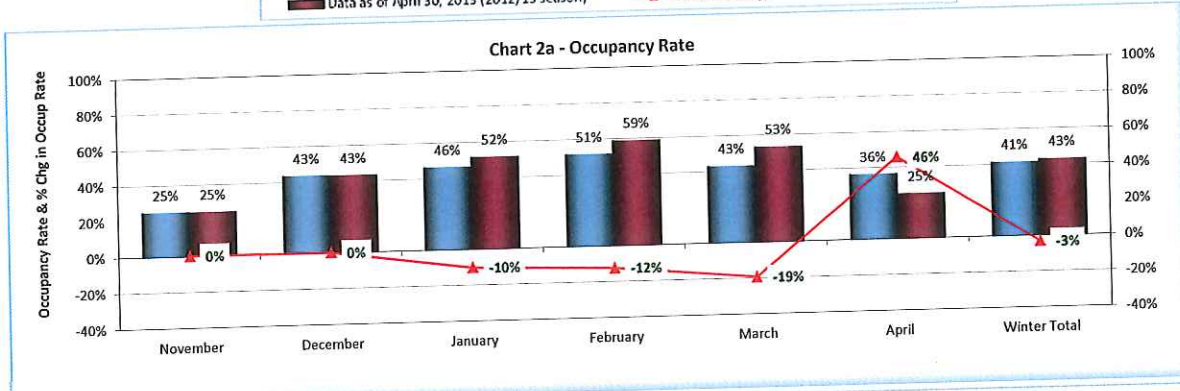
4-14.2



RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2013/14 YTD (as of April 30, 2014) vs. 2012/13 YTD (as of April 30, 2013) vs. 2012/13 Historical
NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2012/13 season)
 Data as of April 30, 2014 (2013/14 season)
 Data as of April 30, 2013 (2012/13 season) ▲ Percent Change



G-14.3



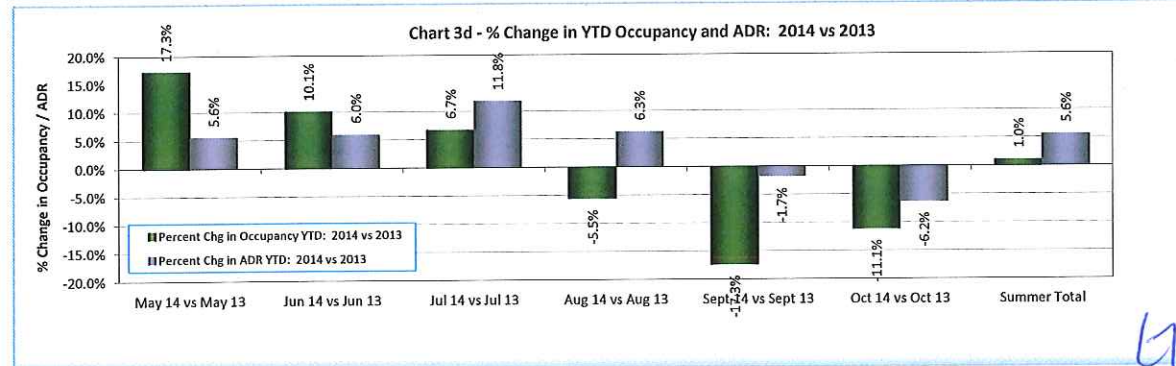
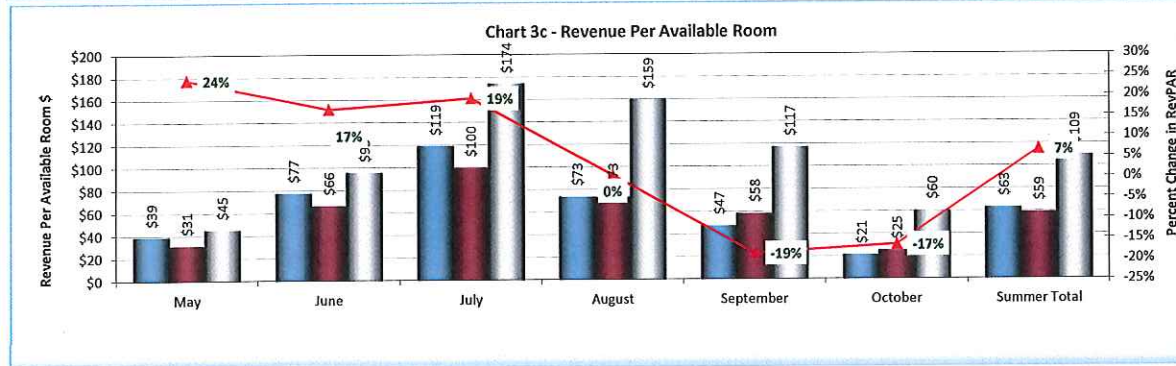
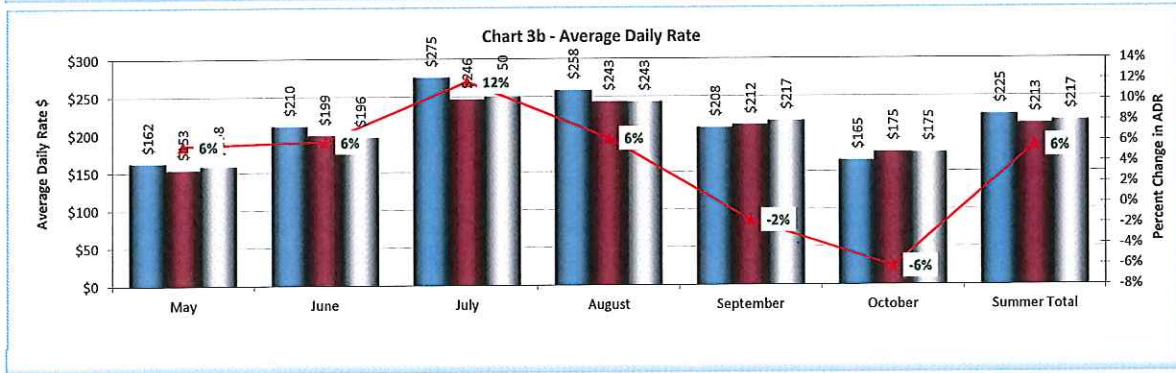
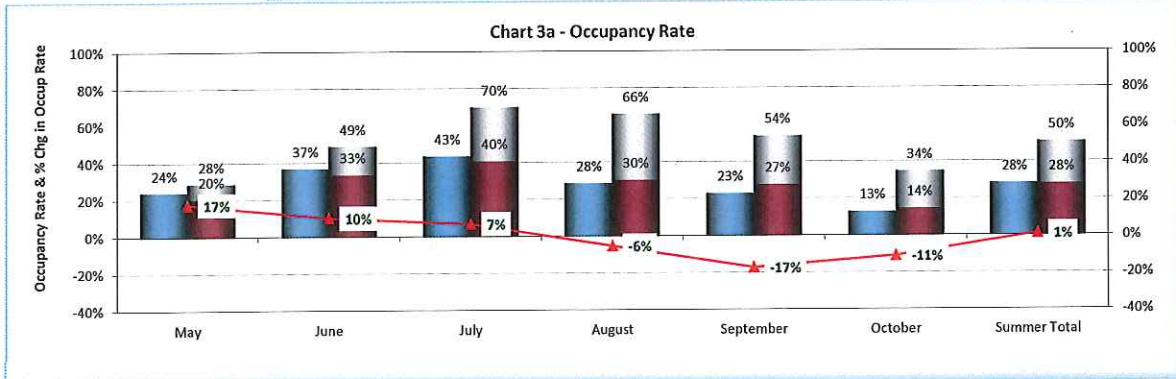
RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2014 YTD (as of April 30, 2014) vs. 2013 YTD (as of April 30, 2013) vs. 2013 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2013 season)
 Data as of April 30, 2014 (2014 season)

Data as of April 30, 2013 (2013 season)
 Percent Change



G-14.4

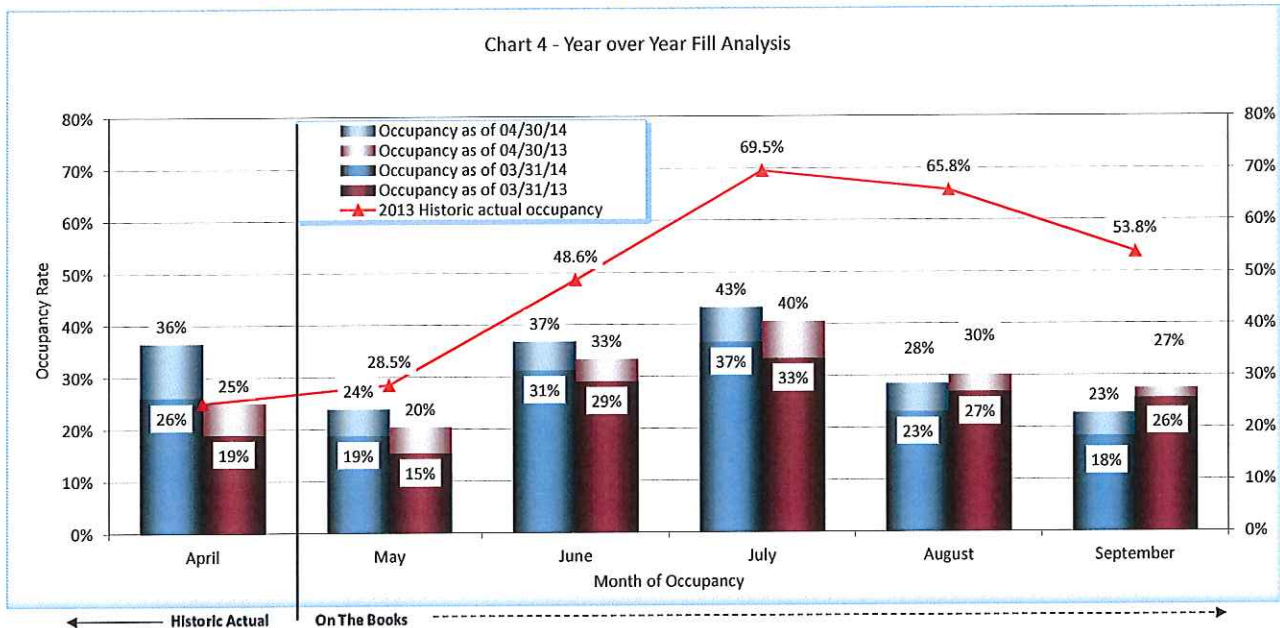


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2014 Occupancy Pace (as of April 30, 2014) vs. 2013 Occupancy Pace (as of April 30, 2013) vs. same period 2013

