



**August 3, 2016**

**Board of Directors Meeting**

**Tahoe City Public Utility District**

**Board Packet**

**Part One**



## north lake tahoe

Chamber | CVB | Resort Association

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, June 29, 2016 – 12:00 pm

GarWoods Restaurant-Riva Room Upstairs

#### PRELIMINARY MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Christy Beck, Brett Williams, Adam Wilson, Samir Tuma, Tom Lotshaw, David Tirman, Eric Pilcher, Wally Auerbach, Jennifer Merchant

**BOARD MEMBERS NOT PRESENT:** Sue Busby, Brendan Madigan, Valli Murnane

**RESORT ASSOCIATION STAFF:** Ron Treabess, Sandy Evans Hall, Emily Detwiler, Jason Neary, Greg Howey, Judy Laverty, JT Thompson, Al Priester, Dawn Baffone

**OTHERS IN ATTENDANCE:** Sue Rae Irelan, Erin Casey, Alex Mourelatos, Joy Doyle, Stacy Caldwell, Randy Hill, Facilitator: Lauren O'Brien

#### A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 12:00 by David Tirman and a quorum was established

#### B. Public Forum: None

#### C. Agenda Amendments and Approval

##### **M/S/C (Brett Williams/Christy Beck) (8/0/0) motion to approve agenda**

- Wally amended agenda to take public comments first prior to the Strategic Planning portion of the meeting.

#### D. Consent Calendar

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

- Discussion on item #9. \*Motion to approve **with exception of item D-9**

**M/S/C (Adam Wilson/Wally Auerbach) (8/0/0) motion to approve all items on the consent calendar with exception of item 9, which was pulled by Jennifer Merchant for questions**

**M/S/C (Jennifer Merchant/Wally Auerback (8/0/0) motion to approve item D-9**

#### 1. Board Meeting Minutes –June 1, 2016

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

2. **Capital Investment/Transportation Committee- June 27, 2016**
3. **Marketing Committee – June 28, 2016**
4. **Business Association and Chamber Collaborative – June 2, 2016**
5. Lodging Committee – No Meeting in June
6. Conference Sales Directors Committee – No meeting in May
7. **Finance Committee – June 16, 2016**
8. **Contract Extension Approvals (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors)**
  - a. UC Davis-Lake Tahoe Water Display
  - b. UC Davis-Tahoe City Field Station Wayfinding Signage
9. **Contract for 2016 Marketing Research Services with RRC Associates for \$12,300**

**Joy Doyle, Stacy Caldwell, Randy Hill arrived 2:30**

**E. Action Items (30 minutes) 12:35 – 1:05**

1. **MOTION:** Discussion and possible approval of the 2016/17 Capital Improvement Plan and 2016/2022 Long Range Funding Plan – Ron Treabess (CI/T Committee)
  - Ron reviewed history of the plan and pointed out that the copy presented today is accurate and is posted online and throughout the year it will be altered based on changes.
  - Ron reviewed the contents of the Capital Investment plan
  - Wally asked if the community house funding was still pending. Yes, it is still in the works. Jennifer explained we have not been able to finalize details with Placer County as of yet.

**M/S/C (Jennifer Merchant/Brett Williams) (8/0/0) motion to approve Capital Improvement Plan and Long Range Funding Plan**

2. **MOTION:** Discussion and possible approval of additional funding request for the Kings Beach Public Pier Concept Project Planning (CI/T Committee)
  - Ron reviewed history of Pier Project. Staff recommendation is to grant the funds needed to keep the project going and move ahead.
  - Samir followed up with additional information regarding location of piers and why the 3<sup>rd</sup> location option is a viable option, and explained the out of cycle applications for funding and the fact that guidelines will be put in place to follow when handling the requests,

- Ron explained the one opposed vote in the CI/T Meeting and the fact that the committee member who opposed had more concern with the procedural process than the item itself.
- \$9,000 allocation to State parks was explained as being for administrative costs that are non-negotiable to the state.
- Alex asked to get information about existing projects that we are committed to, and where the request fits, and to be notified of any requests in the future. This will be considered in the guidelines.

**M/S/C (Samir Tuma/Christy Beck) (8/0/0) motion to approve Kings Beach Public Pier Concept Project Funding**

**3. MOTION: Discussion and possible approval of year-to-date financial reports for May 2016 – Al Priester (Finance Committee)**

- Al reported that we are cleaning up accounts and due to staffing issues there were delays and there may be some incomplete information. Al reviewed the financial statements.
- Account 6434 handout was discussed. The Community Awards dinner shows an "actual" total reflecting a \$11,141.96 profit
- Jennifer pointed out that the spreadsheet reflects a projected total and asked why that is specified.
- Jennifer asked what the difference is between what the Finance Committee saw and what he provided today. Al explained that the Class Profit & and the Budget vs. Actual did not agree with Net Income on the balance sheet.
- Jennifer asked us (as an organization) to prioritize the financials now that staffing will be up to par. She suggests staff to look at opportunities to assist Al so he can prioritize financial statements. Al added that he has a competent person now and a qualified employee is starting soon.
- Al explained that the financials were not approved last month due to the community dinner. Al requests motion to approve.