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF APR 30			OCCUPANCY AS OF MAR 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2013 Historic actual occupancy
	Occupancy as of 04/30/14	Occupancy as of 04/30/13	Absolute Change	Occupancy as of 03/31/14	Occupancy as of 03/31/13	Absolute Change	Incremental occupancy booked during Apr. 2014	Incremental occupancy booked during Apr. 2013	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	April	36.5%	25.0%	11.4%	26.0%	18.9%	7.1%	10.4%	6.1%	4.3%	
May	23.8%	20.3%	3.5%	18.7%	15.3%	3.4%	5.1%	5.0%	0.1%	2.2%	28.5%
June	36.7%	33.3%	3.4%	31.2%	29.1%	2.2%	5.5%	4.3%	1.2%	28.0%	48.6%
July	43.2%	40.5%	2.7%	36.6%	33.4%	3.2%	6.7%	7.1%	-0.4%	-6.3%	69.5%
August	28.4%	30.1%	-1.7%	23.0%	26.9%	-3.8%	5.4%	3.2%	2.2%	67.7%	65.8%
September	22.7%	27.4%	-4.7%	18.3%	25.6%	-7.3%	4.4%	1.8%	2.6%	139.3%	53.8%
Total	31.9%	29.5%	2.4%	25.7%	24.9%	0.8%	6.2%	4.6%	1.6%	35.1%	48.6%

**Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

**Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during the month just ended.

G-14.5



RESERVATIONS ACTIVITY REPORT
SECTION 5A - SUPPORTING DATA TABLES
Bookings as of April 30, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13</u>				Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample
	Occup. Rate as of: April 30, 2014 (2013/14 season)	Occup. Rate as of: April 30, 2013 (2012/13 season)	Percent Change in YTD Occ. Rate	Percent Change in YTD Occ. Rate		
Month of Occupancy (2013/14 & 2012/13)						
November	24.9%	24.8%	0.3%		11	
December	43.3%	43.2%	0.2%		11	
January	46.3%	51.5%	-10.1%		11	
February	51.5%	58.8%	-12.4%		11	
March	42.9%	53.2%	-19.3%		11	
April	36.5%	25.0%	45.7%		11	
May	23.8%	20.3%	17.3%	28.5%	11	
June	36.7%	33.3%	10.1%	48.6%	11	
July	43.2%	40.5%	6.7%	69.5%	11	
August	28.4%	30.1%	-5.5%	65.8%	11	
September	22.7%	27.4%	-17.3%	53.8%	11	
October	12.7%	14.3%	-11.1%	34.4%	11	
Grand total	34.5%	35.0%	-1.6%	46.5%	11	
Historic months total	41.4%	42.7%	-3.1%	42.7%	11	
On the Books months total	27.9%	27.6%	1.0%	50.4%	11	

AVERAGE DAILY RATE	<u>ADR: YTD 2013/14 VS. YTD 2012/13</u>				Historic Actual ADR (2012/13 season)	# of Properties in Sample
	ADR as of: April 30, 2014 (2013/14 season)	ADR as of: April 30, 2013 (2012/13 season)	Percent Change in YTD ADR	Percent Change in YTD ADR		
Month of Occupancy (2013/14 & 2012/13)						
November	\$166	\$154	7.5%		11	
December	\$346	\$306	12.9%		11	
January	\$271	\$262	3.7%		11	
February	\$284	\$279	1.9%		11	
March	\$243	\$236	2.9%		11	
April	\$178	\$169	5.3%		11	
May	\$162	\$153	5.6%	\$158	11	
June	\$210	\$199	6.0%	\$196	11	
July	\$275	\$246	11.8%	\$250	11	
August	\$258	\$243	6.3%	\$243	11	
September	\$208	\$212	-1.7%	\$217	11	
October	\$165	\$175	-6.2%	\$175	11	
Grand total	\$245	\$234	4.7%	\$231	11	
Historic months total	\$259	\$248	4.6%	\$248	11	
On the Books months total	\$225	\$213	5.6%	\$217	11	

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2013/14 VS. YTD 2012/13</u>				Historic Actual RevPAR (2012/13 season)	# of Properties in Sample
	RevPAR as of: April 30, 2014 (2013/14 season)	RevPAR as of: April 30, 2013 (2012/13 season)	Percent Change in YTD RevPAR	Percent Change in YTD RevPAR		
Month of Occupancy (2013/14 & 2012/13)						
November	\$41	\$38	7.8%		11	
December	\$150	\$132	13.1%		11	
January	\$126	\$135	-6.8%		11	
February	\$146	\$164	-10.7%		11	
March	\$104	\$126	-17.0%		11	
April	\$65	\$42	53.5%		11	
May	\$39	\$31	23.8%	\$45	11	
June	\$77	\$66	16.6%	\$95	11	
July	\$119	\$100	19.3%	\$174	11	
August	\$73	\$73	0.4%	\$159	11	
September	\$47	\$58	-18.7%	\$117	11	
October	\$21	\$25	-16.6%	\$60	11	
Grand total	\$84	\$82	3.0%	\$108	11	
Historic months total	\$107	\$106	1.3%	\$106	11	
On the Books months total	\$63	\$59	6.6%	\$109	11	

G-14.6



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of April 30, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited

OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: April 30, 2014 (2013/14 season)	Occup. Rate as of: April 30, 2013 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	24.9%	24.8%	0.3%	
December	43.3%	43.2%	0.2%	
January	46.3%	51.5%	-10.1%	
February	51.5%	58.8%	-12.4%	
March	42.9%	53.2%	-19.3%	
April Historic Actual	36.5%	25.0%	45.7%	
Winter Total	41.4%	42.7%	-3.1%	

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
	ADR as of: April 30, 2014 (2013/14 season)	ADR as of: April 30, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$166	\$154	7.5%	
December	\$346	\$306	12.9%	
January	\$271	\$262	3.7%	
February	\$284	\$279	1.9%	
March	\$243	\$236	2.9%	
April Historic Actual	\$178	\$169	5.3%	
Winter Total	\$259	\$248	4.6%	

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: April 30, 2014 (2013/14 season)	RevPAR as of: April 30, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$41	\$38	7.8%	
December	\$150	\$132	13.1%	
January	\$126	\$135	-6.8%	
February	\$146	\$164	-10.7%	
March	\$104	\$126	-17.0%	
April Historic Actual	\$65	\$42	53.5%	
Winter Total	\$107	\$106	1.3%	

6-14.7



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of April 30, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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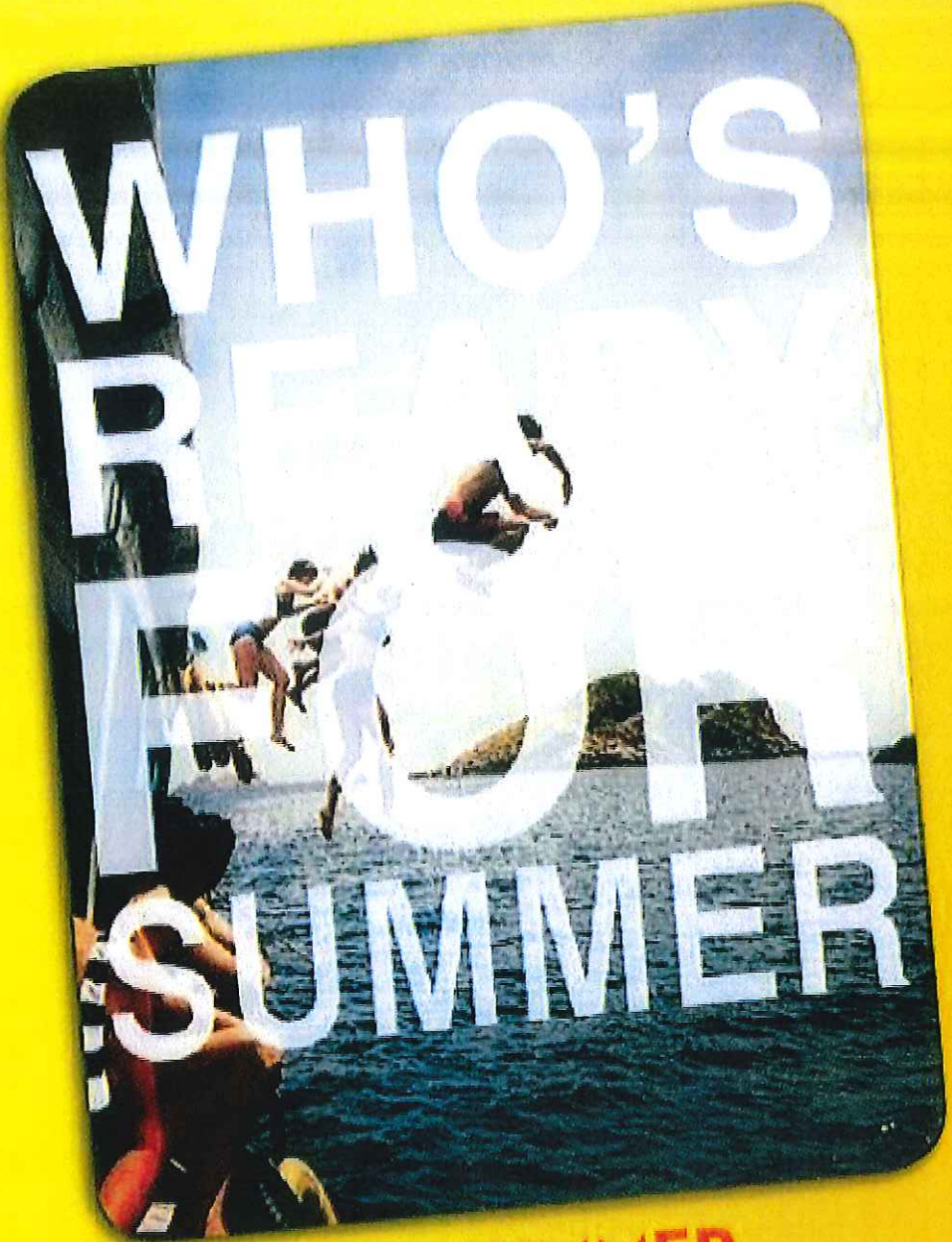
OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
	Occup. Rate as of: April 30, 2014 (2014 season)	Occup. Rate as of: April 30, 2013 (2013 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014 & 2013)				
May	23.8%	20.3%	17.3%	28.5%
June	36.7%	33.3%	10.1%	48.6%
July	43.2%	40.5%	6.7%	69.5%
August	28.4%	30.1%	-5.5%	65.8%
September	22.7%	27.4%	-17.3%	53.8%
October	12.7%	14.3%	-11.1%	34.4%
Summer Total	27.9%	27.6%	1.0%	50.4%

AVERAGE DAILY RATE	<u>ADR: YTD 2014 VS. YTD 2013</u>			Historic Actual ADR (2013 season)
	ADR as of: April 30, 2014 (2014 season)	ADR as of: April 30, 2013 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)				
May	\$162	\$153	5.6%	\$158
June	\$210	\$199	6.0%	\$196
July	\$275	\$246	11.8%	\$250
August	\$258	\$243	6.3%	\$243
September	\$208	\$212	-1.7%	\$217
October	\$165	\$175	-6.2%	\$175
Summer Total	\$225	\$213	5.6%	\$217

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2014 VS. YTD 2013</u>			Historic Actual RevPAR (2013 season)
	RevPAR as of: April 30, 2014 (2014 season)	RevPAR as of: April 30, 2013 (2013 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2014 & 2013)				
May	\$39	\$31	23.8%	\$45
June	\$77	\$66	16.6%	\$95
July	\$119	\$100	19.3%	\$174
August	\$73	\$73	0.4%	\$159
September	\$47	\$58	-18.7%	\$117
October	\$21	\$25	-16.6%	\$60
Summer Total	\$63	\$59	6.6%	\$109

6-14.8

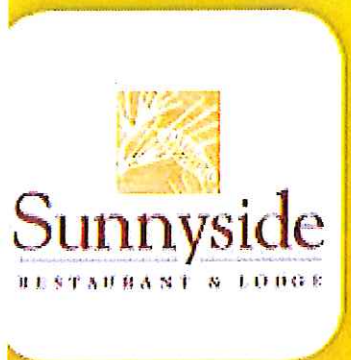
SUNNY SIDE DECK LUNCHEON



**KICK OFF THE SUMMER
RECREATION SEASON!**

\$20 Members | \$30 Non-Members
THURSDAY, JUNE 5 AT 11:30 A.M.

6-15-1



This event is open to the public. Pre-registration required. Info: Ginger Karl (530) 581-8764 or ginger@gotahoenorth.com.



north lake tahoe

Chamber | CVB | Resort Association

MONTHLY MIXER

NEXT: MAY 29

5 TO 7 P.M.

Sierra Verde, Incline Village

NEXT: JUNE 17

5 TO 7 P.M.

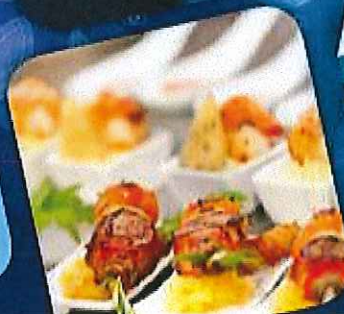
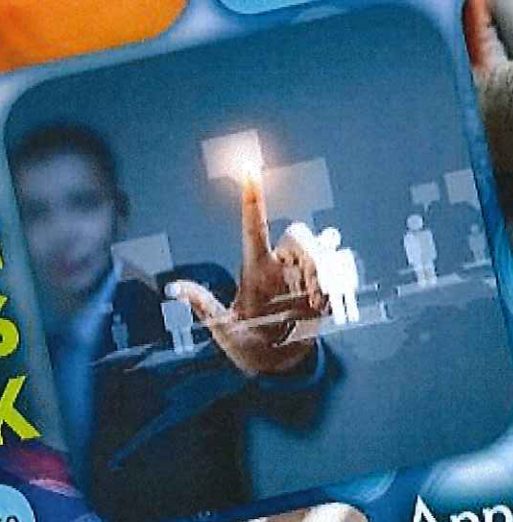
Tuesdays Bluesdays,
Village at Squaw Valley

Joint Mixer with Truckee Donner Chamber and hosted by Squaw.



**STRENGTHEN +
WIDEN
YOUR BUSINESS
NETWORK**

Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or ginger@gotahoenorth.com.



**Appetizers,
Drinks, Music,
+ Giveaways**

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BILTY'S BREW & Q HOSPITALITY NIGHT



**WEDNESDAY,
JUNE 25
5-7 P.M.**

An evening showcasing the Tahoe Biltmore's brewhouse,
with food, drinks, and fun.



north lake tahoe

Chamber | CVB | Resort Association

5 HWY 28, CRYSTAL BAY, NV 89402

This event is open to the public. Contact
Ginger Karl (530) 581-8764 or [ginger@
gotahoenorth.com](mailto:ginger@gotahoenorth.com) for more info.

615.3



north lake tahoe

Chamber | CVB | Resort Association

June 4, 2014

Membership Update-Past 6 Months

26 New Members

December: 7

Name	City	Type of Business
Monitor Premiums	Truckee	Media/Publications
Fire Sign Café	West Shore	Restaurant
PicBox Photo Booth	Reno	Photo Booth
Backyard BBQ-Ritz-Carlton	Truckee	Restaurant
Inspired Balloons	Tahoe City	Party Rentals/Supplies
Sierra Verde Home Furnishings	Incline Village	Interior Design/Home
Tahoe Flow Arts Studio	Tahoe Vista	Performance Arts

January: 2

Name	City	Type of Business
Tahoe Gal/North Tahoe Cruises	Tahoe City	Boat Cruises & Charters
Crux Events	Truckee	Event Planners

February: 3

Name	City	Type of Business
Events of Distinction	San Francisco	Weddings Services
Resort Realty	Olympic Valley	Real Estate
The Traveling Photo Booth	Tahoe City	Photo Booth

March: 0

April: 9

Name	City	Type of Business
Incline Village Library	Incline Village	Non-Profit
Matt Heron Fly Fishing	Olympic Valley	Fishing Guide
Moe's Original BBQ	Tahoe City	Restaurant
Mountain High Sandwich Company	Incline Village	Restaurant
Mountain Munchkins	Tahoe City	Child Care
Placer County Water Agency	Auburn	Government
PR Entertainment, Inc	Zephyr Cove	Festivals & Events
Super Swirl	Truckee	Wedding Services
Trunk Show	Tahoe City	Shopping/Retail

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May: 5

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Le Grand Adventure Tours	Truckee	Guided Tours
silent A photography	Tahoe City	Photography
Well Being Massage & Skin Care	Kings Beach	Spa/Health Services
Sierra Flair Publishing	Kings Beach	Media Publications
Summit Ice Melt Systems	Tahoe City	Snow Mitigation

201 Renewing Members**67 Write-Offs (Clean Up of Past Database)****4 Miscellaneous**

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Cherished Events & Celebrations		Business Never Opened
Creative Concepts	Reno	
adrift Tahoe	Kings Beach	
Tight Lines Guide Service	Tahoe City	

62 Non-Payment

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
aDrift Tahoe	Kings Beach	
Alfred Sonnenberg	Carnelian Bay	
The Andrews Law Firm	Truckee	
Barter Construction	Tahoe City	
Bella Lago Aesthetics	Truckee	
Boice O' Neal Realty	Tahoe City	
Carson City Toyota and Scion	Carson City	
Christy Hill	Tahoe City	
Ciprian Photography	Incline Village	
Coldwell Banker	Incline Village	
CreativeEDGE Marketing	Incline Village	
CSAA-California State Automobile	Truckee	
Daisy Day Care	Incline Village	
D'Lish Cakes, Catering	Tahoe City	
Expedia	Truckee	
Finishing Touch Carpentry	Tahoma	
Fireside Pizza	Truckee	
Foothill Farmers Market	Auburn	
Forest Suites Resort	South Lake Tahoe	
Hill Planning & Consulting	Incline Village	
Hot Diggity Dog & Cat	Kings Beach	
Incline Elementary School	Incline Village	