**M/S/C (Eric Pilcher/Samir Tuma) (8/0/0) motion to approve Financial Reports**

**4. MOTION: Discussion and possible approval of the 2016-17 NLTRA Budget – Al Priester (Finance Committee)**

- Al reviewed worksheets which were provided at the meeting. Al and Sandy explained that with the addition of form A-3 and form C the department's totals balance to zero.
- Jennifer -Membership revenue is the same as last year and will not meet the goals of this year, asking if the goal is a realistic number (Profit/Loss Budget vs. Actual Membership 123750 referring to page 162.)
- Sandy explained how the over budget amount can be corrected by end of year. She also explained that this action is to the approve budget as stands as a foundation, then more specific departmental budgets details can be created.
- Jennifer pointed out usually we have a class budget sheet. Sandy said this is a starting point and we will go back and do the individual class budgets and monthly spreads.
- Discussion regarding how to create more revenue
- Al said the reports are a reflection of the total budget

**M/S/C (Samir Tuma/Adam Wilson) (9/0/0) motion to approve 2016-2017 NLTRA Budget  
ACTION: Final budget will be required by August Board meeting**

**5. REVIEW ONLY: Discussion and input for the Contract with Augustine Ideas – JT Thompson (Marketing Committee)**



This is going to the coop for final approval tomorrow 6/30/16. It will be posted tomorrow after final approval. It has been reviewed by the Marketing Committee, only looking for review and comments from the board.

- Samir questioned ownership of what's produced. Section 5, A & B seems to be a conflict about who owns the products. Anything we do not use is not our property. If we use it, it is our property (work product). Samir asked, if we own it why is there a disclaimer that the other company is granting us permission?
- JT will look into this and make sure we have the ownership and the information regarding ownership and provide information in the meeting tomorrow.
- Discussion about what is still being negotiated regarding advertising
- Jennifer commented that the information provided feels last minute and it is difficult to provide meaningful comment.
- Sandy explained that we do not have a July Board meeting and we are trying to get the information approved by July 1<sup>st</sup>. There were changes and also needed input from the marketing committee who reviewed it yesterday.
- Tomorrow is a special meeting of the Marketing Coop board to get the Augustine contract approved.
- Discussion about what will be included in the Strategic Marketing Plan; measurements, etc., the roles of the Abbi agency and Augustine and how the two companies will work together, the creative and the social media aspects.
- Request to limit contingency to 10% and not to exceed 15% subject to prior approval or discussion.

#### **F. Strategic Planning Retreat (1:15 – 5:00 p.m.)**

- a. Strategic Goal Review and Discussion \*See attached Flip Chart notes.
- b. Organization Structure Recommendations \*See attached Flip Chart Notes

WALLY LEFT AT 4:48

- Branding-Branding ideas, name, etc....we can wait to have the board to change the name of NLTRA as an organization
- Discussion about website/other comparisons for our name/identity and what we want to put out there

**Please review the following in your packet; they will not be covered verbally.**

#### **Supplemental Staff Reports**

##### **G. Staff Reports**

1. **Marketing – JT Thompson**
  - a. **Destimetrics**
  - b. **Autumn Food and Wine Event**
2. **Membership - Ginger Karl**
  - a. **New Members**
  - b. **Upcoming Events/Programs**
3. **CI/T – Ron Treabess**
4. **Administration – Sandy Evans Hall**

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member:

5. **Conference Sales Reports**
6. **Executive Committee Report – June 24, 2016**
7. **Capital Investment/Transportation Activity Report – June**
8. **Dashboard – May**

#### **H. Directors Comments (5 minutes)**

Adam reported that he will give Sandy her review and review her goals by the end of the month. This will be discussed August in a closed session. He asked other Board members to please complete the review form.

**I. Meeting Review and Staff Direction (5 minutes)**

Sandy reviewed the meeting. No Board meeting in July. Next meeting in August  
Will be have a touchscreen interactive display at the Visitors Center.