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Juvenile Diabetes Research	Reno
Lake Tahoe Lockshop	Incline Village
Lakeland Village Beach & Resort	South Lake Tahoe
Morning Glory	Tahoe City
Mountain Lake Cleaning	Incline Village
North Tahoe Family Resource Center	Incline Village
Out & About Marketing	Incline Village
Darlene Pearson Consulting	Tahoe City
Placer County Visitors Council	Auburn
Project Discovery	Reno
Red Awning	Berkley
Reno Sparks Convention & VIC	Reno
RMC	Crystal Bay
Rubicon Pizza Company	Truckee
Rustic Cottages	Tahoe Vista
ServiceMaster by First Response	Sparks
Sierra Heritage Magazine	Incline Village
Sierra Nevada College	Incline Village
Smallpond Studio	Truckee
State Farm Insurance	Tahoe City
Steinberg & Associates	Incline Village
Suddenlink Communications	Truckee
Switchback Public Relations	Truckee
Tahoe Aquatic Center	Tahoe City
Tahoe Dance School	Tahoe City
Tahoe Dine & Deliver	Incline Village
Tahoe North Shore Lodge	Carnelian Bay
Tahoe Roofing Company	Tahoe City
Tahoe Truckee Community Foundation	Truckee
Tarsin, Inc.	Incline Village
The Brewing Lair of Lost Sierra	Blarisdan-Graegle
Tributary Whitewater Tours	Truckee
Trilogy Day Spa	Olympic Valley
Truckee Home & Building Show	Truckee
Truckee-Tahoe Pet Lodge	Truckee
US Vacation Rental LLC	San Jose
Vacation Tahoe by O'Neal Brokers	Tahoe City
Weddings of the West	Carson City
Willard's Sport Shop	Tahoe City
Zawadisha Fund	Tahoma
1 Saw No Benefit	
Lake Tahoe Delivery	Homewood

6-15-6



Special Event Programs and Projects
Judy Laverty, Special Event Programs Manager

SNOWFEST EVENT RECAP AND WRAP UP
Presented by Pam Pokorny
Snowfest Executive Director

At the direction of the Board, staff met with Snowfest to go over the results of the 2013 Snowfest event. Snowfest was sponsored by the NLTRA in the amount of \$10,000 in cash and \$10,000 in-kind support.

Earlier in 2013 staff and Snowfest wrote a joint white paper outlining strategies that will help Snowfest develop tourism and become a TOT driver with the focus on events staged mid-week at the ski areas and on the lakeshore on weekends.

Snowfest staff will present the results of the following strategic goals for the 2013 event:

1. Enhance all Placer County tax revenues
2. Accurate, tracked room nights generated by Snowfest
3. Receive in-kind support from the NLTRA as part of the sponsorship.
4. Boost participation and support from the local ski resorts
5. Continue to increase media presence in major publications, TV networks and on the web.
6. Acquire preferred hotel partners, negotiate commissionable room rates and utilize the NLTRA conference sales department to send out leads to partner properties.
7. Develop Cool deals with lodging partners with a tracking code to accurately track room nights. NLTRA will assist.
8. Contract a full time staff as well as interns
9. Utilize the NLT Chamber email database to recruit volunteers as needed.
10. Snowfest to continue to work toward the goal of self-sufficiency through sponsorship and other fundraising efforts.

No action is required of the Board at this time.

G-17.1



CEO Update – May 2014

Here are a few projects that I have been involved with during the past month:

Tahoe Prosperity Center

- Recently appointed as Chair for TPC
- TPC awarded grant from CPUC for \$167,000 for basin broadband assessment
- Participated on a TPC convened basin wide group to develop Commodities Action Plan with TRPA
- Met with TRPA staff to see how we can collaboratively move this Action Plan forward
- Participating on a committee to develop a set of basin wide socio-economic indicators that would be updated regularly

Resort Triangle Transit Vision Coalition

- Developed a presentation and collateral material to begin to educate the Truckee – Tahoe – Washoe area on the Transit Vision
- Gave a presentation to the Truckee Tourism Council on May 14

Chamber Trek to P

- Working w 9.18 to produce a video of the Trek by writing script and reviewing all footage
- Filmed int
- Following 9.18 discussed the priority of improved transit to #2

Nevada Legislat 9.18 and Oversight of the Tahoe Regional Planning Agency

- Presented to the committee on May 2 along with the S. Shore Chamber and Tahoe Prosperity Center on the economic well-being of North Lake Tahoe and efforts that are being made in this region as well as barriers and challenges
- Will present again in June on the Transit Vision

Legislative Briefing and Host Breakfast

- Attended the CalChamber Legislative Briefing in Sacramento on May 20, and Host Breakfast on May 21
- Met with our lobbyist Doug Houston and visited Assemblyman Dahle, Senator Gaines Chief of Staff Steve Davies, and Brian Annis, Undersecretary of the California State Transportation Agency
- Looking at 4 pieces of legislation for possible support or opposition: SB 564 – Ski resorts: Accident reports, SB 1129 – Redevelopment: Successor agencies to redevelopment agencies, and SB 1183 – Vehicle

9.17.2

registration fees: surcharge for bicycle infrastructure, AB 2280 – Community Revitalization and Investment Authorities

North Lake Tahoe-Truckee Leadership

- 2014 Leadership Program completed with graduation on May 22
- Working with co-sponsors NTBA, Truckee Donner Chamber, Tahoe Truckee Community Foundation, and Sierra Nevada College to develop the program for 2015

Area Plan Strategy Meeting

- Participated in a meeting with basin agencies (League, TRPA, Placer County, TCPUD) to discuss goals and strategies for environmental redevelopment in Placer County

2014 Lake Tahoe Summit Planning Meeting

- Attended the meeting at ValHalla with Senator Feinstein staff, John Murray, to discuss the planning of the 2014 Summit
- Trying to see if we can provide water transit for those wanting to attend from N. Shore

Master Plan Review

- Have completed draft chapters in all areas except Funding, developing new template to look at background, current situation, recommendations for the future, and NLTRA role in each area per direction from the task force
- Master Plan Task Force is going to meet on June 4 to go over draft chapters
- Met with Seana Doherty to discuss Master Plan Outreach plan and Scope of Work
- Have received Scope of Work and am reviewing with Task Force

Computer Issues

- The issues that we were having with encrypted files in March were related to the recent flare up of a Ransomware form of Malware named Cryptolocker
- This form of malware enters via an opened attachment to an email
- It proceeds to encrypt all files within a shared drive and until detected was overwriting backups with encrypted files
- A ransom screen appeared on the originally infected computer demanding \$500 in bitcoin or green dot money voucher in order to decrypt the files
- This form of malware is not easily detected by existing virus detection software, and was not detected by our software
- We have spent much time with Tahoe Tech to correct, paid the ransom and retrieved most files, and are proceeding next week to move all files to the Cloud, install a new detection software – Sophos – that does detect this malware, educate staff, and improve backup checking
- We are also filing a claim on our insurance for the property damage and repairs necessary

G-17.3

Regional Land Development Commodities Action Plan

May 27, 2014



TAHOE PROSPERITY CENTER
Prepared with Assistance from the Tahoe Regional Planning Agency and AECOM

6-17.4

The work upon which this publication is based was funded in whole or in part through a grant awarded by the California Strategic Growth Council.

The statements and conclusions of this report are those of the GRANTEE (TRPA/TMPO) and/or Subcontractor (AECOM) and not necessarily those of the Strategic Growth Council or of the Department of Conservation, or its employees. The Strategic Growth Council and the Department make no warranties, express or implied, and assume no liability for the information contained in the succeeding text.

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Executive Summary

The Board of the Tahoe Prosperity Center (TPC) decided to convene a group of public and private stakeholders in the Lake Tahoe Region to address real and perceived issues associated with land development commodities and transfers as defined in the Tahoe Regional Plan and Code of Ordinances. The Tahoe Regional Planning Agency (TRPA) and AECOM consultants, who have been preparing an economic development incentive strategy for the Region as part of a grant funded project, provided assistance to the stakeholder committee.

The stakeholder committee created this action plan over a four month period through the following process:

- January, 2014 – The committee received presentations on the regional land development commodities system and on redevelopment barriers created by the current system, and approved the four month process.
- February, 2014 – The committee identified problems and received a report with summarized commodities data.
- April, 2014 – To address the problem statements from the previous meeting, the committee selected and discussed potential solutions and identified initial actions.
- May, 2014 – The committee reviewed then approved this action plan and agreed to reconvene on an ad hoc basis to review progress towards implementing the action plan.

Another meeting to examine progress on the action items will be scheduled by TPC in January, 2015.

The five topics covered by the approved action plan follow.

1. Commodity Tracking and Exchange System Enhancements – Adding functionality and various improvements to the system and website that was recently introduced by TRPA.
2. Commodities Bank – A single entity where any party can buy and sell any of the commodities. It is anticipated that the California Tahoe Conservancy and Nevada Division of State Lands will play a major role in this entity if it is created.
3. TRPA Code Amendments – A series of amendments to the TRPA Code of Ordinances to make the commodity transfer and conversion processes more efficient and attractive to parties interested in buying and selling commodities in order to achieve environmental improvement.
4. Education and Information Program – Materials and public outreach to make the sources of commodities and associated processes for transfer and conversion better understood by potential users.
5. Local Government Working Group – A working group including local governments, land banks, and TRPA. This group would identify jurisdictional targets for commodities.

The overview, key discussion points, desired outcomes, action items including the responsible party (or parties) and estimated timeframe, and longer term action items for each of these five comprise the remainder of this report.

GT-17.6

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G-17.7

1. Commodity Tracking and Exchange System Enhancements

Overview: The newly launched commodity tracking and exchange system, referred to in this document as the TDR Marketplace, provides commodity information, price and tools for a variety of users including buyers and sellers. The system is integrated with the TRPA permit tracking software and has a website that offers map tools and allows users to advertise the commodities that are for sale or those that are desired for purchase. The website is:

[http://www.trpa.org/permitting/transfer-development-rights/tdr-marketplace/.](http://www.trpa.org/permitting/transfer-development-rights/tdr-marketplace/)

This action item is focused on enhancing the system for users.