**J. Closed Session as needed or requested. Reconvene to Open Session.**

**K. Adjournment 5 p.m.**

Next NLTRA Board Meeting Wednesday, August 3, 8:30am, Tahoe City PUD



**north lake tahoe**

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION**

**Strategic Planning Meeting**

**Wednesday, June 29, 2016 – 12:00 pm**

**GarWoods Restaurant-Riva Room Upstairs**

**Strategic Goal Review and Discussion Flip Chart Notes**

- More fly-in market over 2 years
- Linking fly-in market with transportation improvements
- Way-finding signage-some things we still need to work on
- Measure on things staff has control over-less action items
- Change goals to reflect “advocacy” vs. actual outcome
- Transit Vision-NLTRA leadership
- Research, enablement, operational NLTRA has a role in each (metrics)
- How did we do? What should we be doing
- Strategic Goals are ok-Details need to be looked at
- Chamber-look at a goal that strengthens
- Master Plan should be integrated into Strategic Goals
- Marketing, Sales, Visitors-work with other partners ei: SLT, Reno, Truckee
- Workforce Housing-What is the NLTRA role? Advocacy?
- Economic Development-advocacy-Chamber role

**Organizational Task Force Recommendations**

- SWOT-Doesn't fully reflect Chamber weaknesses, threats. Will add the references to Chamber
- Obligation to be clear and transparent to county, stakeholders, partners. Lack of Clarity of mission, structure
- No one understands what we do in marketing?
- Comparables-still needs work-intent apples to apples-big change with NLT is no government agency other than county
- Define “complex” in contracts
- Include airline spending with total marketing \$ with comparables such as Utah and Colorado
- Chamber membership base larger than the funder (County)

**Recommendations**

- DMO-Evaluate footprint of DMO COOP-Truckee, SLT, etc. How do we cooperate?
- Make sure there are task force members on each committee
- Brief each impacted constituent

## 7

- Let committee define timeline

### Chamber Recommendations

- Duplication with Business associations; Look at comparables and geography
- Explore Chamber advocacy role with CI/T.
- Committee-B.A., staff, stakeholders
- Seek funding from stakeholders
- Focus groups in KB, TC-with Business Assoc. collaborative equal playing field
- Possibly funding through research and planning for facilitation-unbiased
- Need more comparable info, expertise
- Business representation important

### CI/T Recommendations

- Admin
  - Knowledge locally on contract admin. Important
  - Portfolio knowledge
- Consider oversight to Admin. And do it here (accessible)
- Model what you do for transit?
- Explore cost of admin change
- County role has grown-no \$ have been charged against TOT
- Hold on to advisory and funding role-allocation of TOT
- Continue to have NLTRA remain advocates
- CI/T –Community Voice
- Project oversight through ombudsman
- Committee – include Ron, Taskforce, CI/T committee

### Contract Recommendations

- Multi-year contract with annual budgets and workplan
- Legal counsel needed
- Capture institutional knowledge in an appendix-operational agreement. Use collaborative language.
- Audit created a more punitive perspective. Possibly short term.
- Keep an outside TF member on Committee
- Contract may be last item to do after governance and other department changes

### Governance Recommendations

- Sensitive to “good ole boys club” with slate
- Each organization has own budget
- Grants or contract funding are different from County
- One Board-part elected, part appointed
- Chamber sub-committee instead of “Board”
- Expand flexibility of board

## 8

- Education, healthcare, -have representation
- 15 Max board members
- Samir-David-committee
- Bring back in August for additional volunteers





**PO Box 884 - Tahoe City, CA 96145**  
**Ph – (530) 581-8700 Fx – (530) 581-1686**  
**CI/T COMMITTEE**  
**JULY 25, 2016 1:30-3:30 pm**  
**NLTRA Conference Room**

### **BRIEFS**

**COMMITTEE MEMBERS IN ATTENDANCE:** Will Garner, Adrian Tieslau, Samir Tuma, Dan Wilkins, Jamie Wright, Andrew Ryan, John Pang, Erin Casey, John Bergmann, Tony Karwowski, Brian Stewart, Mike Staudenmayer, Rob Kronkhyte

**COMMITTEE MEMBERS NOT PRESENT:** Andrew Ryan, Rob Kronkhyte

**RESORT ASSOCIATION STAFF:** Sandy Evans-Hall, Ron Treabess, Dawn Baffone

**ALSO IN ATTENDANCE:** Sam Rudnick, Kurt Althoff, Peter Kraatz

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**ACTION:** Ron-to call CalTrans District 3 Department head whom he had met recently regarding the application process for the wayfinding signs

**ACTION:** Ron-schedule meeting with John Bergmann regarding traffic monitoring in Kings Beach. Traffic counters, Google, drones, were all suggestions to monitoring, observing.

**ACTION:** Ron-update language for Out of Cycle Project TOT Funding Requests with suggestions made at meeting and from Samir Tuma.

**ACTION:** Samir Tuma, John Bergmann, Jaime Wright, Mike Staudenmayer and either Will Garner or Erin Casey volunteered to be on the CIT subcommittee for the organization structure recommendations.

### **MOTIONS MAKE/VOTE:**

**M/S/C** (Will Garner/John Bergmann) **(7-0-0)** motion to the approve agenda/amendments (was voted with a quorum but prior to all committee having arrived)

**M/S/C** (Jaime Wright/Samir Tuma) **(7-0-0)** motion to approve the June 27, 2016 CI/T Committee Meeting Minutes (was voted with a quorum but prior to all committee having arrived)

**M/S/C** (Mike Staudenmayer/Samir Tuma) **(11-0-0)** motion to approved *with language updated* Out of Cycle Project TOT Funding Requests

**M/S/C** (Dan Wilkins/Samir Tuma) **(11-0-0)** motion to approve Draft CI/T Work Plan for 2016/17 County Contract Scope of Work



**PO Box 884 - Tahoe City, CA 96145**  
**Ph – (530) 581-8700 Fx – (530) 581-1686**  
**FINANCE COMMITTEE**  
**Friday, July 21, 2016 1:30-3:00 pm**  
**NLTRA Conference Room**

**BRIEFS**

**COMMITTEE MEMBERS IN ATTENDANCE:** Eric Pilcher, Erin Casey (delegated by Jennifer Merchant)

**COMMITTEE MEMBERS NOT PRESENT:** Mike Salmon, Ramona Cruz

**PLACER COUNTY AUTHORIZED REPRESENTATIVE:** Daniel Vick (via-phone)

**RESORT ASSOCIATION STAFF:** Al Priester, Sandy Evans-Hall, Ron Treabess, Dawn Baffone

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**ACTION:** Al will report back regarding Quickbooks Budget vs Actual balanced to contract budget amounts and how it ties to Quickbooks in total. There is a scheduled meeting with the auditors next Thursday and after that he will report back with a time frame for finalizing. Will attempt to include template with monthly report which will be sent out on Monday.

**ACTION:** Al-get detail on the Balance Sheet Receivables, item 1298.

**ACTION:** Al-look into Special Event #4350 budget under balance.

**ACTION:** Al-check with Jason regarding 5 A/R Aging Summary balances

**ACTION:** Al-get new Quickbooks Customer and Vendor reconciliation within 2-3 weeks

**ACTION:** Al-check into Sponsorship #6420 \$88,569 Page 13 to determine what exactly that includes.

**ACTION:** CIT subcommittee for the organization structure volunteers

**MOTIONS VOTE:**

**M/S/C (Eric Pilcher/Erin Casey) (2-0-0)** motion to the approve agenda/amendments

**M/S/C (Erin Casey/Eric Pilcher) (2-0-0)** motion to approve the June 24, 2016 and June 27, 2016 Finance Committee Meeting Minutes

**M/S/C (Eric Pilcher/Erin Casey) (2-0-0)** motion to the approve Detail 16-17 Budget

**M/S/C (Erin Casey/Eric Pilcher) (2-0-0)** motion to the approve CEO Expenses



August 3, 2016

**Subject: Approval of Sierra Business Council Project Funding Agreement (Contract)**

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Staff Recommendation:**

- The NLTRA Board approves the attached Memorandum of Agreement for Use of Placer County TOT funding for approved Lake Tahoe Water Trail Educational Wayfinding Interpretive Signage Phase 2 production project
- This project and funding has previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Board of Supervisors.
- Upon approval, the Memorandum of Agreement will be forwarded to the County, as well as remain on file at NLTRA.
- Staff will continue to bring additional funding agreements/contracts to the Board for future approved projects.

**Attached Memorandum of Agreement:**

Project	Funding	NLTRA & BOS Approval
8.a. Sierra Business Council Water Trail Signage	\$25,000	03/08/16



MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE SIERRA  
BUSINESS COUNCIL FOR USE OF  
PLACER COUNTY TOT FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Sierra Business Council (Grantee) regarding use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Lake Tahoe Water Trail Educational Wayfinding Interpretive Signage Phase 2 Production Project.

This Agreement confirms the Grantee's commitment to follow the project scope of work and milestones for completion, as defined in the TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantee do hereby agree as follows:

1. The NLTRA and Grantee's desire to ensure that certain improvements are made to assist completion of the Lake Tahoe Water Trail Educational Wayfinding Interpretive Signage Phase 2 Production Project. Those improvements are as stated in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application/Scope of Work approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$25,000, of the \$75,000 project, to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by October 31, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process, or reason for exemption, will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or



program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the competitive process or procurement process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted/attached in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of



the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. Contractor agrees to deliver reproducible copies of documents as specified in the scope of work to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will ensure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County "Losses"), but only in proportion to and to the extent that such Losses are directly caused by Grantee, its employees and agents, arising directly from the performance of this agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, beyond the proportional indemnification obligation described in the first sentence of Paragraph 17, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
18. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Grantee's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
19. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
20. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA or Placer County.

21. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.

 7/6/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

 6/23/2016  
 Project Manager Date  
 Sierra Business Council (Grantee)

Contact & Mailing:

North Lake Tahoe Resort Association

P.O. 5459

Tahoe City, CA 96145

Phone: 530-581-8739

Email: [Sandy@GoTahoeNorth.com](mailto:Sandy@GoTahoeNorth.com)

Contact & Mailing:

Sierra Business Council

P.O. Box 2428; 10183 Truckee Airport Rd.