Key Discussion Points:

- The TDR Marketplace should be able to distinguish between certified/verified commodities and those that have not been so certified/verified (example is adding information on whether the land capability has been verified or whether the commodities have been acknowledged by TRPA). Adding the verification information for sellers would increase confidence for buyers. The TDR Marketplace already offers users the ability to input information regarding the date of verification, the amount of existing verified coverage, and regarding associated permits.
- Add information on the amount of reserved commodities to the TDR Marketplace (reserved commodities can expire if the development is not built within a certain time frame). More transparency on baseline and existing conditions would support the marketplace. Adding distinctions between commodities that are available, tagged for redevelopment (reserved), etc. would help distinguish between what is on paper versus what is truly available.
- Improve governance since this is important for ensuring credibility and for encouraging participation.
- Provide information on commodity pools at the sub-jurisdictional/neighborhood level to make it easier to understand constraints.
- Consider adding information on the current stage of the transfer of commodities which is important since transfers are contingent on other actions (e.g., completion of a project) and sometimes revert back to the original owner.
- TRPA has applied for a California Strategic Growth Council (SGC) Round 3 grant that could partially fund enhancements to this system.
- It might be useful to explore the option of adding qualifications on who can be a buyer or seller. Although the website is more of an information sharing resource rather than a regulated bank.

Desired Outcomes: Enhance the TDR Marketplace to improve transparency and accuracy regarding commodity availability, increase the TDR Marketplace credibility, increase knowledge

4-17.8

about the supply of commodities, increase usage of this resource, and improve accessibility to needed information.

Action Items:

1.1 Reconvene the group of users involved in designing the commodity tracking system (a.k.a., working group) and other interested persons to identify specific areas of improvement to make this resource more user-friendly and informative. Discuss ways that TRPA or another entity could release aggregated, anonymous information on the average price of commodity sales. Identify stakeholders and targeted respondents (such as realtors) for a survey (see task 1.2).

Responsible Parties: TRPA in partnership with working group.

Timeframe: Complete within 90 days (3 months) after funding from the SGC Round 3 grant or other additional funding source is obtained and associated contracts are finalized.

1.2 Assess how to get higher website usage through promotional and educational efforts and website enhancements. Survey website users and identified respondents to find out key website improvements and inform the assessment.

Responsible Parties: TRPA in partnership with website consultant.

Timeframe: Begin after completion of Task 1.1. Complete assessment within 90 days (3 months) after funding and the associated contracts are secured.

1.3 Add enhancements that would increase confidence with listing through the TDR Marketplace. Provide the option for users to indicate whether commodities have been certified or verified. Implement website enhancements.

Responsible Parties: TRPA in partnership with consultants.

Timeframe: 180 days (6 months) after an assessment described in 1.2 is completed.

1.4 Better quantify the market inventory by adding TDR Marketplace reporting enhancement for local jurisdictions to indicate which commodities are reserved. Explore the possibility of providing an enhancement that reminds local jurisdictions when reserved commodities will be expiring.

Responsible Parties: TRPA, local jurisdictions, consultants.

Timeframe: 270 days (9 months) after an assessment (task 1.2) is completed.

1.5 Provide information through TDR Marketplace on commodity pools at the sub-jurisdictional/neighborhood level to make it easier to understand the constraints.

Responsible Parties: TRPA and local jurisdictions.

Timeframe: 270 days (9 months) after an assessment (task 1.2) is completed.

Longer Term Action Items:

- Create verification process and cost structure for sellers and buyers and add this to the TDR Marketplace.
- Based on working group direction, develop TDR Marketplace tools to generate reports, provide education on commodities and the TDR Marketplace, and survey users.

G-17.9

2. Commodities Bank

Overview: Utilize existing land banks (California Tahoe Conservancy and Nevada Division of State Lands) to expand commodities banking (purchase, transfer, and/or retire commodities in targeted locations) and facilitate market transactions.

Key Discussion Points:

- Stakeholders are positive about this, and suggest that land banks are candidates to take this on given that they are already involved in the market.
- Land banks are already doing this for some commodities (e.g., Coverage), but not others (such as TAUs), and other stakeholders request that they take on a more strategic role across all commodities as a “market maker” that provides liquidity because the current rate of transactions is low.
- Stakeholders suggest that land banks may be able to generate a revenue stream for these new activities by charging for listings, as is common in exchanges for other markets (and also supports the listing of credible commodities), or by partnering with local governments.
- Land banks state that they should establish goals to buy a certain number of commodities, but note that by publicizing that they have a demand for certain commodities, they may be increasing the price of the commodities they would like to purchase.
- Land banks question whether this task is necessary. The land banks plan on meeting with different jurisdictions to find out their targets and they intend to explore ways to help them meet these targets. They will need to review the MOU with TRPA to analyze restrictions on the use of revenue and address legal issues on the pricing of commodities for sale (See Task 5.1). Establishing a governance structure might conflict with the mission of the land banks. However, improving transparency and comprehension of the incentive program could promote economic opportunity. Directing assets strategically to help meet regional plan goals might be a better avenue than releasing assets on a first-come, first-serve basis.
- TRPA has applied for a California Strategic Growth Council Round 3 grant to fund the implementation of this action plan; it could partially fund the analyses necessary for establishment of this commodities bank.

Desired Outcome: Enhance existing land bank functions or establish a new commodities bank to take a more strategic role in the economic condition of the commodities market, in education of the market, and in market transactions for all commodities.

Longer Term Action Items:

- Identify the advantages/disadvantages of a creating a commodities bank to achieve the goals for commodity banking activity by region/jurisdiction, funding source options and availability of funds, governance structure, and the role of this bank vis-à-vis the existing land banks. Decide whether to further pursue establishment of a commodities bank including funding sources, governance structure, etc. The responsible parties would be the TPC in partnership with a working group and land banks.

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- If the commodities bank is established, obtain funding source (e.g., government or non-government organization funds, private philanthropic investor, or other source) to purchase commodities and provide a more predictable process and prices for redevelopers.

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3. TRPA Code Amendments

Overview: Evaluate commodity conversion options and other policy avenues for meeting the TRPA Regional Plan goals. If deemed necessary, provide code amendment recommendations.

Key Discussion Points:

- One stakeholder stated that the current code does not require the holding of commodities for permitting. Stakeholders would like to have this point documented and clarified that the current code does not require commodities to be held for early permitting processes.
- Stakeholders like the concept that there could be convertibility and transfer of all commodities based on a formula that would result in neutral environmental impacts from conversion.
- Stakeholders would like TRPA to continue to simplify, as well as streamline, the code.
- TRPA has applied for a California Strategic Growth Council Round 3 grant to fund the implementation of this action plan that could partially fund a consultant to assist with these Code amendments.
- It would be more effective to holistically analyze a suite of policy options that could help meet Tahoe Regional Plan goals prior to completing environmental documentation on a single amendment. Perhaps more time should pass before amending the newly adopted Regional Plan code. Though it will be important to assess how well the transfers and commodity exchanges are working to meet the Regional Plan goals such as with achieving environmental gains and environmental redevelopment.
- The CFA conversion to TAU is one of the few conversion options missing in the TRPA Code (Note: These conversions are only allowed under certain circumstances and the other conversion that is missing is from CFA to residential). Analysis should be conducted on the environmental impact (both positive and negative) for allowing additional conversions. Because there are only 82 tourist bonus units available for the incentive program (See March 27, 2014 Commodities Data Summary), when these are used there will not be bonus units in the pool to continue offering this incentive. This may be the most important reason that the amendments should allow conversions between commodities in the TRPA pool for SEZ and other sensitive land restoration.

Desired Outcomes: Amend the TRPA Code to add flexibility regarding the conversion of commodities that will increase environmental gain and meet Regional Plan goals. Where practical and without reducing development standards, defer initial high-cost permitting requirements to the later or final stages of permitting (e.g., conditions of approval).

Action Items:

- 3.1 Provide information on policy options and bonus unit availability, assess how well the commodity incentives are or can meet Regional Plan goals, and identify the Code amendments most likely to improve the attainment of the Regional Plan goals and Thresholds. Propose TRPA Code amendment options such as allowing commodity

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conversions to include CFA to TAU and CFA to residential, and a system for allowing multi-functional commodity usage (e.g., seasonal residential rentals and tourist rentals at different times of the year in the same unit). This process would include an evaluation of commodity conversion feasibility, environmental review, and the review of options and ratios prior to proposing the actual code amendment.

Responsible Parties: TRPA in partnership with development code consultant.

Timeframe: Complete within 360 days (one year) of funding.

- 3.2 Through changes in administrative policies and procedures where practical, adjust when high-cost items are required to a later point in the permitting process for development and redevelopment projects, and/or document when costly items are required. Evaluate this on an on-going basis.

Responsible Party: TRPA.

Timeframe: Ongoing. Task 4.2 might inform these changes. Complete change to policy and procedures manual within 360 days (one year).

Longer Term Action Items:

- Examine the barriers (such as costs) related to using bonus units and examine the rate of use of these incentives.
- Complete a comprehensive review and simplification of the TRPA Code.
- Continue to clarify the rules for commodity transfers as the Code, policies and procedures, and other factors change.

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4. Education and Information Program

Overview: Perform targeted outreach, such as the release of key educational information to support regional plan goals, and workshops. For example, create a flow chart related to permitting requirements, other requirements, and the development approval processes. Consider expanding this to include fees and jurisdiction-specific details.