Truckee, CA 96161

Phone: 530-582-4800

Email: [gjones@sierrabusiness.org](mailto:gjones@sierrabusiness.org)



**Date:** August 3, 2016

**Subject:** Measure M—the Role of NLTRA to Provide Education or Advocacy for the Placer County ½ Cent Transportation Sales Tax on the November Ballot

**Staff Request:**

- That the Board understand, discuss, and give staff direction for NLTRA involvement in the pre-election campaign for Measure M.

**Background:**

- The Placer County Transportation Planning Agency Board and the Placer County Board of Supervisors have both recommended and approved placement of the ½ cent transportation sales tax measure (Measure M) on the County-wide ballot to be voted on November 8<sup>th</sup>.
- In order to assist the Board in having a discussion on the type and level of organization involvement for Measure M, staff will bring forward information about providing education vs. advocacy, funding ramifications, and other efforts planned in the county.
- Attached is information on the history of the sales tax effort, a summary of potential benefits county-wide and for North Lake Tahoe, the actual ballot language approved, and the full text of Authority Ordinance 16-02 and the Placer County Transportation Improvement Expenditure Plan.
- This attached information provides a thorough understanding of the measure and its benefits to help the Board provide direction for staff participation.

7/29/2016

Plan to fund transportation improvements placed on November ballot



**Placer County**  
CALIFORNIA

## Plan to fund transportation improvements placed on November ballot—**MEASURE M**

July 12, 2016

A ballot measure to increase retail sales tax by a half percent to raise funds for transportation improvements in Placer County was placed on the Nov. 8, 2016, presidential general election ballot today by the county board of supervisors.

The proposed measure, if approved by two-thirds of county voters, would be in effect for 30 years and would raise about \$1.6 billion to fund highway projects, public transit expansion, local street maintenance and improvements and other projects in both suburban and rural areas of the county.

The board's action was requested by Placer County Transportation Planning Agency and supports plans to improve area roadways to relieve both existing and future traffic and congestion and to improve public transportation.

District 4 Supervisor Kirk Uhler, who sits on the Transportation Planning Agency Board, explained his recent change of position to support the measure.

"The vast majority of the money raised from this tax will go to fix state and federal highways which they simply are no longer paying for. It has been over a decade since we have received any money from the state or feds for any improvements to their roadways in Placer County," said Uhler. "We are on our own." Uhler added, "Just saying 'no' is not an option anymore. To those who would oppose this, I offer this challenge: If not this, then what? I've spent the last four years looking for a solution other than this and I can't find one."

Currently, PCTPA uses gasoline tax and federal and state funding for transportation infrastructure. Developer-paid traffic impact fees also contribute to future infrastructure needs. PCTPA estimates that over the next three decades, \$3.5 billion will be needed to fund priority transportation projects. Existing funding mechanisms will only provide about \$1.4 billion.



7/29/2016

Plan to fund transportation improvements placed on November ballot

Supervisor Jack Duran.

The ballot item is supported by each of the incorporated city and town councils in Placer County. In addition, in June, the board approved the measure's draft expenditure plan and the agency, acting as the Placer County Local Transportation Authority, approved the ordinance that allowed the measure to be presented to the board for inclusion on the November ballot.

The PCTPA estimates that over the next 30 years, the county will add 70,000 new homes, 180,000 additional residents and 32 million additional square feet of commercial and office space. The proposal would include highway and interstate improvements, with a significant amount of revenue going to local road improvements in unincorporated areas of the county. A full 3 percent of the tax revenues would be earmarked for improvements in the North Lake Tahoe area. Funding for improvements to bicycle and pedestrian trails would also be included.

For information on the plan and its proposed projects visit [keepplacermoving.com](http://keepplacermoving.com).



**JULY 12; BOS UNANIMOUSLY PLACES  
MEASURE M ON NOV. BALLOT**

**BALLOT LANGUAGE  
INCLUDED**

COUNTY  
OF  
**Placer**  
PUBLIC WORKS AND FACILITIES  
TRANSPORTATION DIVISION  
County of Placer

TO: Board of Supervisors

DATE: July 12, 2016

FROM: Ken Grehm, Director of Public Works and Facilities

SUBJECT: Transportation / Special Election Ballot / Potential Transportation Sales

**ACTION REQUESTED**

Adopt a Resolution at the request of the Placer County Transportation Planning Agency that: (1) calls a Special Election for the consideration of the Transportation Improvement Plan and Retail Transactions and Use Tax; (2) places the same Measure on the November 8, 2016 Ballot; and (3), consolidates the Special Election on the Measure with the Statewide Presidential General Election.