Key Discussion Points:

- Stakeholders would like a resource that documents the costs of fees connected to the process flow chart. Additional sub-flow charts were also suggested for:
 - individual jurisdictions and
 - coverage costs (such as the costs associated with the verification of coverage and coverage mitigation fees).
- Rather than one ombudsperson for complex projects, TRPA is striving to have all staff trained to be responsive to projects.
- To improve the understanding on the limited amount of development-related commodities, some participants felt that communication needs to occur on the growth management system in the Tahoe Region.
- General public, the environmental community, and business owners should also be targeted for education. Education of the general public may result in more pressure on jurisdictions to allow transfers that are financially beneficial to their residents. More public processes would also serve to educate these groups.
- There is concern that not enough commodities exist at the regional level to make transfers between jurisdictions attractive to all jurisdictions. It was suggested that there be outreach to jurisdictions to develop an overall strategy that gets all jurisdictions on board.
- Provide education on the coverage mitigation fees and land coverage.
- Improve the accuracy of numbers provided in TRPA reports (particularly the existing commodities accounting) and add information on reserved commodities (for a specific development). Please note that hotel rooms associated with casinos are not always considered TAUs (i.e., not available for transfers per the TRPA Compact).
- There was a discussion of ecosystem pricing for commodities to quantify the benefits of retiring TAUs and other commodities and provide an incentive to redevelopment. Such an analysis would examine the energy efficiency, VMT, GHG, and other co-benefits. There is interest in examining this at a regional level because that is the level at which the results become significant.

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Desired Outcomes: Develop Frequently Asked Questions and other key outreach materials and/or events to better inform stakeholders and Tahoe citizens.

Action Items:

4.1 Assess what information is needed by current or potential users and then target message appropriately by producing and distributing factsheets or policy briefs for the City, Counties, Chambers of Commerce, stakeholders, and construction groups. Provide these materials on the TRPA website.

Responsible Party: TRPA in partnership with commodities working group.

Timeframe: Complete within 180 days (6 months) after funding and the associated contracts are secured.

4.2 Assess and prioritize what permitting process information is needed and develop process flow chart for TRPA permitting. Add local government charts as they become available.

Responsible Party: TRPA in partnership with commodities working group and local jurisdictions.

Timeframe: Complete within 360 days (one year).

Longer Term Action Items:

- Perform ongoing outreach on key topics recognized as needing clarity. Work with Chambers of Commerce, and City and County staff to hold educational forums on specific topics related to development.
- Develop jurisdiction-specific flow charts including the permitting and development approval process and permitting fee structure.
- Improve the accuracy of existing commodity estimates with the integration of more accurate datasets. Process, standardize, add value, and verify these data to provide a more accurate estimate of existing CFA, TAUs, and existing Residential Units. To address information barriers, educate buyers and sellers on the state of the market. Consider summarizing commodity transfers and conversion transactions over the past decade in the Tahoe Region to better inform users.
- Participate in the newly initiated TRPA technical working group referred to as the "Coverage Transfers across HRAs" working group that is addressing key coverage issues such as excess mitigation fees. Possibly carry forward key recommendations offered by this working group. Provide material that offers a clear overview of coverage policies and development requirements.
- Educate the market on activities and capabilities of the commodities bank.

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5. Local Government Working Group

Overview: Establish a local government working group comprised of technical staff to develop commodity targets for each local jurisdiction.

Key Discussion Points:

- Working group needs a specific charge. Suggest that this group take on the jurisdiction-level target-setting process to ensure that early outcomes are substantive.
- Working group also needs a deadline to present targets and an implementation plan, which will be taken to an organization like TPC for implementation. TRPA and land banks also should be involved in this process at some stage.
- The land banks plan on meeting with different jurisdictions to find out their targets and will help them meet these targets. In the past, the Community Enhancement Program in the old TRPA Regional Plan consumed all the commodities for larger projects. The new TRPA Plan adopted in 2012 does not use this same system for distributing commodities.
- Placer County is completing a report that analyzes commodity targets. Integrating this information into Task 5.1 (below) would be more appropriate than independent, uncoordinated efforts.

Desired Outcomes: Establish a local government working group to identify commodity targets and ways to achieve those targets.

Action Items:

- 5.1 Convene government staff to identify non-regulatory targets on CFA, TAU, and other commodities (i.e., targets for sending and receiving different commodities). Identify the type and location of commodities and development resources (i.e., inventory these commodities), and set goals for commodity banking activity by region/jurisdiction.
Responsible Parties: TRPA, CTC, NDSL, local jurisdictions and consultant.
Timeframe: Coordinate with the Placer County project schedule and complete for remaining jurisdictions no later than 180 days (6 months) after funding and the associated contracts are secured and the Placer County report is completed.
- 5.2 Provide education to local government working group on the TDR Marketplace.
Responsible Parties: See Action Item 4.1 (Assess what information is needed by current or potential users and then target message appropriately by producing and distributing factsheets or policy briefs for the City, Counties, Chambers of Commerce, stakeholders, and construction groups. Provide these materials on the TRPA website.)
Timeframe: See Action Item 4.1
- 5.3 Develop strategy to achieve targets and monitor the progress over time.
Responsible Parties: Local Government Working Group plus stakeholders.
Timeframe: Complete within 180 days (6 months) of completion of Action Plan Item 5.1.

Longer Term Action Items:

- Generate more accurate estimates on inventory levels of CFA, TAUs, and other commodities. This could be in coordination with activities in Action Plan Items 1 (Commodity Tracking and Exchange System Enhancements) and 4 (Education).

6/7.17

DRAFT

May 20, 2014
Scope of Services
Public Participation Process
North Tahoe Tourism Master Plan
Dates of services: June-August, 2014



north lake tahoe
Chamber | CVB | Resort Association

Submitted To:
Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Resort Association

Submitted By:
Seana Doherty
President
Freshtracks Communications

6-17-18

I. Introduction

Thank you for inviting Freshtracks Communications (Freshtracks) to submit this Scope of Services to the North Lake Tahoe Resort Association to assist with planning, outreach and communications associated with the update of the Placer County Draft North Tahoe Tourism Master Plan.

Outlined below is an initial Scope of Services that we drafted based on our meeting and review of background information.

II. Project Overview + Assumptions

Staffing

- o Sandy Evans Hall will serve as point for public outreach process for Freshtracks
- o Placer County is funding the outreach process and is the "owner of the Plan"
- o NLTRA staff will handle logistics for community workshops including: room rental, food/drinks for meetings, easels, projector

Budget

- o Budget for outreach is not to exceed \$10,000, not including printing costs
- o Freshtracks will submit a separate budget for printing and meeting supply costs

Timeframe

- o Draft of Plan will be available to the public in early July
- o Public workshops will take place over a 2-3 week period starting August 19
- o Freshtracks will present public input summary to the Committee in September

Goals of Process

- Educate and engage local community in the North Tahoe Tourism Master Planning process
- Design an interactive, engaging process to gather feedback on specific aspects of the plan specifically:
 - o Marketing, Visitor Services, Special Events
 - o Visitor facilities including big ideas
 - o Transportation
 - o Funding + financing of these ideas
 - o Economic development /redevelopment

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- o Environment—from an ecotourism perspective
- Summarize community feedback
- Report back to Committee on community feedback

III. Scope of Services

Public Participation Process for North Tahoe Tourism Master Plan

Scope Elements

1) Strategy Development + Planning

Work with internal team to develop outreach + communications strategies that meet the goals as stated above such as:

- Create schedule and plan for public participation process
- Identify target groups and stakeholders to reach out to + best strategy to reach them

2) Communications

Create the following materials to support the public outreach process:

Branding + Messaging

- o Create brand for North Tahoe Tourism Plan. May include: tag line, logo placement, font + color decisions
- o Review draft Plan and create a 1-2 page message platform outlining highlights and key points relevant to public outreach process
 - o Platform will be used to drive all communications

Publicity Materials

- o Postcard (email + print version) to advertise public meeting
- o Newspaper ad's
- o Flyers/Posters (tbd per budget)

Press

- o Submit press release about process and workshops (2)
- o Press invite to workshops

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Workshop Material Development

- Develop community workshop storyboards for 4-6 stations, potentially eight boards
- Handout: Create 1-2 page overview of North Tahoe Tourism Master Plan and process
- Create short overview presentation
- Other: be available to assist with other communications materials as they arise (web-based content, e-blasts, newsletters, etc.)

3) Public Participation Process

Public Workshops (6)

- Design agenda and flow for six community workshops in late August
- Work with NLTRA staff on logistics: room layout, food, etc.
- Workshop Management: staff registration table, train station volunteers, collect feedback, sign-in sheets

Survey

- Create on-line, interactive survey that includes a voice-over walk through of materials presented at Workshops
 - Segment survey to target local residents and visitors (different questions for each group)
- Survey launched in conjunction with workshop schedule

4) Summary

Report Back to Committee

- Create short summary report of public input on Plan outlining short and long term strategies and priorities
- Present summary to Committee

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Project Budget

Task	Deliverable	Estimated Budget
Planning + Project Manage	-Plan + Schedule -Ongoing coordination with NLTRA staff	\$400
Communications	-Brand -Message platform -Design, produce publicity materials (post card, newspaper ad, flyer/poster) -Press: Press releases (2) -Design + produce workshop materials (8 boards, 2 page project overview piece, PP)	\$4,500
Public Outreach	-Design + implement public workshops (6) -Train station volunteers -Room set-up/management -Design on-line surveys (2)	\$4,500
Summary Doc	-Summarize feedback from workshops and surveys -Present findings + priorities to Committee	\$600
TOTAL		\$10,000

Billing would occur on a monthly basis. Rates for Freshtracks associates are as follows:

\$125: Project Manager: Seana Doherty

\$45 per hour: Junior Associate/Graphic Design: James Johnson

Printing fees and meeting costs will be an additional cost. An estimate of projected costs will be submitted separately.