**BACKGROUND**

The action being requested of your Board is to place the Transportation Improvement Plan and Retail Transactions and Use Tax on the November Ballot to allow the public to vote on whether or not to impose the one-half of one percent sales tax. Your Board is not required or being asked to adopt the Ordinance to impose the tax; that action falls under the authority of Placer County Transportation Planning Agency (PCTPA), acting as the Placer County Local Transportation Authority. Previous actions required and completed are:

Approval of the Draft Expenditure Plan, which your Board approved on June 21, 2016, Resolution No. 2016-123. In addition, the Draft Expenditure Plan was supported by all of the city or town councils representing both a majority of the cities or towns in Placer County, and representing a majority of the population residing in the incorporated areas within Placer County.

PCTPA, acting as the Placer County Local Transportation Authority, adopted Ordinance No. 16-02 on June 22, 2016, which proposes the Transportation Improvement Plan and Retail Transactions and Use Tax to impose a one-half of one percent (0.5%) sales tax for a period of thirty (30) years to fund transportation projects and is attached for your review. Further, PCTPA also adopted Resolution No. 16-03 on June 22, 2016, which requests that the Placer County Board of Supervisors call a Special Election as required under the provisions of Public Utilities Code 180201 and 180203 to obtain voter approval of Ordinance No. 16-02. The Resolution also requests that the Special Election be consolidated with the November 8, 2016, Statewide Presidential General Election.

The action being requested is to place the sales tax on the ballot to allow the public to vote on the item and Placer County is not being asked or required to adopt the Ordinance, that action was completed by PCTPA.

**ENVIRONMENTAL IMPACT**

No environmental review is required for this action and individual projects funded by the tax would undergo their individual environmental review as required by law.

**FISCAL IMPACT**

There is no fiscal impact to the County for this action. A potential Transportation Tax approved by the voters would provide an estimated 1.6 billion dollars over 30 years for transportation improvements within Placer County.

**ATTACHMENTS**

Resolution  
PCTPA Ordinance 16-02

**Before the Placer County  
Board of Supervisors  
County of Placer, State of California**

In the matter of:

Resol. No: .....

A Resolution directing the Placer  
County Clerk-Recorder-Registrar  
of Voters to Place a Ballot  
Measure on the Consolidated  
November 8, 2016 General  
Election Ballot.

The following Resolution was duly passed by the Board of Supervisors  
of the County of Placer at a regular meeting held \_\_\_\_\_,  
by the following vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Attest:  
Clerk of said Board

\_\_\_\_\_  
Chair, Board of Supervisors

\_\_\_\_\_  
WHEREAS, on August 22, 2006, the Placer County Board of Supervisors adopted Resolution No. 2006-258 and designated the Placer County Transportation Planning Agency to serve as a local transportation authority for purposes of the Local Transportation Authority and Improvement Act; and

WHEREAS, the Placer County Local Transportation Authority (hereafter the "Authority") is the local transportation authority established and operating pursuant to the provisions of Division 19 (commencing with Section 180000) of the California Public Utilities Code, and Part 1.6 (commencing with Section 7251) of Division 2 of the California Revenue and Taxation Code; and,

WHEREAS, on June 22, 2016, the Authority adopted Authority Ordinance No. 16-02 and the Placer County Transportation Improvement Expenditure Plan by unanimous vote of the Authority Board, which imposes a retail transaction and use tax at a rate of one-half of one percent (0.5%) for thirty years commencing on April 1, 2017, which shall be operative if a two-thirds (2/3rds) majority of the electors voting on the measure vote to approve the imposition of the tax at an election call for that purpose; and

WHEREAS, the on June 22, 2016, the Authority adopted Resolution No. 16-03, requesting that the Placer County Board of Supervisors call a special election and consolidate that special election with the November 8, 2016 statewide presidential general election for the purpose of obtaining voter approval of Authority Ordinance No. 16-02; and

WHEREAS, Section 180203 of the California Public Utilities Code requires the County to call and conduct the special election in the same manner as provided by law for the conduct of special elections of the County and requires the Authority to reimburse the County for its costs in conducting the special election if the measure is approved by the voters;

**NOW THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA, HEREBY; RESOLVES, DETERMINES, AND ORDERS AS FOLLOWS:**

1. **Call for Election.** The Board hereby orders a special election for the purpose of submitting to the voters the question of whether Authority Ordinance No. 16-02, imposing a retail transactions and use tax at a rate of one-half of one percent (0.5%) for thirty years to provide supplemental funding for transportation improvements throughout Placer County should be approved or rejected. This Resolution constitutes the order of the Board to call such election.
2. **Election Date.** The date of the election shall be November 8, 2016, and shall be a County-wide special election, consolidated with the Statewide Presidential General Election.
3. **Purpose of Election; Ballot Proposition.** The purpose of this election shall be for the voters of the County to vote on the approval or rejection of Authority Ordinance No. 16-02. The ballot language for measure as adopted and approved by the Authority is attached hereto as Exhibit A. The full text of Authority Ordinance 16-02, that also contains the question to be put before the voters is attached as Exhibit B. The ballot measure shall be submitted as a proposition on the ballot as Measure \_\_\_\_, and the County Clerk-Registrar of Votes is hereby instructed to place Measure \_\_\_\_ on the ballot consistent with the California Elections Code and in the form attached as Exhibit A, and to include the full text Authority Ordinance 16-02 and the Placer County Transportation Improvement Expenditure Plan, attached to the ordinance as an exhibit.
4. **Authority for Election.** The authority for ordering the election is contained in Cal. Public Utilities Code Sections 180201 and 180302 and California Elections Code Sections 9342 and 12001.

5. **Delivery of this Resolution.** The Clerk of this Board is hereby authorized and directed to send or hand deliver a copy of this Resolution to the County Clerk-Registrar of Voters by no later than August 12, 2016.

5. **Ballot Arguments.** Any and all members of this Board are hereby authorized to act as an author of any ballot argument prepared in connection with the election, including a rebuttal argument. The Chairman of the Board, the County Executive Officer, or their designees, are hereby authorized to perform all acts necessary to place this ballot measure on the ballot.

6. **Consolidation of Election; Election Services.** The Board of Supervisors is hereby requests this election be consolidated with any and all other elections to be held on November 8, 2016. The Board of Supervisors hereby directs the County Elections Official to render all services necessary in connection this this measure. California Elections Code Sections 9160, *et. seq.*, shall apply to this consolidated special election, except that a fiscal impact statement by the County Auditor is not required.

7. **Severability.** If any section, subsection, phrase or clause of this Resolution, or its application to any person or circumstance, is for any reason held to be invalid, such decision shall not affect the validity of the remaining portions of this Resolution, or their application to any other person or circumstance. The Board declares that it would have adopted this Resolution and each section, subsection, phrase or clause thereof irrespective of the fact that any one or more sections, subsections, sentences, phrases or clauses, or their application to any person or circumstance, shall be declared invalid.

8. **Effective Date.** This Resolution shall be effective immediately upon its adoption.

**EXHIBIT A**

**BALLOT MEASURE PROPOSING A RETAIL  
TRANSACTIONS AND USE TAX FOR  
COUNTYWIDE TRANSPORTATION IMPROVEMENTS**

Measure \_\_\_\_\_

Shall Placer County reconfigure the 80/65 Interchange to relieve congestion; better maintain roads countywide; provide dedicated funding for rural road pothole repair; widen roadways/expand transit; expand Highway 65 in each direction; provide safe routes to school; add seniors/disabled persons transit; widen Baseline Road and build Placer Parkway creating I-80 alternatives, by establishing a one-half cent sales tax, limited to 30 years, raising \$53 million annually, with independent audits, citizens' oversight, and increasing eligibility for state/federal matching?

YES \_\_\_\_\_

NO \_\_\_\_\_



**EXHIBIT B**

**FULL TEXT OF THE AUTHORITY ORDINANCE 16-02  
IMPOSING A RETAIL TRANSACTIONS AND USE TAX AND  
TRANSPORTATION IMPROVEMENT EXPENDITURE PLAN**

**PLACER COUNTY LOCAL TRANSPORTATION AUTHORITY**

**ORDINANCE NO. 16-02**

**IN THE MATTER OF: AN ORDINANCE  
ADOPTING THE PLACER COUNTY LOCAL  
TRANSPORTATION AUTHORITY  
TRANSPORTATION IMPROVEMENT PLAN  
AND RETAIL TRANSACTIONS AND USE TAX**

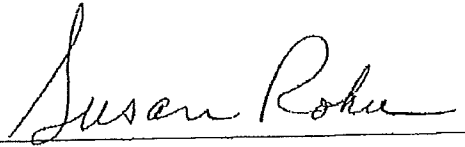
The attached Ordinance No. 16-02 was duly passed by the Placer County Local Transportation Authority at a regular meeting held June 22, 2016, by the following vote on roll call:

AYES: Baker, Hesch, Holmes, Nader, Nesbitt, Rohan, Ruslin, Treabess, Uhler

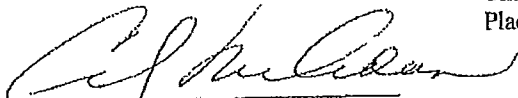
NOES: None

ABSENT: None

Signed and approved by me after its passage.



Chair  
Placer County Local Transportation Authority

  
Executive Director



PLACER COUNTY  
LOCAL TRANSPORTATION  
AUTHORITY

## **ORDINANCE NO. 16-02**

### **Placer County Local Transportation Authority Transportation Improvement Plan And Retail Transactions and Use Tax Ordinance**

#### **PREAMBLE**

A properly functioning and well-maintained transportation system in Placer County is a key component of our high quality of life and ability to attract jobs to our region. However, the decline in the purchasing power of the gas tax, and the increasing restrictions that the state and federal government have placed on their limited available transportation funds, has led to a rapid deterioration of our existing streets, roads and highways, and little to no available funding to expand our transportation network. Our population is expected to continue to grow and with it, the demands on our transportation system will only increase. Already, traffic and congestion are growing, and Placer County residents spend an increasing amount of time stuck in traffic.