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Initiating Contract

To proceed with this Scope of Services, please sign below and return to Freshtracks Communications. Thank you and we look forward to working with you.

AUTHORIZATION SIGNATURES

Seana Doherty
President
Freshtracks Communications

Date

Sandy Evans Hall
CEO/Executive Director
NLTRA

Date

G-17.23



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CryptoLocker Ransomware Information Guide and FAQ

By Lawrence Abrams on October 14, 2013 @ 03:09 PM | Last Updated: December 20, 2013 | Read 554,613 times.

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The purpose of this guide

There is a lot of incorrect and dangerous information floating around about CryptoLocker. As BleepingComputer.com was one of the first support sites to try helping users who are infected with this infection, I thought it would be better to post all the known information about this infection in one place. This guide, or Frequently Asked Questions, will unfortunately not help you decrypt your files as there is no way to do so. Instead, this FAQ will give you all the information you need to understand the infection and possibly restore your files via other methods.

In many ways this guide feels like a support topic on how to pay the ransom, which sickens me. Unfortunately, this infection is devious and many people have no choice but to pay the ransom in order to get their files back. I apologize in advance if this is seen as helping the developers, when in fact my goal is to help the infected users with whatever they decide to do.

All of this information has been compiled from my own experimentation with this infection, from Fabian Wosar of Emsisoft who first analyzed this infection, and through all the consultants and visitors who contributed to our 48 page CryptoLocker support topic. Big thanks to everyone who contributed information about this infection. This guide will continue to be updated as new information or approaches are gathered. If you have anything that you think should be added, clarified, or revised please let us know in the support topic linked to above.

Info: There is a very active CryptoLocker support topic, which contains discussion and the experiences of a variety of IT consultants, end users, and companies who have been affected by CryptoLocker. If you are interested in this infection or wish to ask questions about it, please visit this CryptoLocker support topic. Once at the topic, and if you are a member, you can subscribe to it in order to get notifications when someone adds more information to the topic.

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- Windows Defence Master
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- Windows Defence Unit
- Windows Protection Booster

Threat Descriptions

- Adware
- Browser Hijacker
- Ransomware
- Rogue Programs & Scareware
- Rootkits
- Spyware

Handwritten note: 9-17-24

What is CryptoLocker

CryptoLocker is a ransomware program that was released around the beginning of September 2013 that targets all versions of Windows including Windows XP, Windows Vista, Windows 7, and Windows 8. This ransomware will encrypt certain files using a mixture of RSA & AES encryption. When it has finished encrypting your files, it will display a CryptoLocker payment program that prompts you to send a ransom of either \$100 or \$300 in order to decrypt the files. This screen will also display a timer stating that you have 72 hours, or 4 days, to pay the ransom or it will delete your encryption key and you will not have any way to decrypt your files. This ransom must be paid using MoneyPak vouchers or Bitcoins. Once you send the payment and it is verified, the program will decrypt the files that it encrypted.



CryptoLocker payment screen
For more screen shots of this infection click on the image above.
There are a total of 3 images you can view.

When you first become infected with CryptoLocker, it will save itself as a random named filename to the root of the %AppData% or %LocalAppData% path. It will then create one of the following autostart entries in the registry to start CryptoLocker when you login:

```
KEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\Run
"CryptoLocker"
HKEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\RunOnce
"*CryptoLocker"
KEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\Run
"CryptoLocker_<version_number>"
HKEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\RunOnce
"*CryptoLocker_<version_number>"
```

Please note that the * in front of the RunOnce value causes CryptoLocker to start in Safe Mode.

The infection will also hijack your .EXE extensions so that when you launch an executable it will attempt to delete the Shadow Volume Copies that are on the affected computer. It does this because you can use shadow volume copies to restore your encrypted files. The command that is run when you click on an executable is:

```
"C:\Windows\SYSTEM32\cmd.exe" /C "C:\Windows\Sysnative\vssadmin.exe"
Delete Shadows /All /Quiet
```

The .EXE hijack in the Registry will look similar to the following. Please note that registry key names will be random.

```
[HKEY_CLASSES_ROOT\exe]
@="Myjiaabodehhldr"
"Content Type"="application/x-msdownload"

[HKEY_CLASSES_ROOT\exe\PersistentHandler]
@="{098f2470-bae0-11cd-b579-08002b30bfef}"
```

Trojan Horses

Worms

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4-17-25


```
[HKEY_CLASSES_ROOT\Myjiaabodehhltdr]
[HKEY_CLASSES_ROOT\Myjiaabodehhltdr\DefaultIcon]
@=" %1"
[HKEY_CLASSES_ROOT\Myjiaabodehhltdr\shell]
[HKEY_CLASSES_ROOT\Myjiaabodehhltdr\shell\open]
[HKEY_CLASSES_ROOT\Myjiaabodehhltdr\shell\open\command]
@=" %1" %*"
```

Once the infection has successfully deleted your shadow volume copies, it will restore your exe extensions back to the Windows defaults.

The infection will then attempt to find a live Command & Control server by connecting to domains generated by a **Domain Generation Algorithm**. Some examples of domain names that the DGA will generate are `lcxgidthdije.org`, `kdavymybmdrew.biz`, `dhlfoukwrhjc.co.uk`, and `xodeaxjmnxvpu.ru`. Once a live C&C server is discovered it will communicate with it and receive a public encryption key that will be used to encrypt your data files. It will then store this key along with other information in values under the registry key under **HKEY_CURRENT_USER\Software\CryptoLocker_0388**. Unfortunately, the private key that is used to decrypt the infected files is not saved on the computer but rather the Command & Control server.

CryptoLocker will then begin to scan all physical or mapped network drives on your computer for files with the following extensions: `*.odt, *.ods, *.odp, *.odm, *.odc, *.odb, *.doc, *.docx, *.docm, *.wps, *.xls, *.xlsx, *.xlsm, *.xlsb, *.xlk, *.ppt, *.pptx, *.pptm, *.mdb, *.accdb, *.pst, *.dwg, *.dxf, *.dxg, *.wpd, *.rtf, *.wb2, *.mdf, *.dbf, *.psd, *.pdd, *.pdf, *.eps, *.ai, *.indd, *.cdr, *.jpg, *.jpe, *.jpeg, *.png, *.3fr, *.arw, *.srf, *.sr2, *.bay, *.crw, *.cr2, *.dcr, *.kdc, *.erf, *.mef, *.mrw, *.nef, *.nrw, *.orf, *.raf, *.raw, *.rwl, *.rw2, *.r3d, *.ptx, *.pef, *.srw, *.x3f, *.der, *.cer, *.ct, *.pem, *.pfx, *.p12, *.p7b, *.p7c`. When it finds files that match one of these types, it will encrypt the file using the public encryption key and add the full path to the file and the filename as a value under the **HKEY_CURRENT_USER\Software\CryptoLocker_0388\Files** Registry key.

When it has finished encrypting your data files it will then show the CryptoLocker screen as shown above and demand a ransom of either \$100 or \$300 dollars in order to decrypt your files. This ransom must be paid using Bitcoin or MoneyPak vouchers. It also states that you must pay this ransom within 96 hours or the private encryption key will be destroyed on the developer's servers.

Warning: If you enter an incorrect payment code, it will decrease the amount of time you have available to decrypt your files. So if you plan on paying the ransom, please be careful as you type the code.

More technical details about this infection can be at this [blog post](#) by Emsisoft.

Known file paths and registry keys used by CryptoLocker

This section lists all known file paths and registry keys used by CryptoLocker. The file paths and registry keys that are currently being used by CryptoLocker will be highlighted in **blue**.

The File paths that are currently and historically being used by CryptoLocker are:

%AppData%\<random.exe> and **%AppData%\{<8 chars>-<4 chars>-<4 chars>-<4 chars>-<12 chars>}.exe**

Examples of filenames using this path are: **Rlatviomorjzlefba.exe** and **{34285B07-372F-121D-311F-030FAAD0CEF3}.exe**.

In Windows XP, %AppData% corresponds to `C:\Documents and Settings\
<Login Name>\Application Data`.
In Windows Vista, 7, and 8, %AppData% `C:\Users\
<Login Name>\AppData\Roaming`.

%LocalAppData%\<random.exe>

Examples of filenames using this path are: **Rlatviomorjzlefba.exe**.

In Windows XP, %LocalAppData% corresponds to `C:\Documents and
Settings\
<Login Name>\Local Settings\Application Data`.
In Windows Vista, 7, and 8, %LocalAppData% corresponds to `C:\Users\
<Login Name>\AppData\Local`.

The Registry key that is used to automatically start CryptoLocker when you login to Windows are found below.

```
KEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\Run  
"CryptoLocker_<version_number>"  
HKEY_CURRENT_USER\Software\Microsoft\Windows\CurrentVersion\RunOnce  
"*CryptoLocker_<version_number>"
```

For the above registry values, the current version is **0388**. Please note that the * in the RunOnce entry tells Windows to start CryptoLocker even in Windows Safe Mode.

CryptoLocker also creates a registry key to store its configuration information and the files that were encrypted. In the past the registry key that was used was `HKEY_CURRENT_USER\Software\CryptoLocker`. Newer version now include the version of the malware, which is currently 0388, in the key name.

The registry key that is currently being used to store the configuration information is **HKEY_CURRENT_USER\Software\CryptoLocker_0388**. Under this key are 3 registry values that are

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described below:

Value Name	Description
PublicKey	The PublicKey value contains the public key that was used to encrypt your files. This key will not help you decrypt the encrypted files on your computer.
VersionInfo	The VersionInfo value contains information that includes the current version of the malware, the IP address of the Command & Control server, and the timestamp of installation.
Wallpaper	The WallPaper value contains information regarding the wallpaper that will be shown as the background on the infected computer's desktop.

Under the **HKEY_CURRENT_USER\Software\CryptoLocker_0388\Files** key will be a list of all the files that have been encrypted by CryptoLocker. This list is then processed by the decryption tool to decrypt your files if you paid the ransom. For each file that is encrypted, a new REG_DWORD value will be created that is named using the full pathname to the encrypted file. When naming the values, CryptoLocker will replace all occurrences of the forward slash character (\), with a question mark. An example of how an encrypted file's value entry would be named is **C:\Users?Public?Pictures?Sample Pictures?Penguins.jpg**. You can use the **ListCrilock** program to export a human readable list of these encrypted files from the registry into a text file.

Since the release of **the CryptoLocker Decryption Service** it is possible to decrypt files without this registry key being available. The new decrypter provided by this service will instead scan your files and attempt to decrypt them using the embedded private decryption key.

What should you do when you discover your computer is infected with CryptoLocker

When you discover that a computer is infected with CryptoLocker, the first thing you should do is disconnect it from your wireless or wired network. This will prevent it from further encrypting any files. Some people have reported that once the network connection is disconnected, it will display the CryptoLocker screen.

It is not advised that you remove the infection from the %AppData% folder until you decide if you want to pay the ransom. If you do not need to pay the ransom, simply delete the Registry values and files and the program will not load anymore. You can then restore your data via other methods.

It is important to note that the CryptoLocker infection spawns two processes of itself. If you only terminate one process, the other process will automatically launch the second one again. Instead use a program like **Process Explorer** and right click on the first process and select **Kill Tree**. This will terminate both at the same time.

Is it possible to decrypt files encrypted by CryptoLocker?

Unfortunately at this time there is no way to retrieve the private key that can be used to decrypt your files without paying the ransom. Brute forcing the decryption key is not realistic due to the length of time required to break the key. Also any decryption tools that have been released by various companies will not work with this infection. The only method you have of restoring your files is from a backup or Shadow Volume Copies if you have System Restore enabled. Newer variants of CryptoLocker attempt to delete the Shadow Copies, but it is not always successful. More information about how to restore your files via Shadow Volume Copies can be found in **this section** below.

If you do not have System Restore enabled on your computer or reliable backups, then you will need to pay the ransom in order to get your files back.

Will paying the ransom actually decrypt your files?

Paying the ransom will start the decryption process of the CryptoLocker infection. When you pay the ransom you will be shown a screen stating that your payment is being verified. Reports from people who have paid this ransom state that this verification process can take 3-4 hours to complete. Once the payment has been verified, the infection will start decrypting your files. Once again, it has been reported that the decryption process can take quite a bit of time.

Be warned, that there have been some reports that the decryption process may give an error stating that it can't decrypt a particular file. At this point we have no information as how to resolve this. Visitors have reported that the infection will continue to decrypt the rest of the files even if it has a problem with certain files.

How do you become infected with CryptoLocker

This infection is typically spread through emails sent to company email addresses that pretend to be customer support related issues from Fedex, UPS, DHS, etc. These emails would contain a zip attachment that when opened would infect the computer. These zip files contain executables that are disguised as PDF files as they have a PDF icon and are typically named something like **FORM_101513.exe** or **FORM_101513.pdf.exe**. Since Microsoft does not show extensions by default, they look like normal PDF files and people open them.

When CryptoLocker was first released, it was being distributed by itself. Newer malware attachments appear to be Zbot infections that then install the CryptoLocker infection. You will know you are infected with Zbot as there will be a registry key in the form of:

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HKCU\Software\Microsoft\<random>

Under these keys you will see Value names with data that appears to be garbage data (encrypted info). The droppers will also be found in the %Temp% folder and the main executable will be stored in a random folder under %AppData%. Last but not least, a startup will be created under **HKCU\Software\Microsoft\Windows\CurrentVersion\Run** to launch it.

An example Zbot/CryptoLocker email message is:

-----Original Message-----

From: John Doe [mailto:John@mydomain.com]
Sent: Tuesday, October 15, 2013 10:34 AM
To: Jane Doe
Subject: Annual Form - Authorization to Use Privately Owned Vehicle on State Business

All employees need to have on file this form STD 261 (attached). The original is retained by supervisor and copy goes to Accounting. Accounting need this form to approve mileage reimbursement.

The form can be used for multiple years, however it needs to re-signed annually by employee and supervisor.

Please confirm all employees that may travel using their private car on state business (including training) has a current STD 261 on file. Not having a current copy of this form on file in Accounting may delay a travel reimbursement claim.

The current list of known CryptoLocker email subjects include:

USPS - Your package is available for pickup (Parcel 173145820507)	USPS - Missed package delivery ("USPS Express Services" <service-notification@usps.com>)
USPS - Missed package delivery	FW: Invoice <random number>
ADP payroll: Account Charge Alert	ACH Notification ("ADP Payroll" <*@adp.com>)
ADP Reference #09903824430	Payroll Received by Intuit
Important - attached form	FW: Last Month Remit
McAfee Always On Protection Reactivation	Scanned Image from a Xerox WorkCentre
Scan from a Xerox WorkCentre	scanned from Xerox
Annual Form - Authorization to Use Privately Owned Vehicle on State Business	Fwd: IMG01041_6706015_m.zip
My resume	New Voicemail Message
Voice Message from Unknown (675-685-3476)	Voice Message from Unknown Caller (344-846-4458)
Important - New Outlook Settings	Scan Data
FW: Payment Advice - Advice Ref: [GB293037313703] / ACH credits / Customer Ref:[pay run 14/11/13]	Payment Advice - Advice Ref: [GB2198767]
New contract agreement.	Important Notice - Incoming Money Transfer
Notice of underreported income	Notice of unreported income - Last months reports
Payment Overdue - Please respond	FW: Check copy
Payroll Invoice	USBANK
Corporate eFax message from "random phone #" - 8 pages (random phone # & number of pages)	past due invoices
FW: Case FH74D23GST58NQS	Symantec Endpoint Protection: Important System Update - requires immediate action

Known Bitcoin Payment addresses for CryptoLocker

CryptoLocker allows you to pay the ransom by sending 2 bitcoins to an address shown in the decryption program. Bitcoins are currently worth over \$200 USD on some bitcoins exchanges. Earlier variants of CryptoLocker included static bitcoin addresses for everyone who was infected. These static addresses include:

<https://blockchain.info/address/18iEz617DoDp8CNQUyyrjCcC7XCGDf5SVb>
<https://blockchain.info/address/1KP72fBmh3XBRfuJDMn53APaqM6iMRspCh>

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Newer variants of CryptoLocker dynamically generate new bitcoin payment addresses for each instance of an infection. You can use the links above to see transactions into the wallet and out of the wallet.

CryptoLocker and Network Shares

CryptoLocker only encrypts data stored on network shares if the shared folders are mapped as a drive letter on the infected computer. Despite what some articles state, CryptoLocker **does not** encrypt data on a network through UNC shares. An example of a UNC share is \\computername\openshare.

It is strongly suggested that you secure all open shares by only allowing writable access to the necessary user groups or authenticated users. This is an important security principle that should be used at all times regardless of infections like CryptoLocker.

What to do if your anti-virus software deleted the infection files and you want to pay the ransom!

As many anti-virus programs would delete the CryptoLocker executables after the encryption started, you would be left with encrypted files and no way to decrypt them. Recent versions of CryptoLocker will now set your Windows wallpaper to a message that contains a link to a decryption tool that you can download in case this happens. There are numerous reports that this download will not double-encrypt your files and will allow you to decrypt encrypted files.

How to increase the time you have to pay the ransom

When the CryptoLocker is first shown, you will see a timer that states you need to pay the ransom within 96 hours. Some people have reported that you can increase the time by rolling back the clock in your BIOS. So to increase the timer by 10 hours, you would change your clock in your BIOS to 10 hours earlier. The virus author has **stated** that using this method will not help. They have said that the private key required for decryption will be deleted from the Command & Control server after the allotted time regardless of how much time it says is left on the infected computer.

Tests by users, though, have shown that the private keys are not deleted and you can pay the ransom even if your time has run out. The steps that people have reported to work are:

1. Restore CryptoLocker registry key if it was deleted.
2. Immediately shut down computer.
3. Start computer and enter bios. Once in the bios, change your clock to some time in the past to increase the timer.
4. Reboot your computer.
5. CryptoLocker should now show that you have more time left.

It is unknown if this method will still work now that the **CryptoLocker Decryption Service** was created.

Messages from the ransomware author and information about the CryptoLocker Decryption Service

People have asked how they can contact the author of this infection when their payment does not go through. There is no direct way to contact the developer of this computer infection. They are, though, monitoring the various threads about this infection, including our **CryptoLocker support topic**, and have responded to infected user's issues as well as to give other messages on the home page of their Command & Control servers. The address for this Command & Control server can be found on the desktop wallpaper on an infected computer. The url that they specify to download the decrypter, can also be used to view the messages from the author. Simply go to the home page rather than the executable. So if the wallpaper has an URL of <http://kjasdkhjljas.info/1002.exe>, to see the message you would go to <http://kjasdkhjljas.info/>. Please note that this url is not valid.

As of 11/01/13, the Command & Control server home page was changed to the CryptoLocker Decryption Service. This decryption service can also be accessed via TOR at the address f2d2v7soksbskek.onion/. This service allows you to upload an encrypted file that performs a search for your public key. When your public is found if you had previously paid the ransom, it will give you a link to your private key and decrypter. If you had not paid the ransom already then you will be given the option to purchase the private key and a decrypter. The cost of the private key remains 2 bitcoins if you within the standard 72 hour time frame, but if that has expired the price jumps to 10 bitcoins. At 10 bitcoins the ransom payment is over \$2,290 USD.

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