Maintenance and repairs of existing roadways and improvements to relieve congestion cannot be accomplished with available funds. Without additional funds, the system will bog down and pavement will crumble into permanent disrepair. State and federal highway funds are inadequate and competition for funds is increasing. Projects in regions of the state which have a local source of transportation funds, primarily through local retail transactions and use tax funds, have been and will continue to be viewed much more favorably in the selection process of the California Transportation Commission. Local governments must either generate revenues to expand our system and maintain our investments or watch the system collapse and endanger the health, economy, welfare and safety of all Placer County residents.

Enactment of a one-half of one percent (0.5%) retail transactions and use tax for transportation to supplement traditional revenue sources, and revenues to be generated through locally-adopted developer fees and assessment districts for transportation improvements, is the only way local governments can generate the funds needed to be sure the transportation system will serve the current and future travel needs of Placer County.

The Placer County Transportation Planning Authority will continue to seek maximum funding for transportation improvements through State and federal programs. The Authority will not provide retail transactions and use tax revenues to any city, town, or to the County to replace revenues currently used by the city, town or the County for transportation purposes; all of the funds generated will be used to provide new funding for expanding our transportation network and maintenance of the existing transportation network.

It is important that the people of Placer County know that the funds generated by this proposed retail transactions and use tax for transportation purposes will be used only for the transportation expenditure plan detailed in this ordinance, and therefore, the Authority will establish a robust system of public accountability in conjunction with the tax, including a taxpayer oversight committee which will perform independent audits of the spending on an annual basis and report the findings of the audit to the people of Placer County.

The Placer County Local Transportation Authority ordains as follows:

**SECTION I. SUMMARY.** This Ordinance provides for the adoption of a County transportation expenditure plan, the imposition of a retail transactions and use tax of one-half of one percent (0.5%) for a period of thirty (30) years, the authority to issue bonds secured by such taxes, the administration of the tax proceeds, and the creation of an independent Citizen Oversight Committee to review the mandatory annual financial audits of program expenditures and to produce an annual report of findings to the Authority Board of Directors and the public.

**SECTION II. DEFINITIONS.** The following definitions shall apply in this Ordinance:

- A. "Authority" means the Placer County Local Transportation Authority, as set forth in Government Code Sections 67910 and 67911. The Placer County Transportation Planning Agency was designated as the Authority by the Placer County Board of Supervisors on August 22, 2006.
- B. "County" means the County of Placer.
- C. "Expenditure Plan" or "Plan" means the Placer County Transportation Improvement Plan (attached as Exhibit A) and adopted as part of this Ordinance including any future amendments thereto.
- D. "Tahoe Area" means the area east of the summit of the Sierra Nevada Mountains located within Placer County, including, but not limited to, Tahoe City, Kings Beach, Carnellian Bay, Squaw Valley, Martis Valley, Northstar, and Alpine Meadows.
- E. "Transportation Tax" means the retail transactions and use tax created by this Ordinance.

SECTION III. AUTHORITY. This Ordinance is enacted, in part, pursuant to the provisions of Division 19 (commencing with section 180000) of the Public Utilities Code and Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code.

SECTION IV. IMPOSITION OF RETAIL TRANSACTIONS AND USE TAX. This retail transactions and use tax shall be in addition to any other taxes authorized by law, including any existing or future state or local sales tax or transactions and use tax. Subject to voter approval of the same, the Authority shall impose, in the incorporated and unincorporated territory of the County of Placer, the following retail transactions and use tax for a thirty (30) year period commencing April 1, 2017 (referred to as the "Transportation Tax"):

- A. For the privilege of selling tangible personal property at retail, a retail transactions tax is hereby imposed upon all retailers in the incorporated and unincorporated territory of the County at the rate of one-half of one percent (0.5%) of the gross receipts of any retailer from the sale of all tangible personal property sold at retail in the County on and after the operative date of this Ordinance.
- B. An excise tax is hereby imposed on the storage, use or other consumption in the County of tangible personal property purchased from any retailer on and after the operative date of this Ordinance for storage, use or other consumption in the County at the rate of one-half of one percent (0.5%) of the sales price of the property. This sales price shall include delivery charges when such charges are subject to state sales or use tax, regardless of the place to which delivery is made.

SECTION V. PURPOSES. This Ordinance is adopted to achieve the following, among other purposes, and directs that the provisions hereof be interpreted in order to accomplish those purposes:

- A. To impose a retail transactions and use tax in accordance with the provisions of Part 1.6 (commencing with Section 7251) of Division 2 of the California Revenue and Taxation Code and Section 180050 *et. seq.* of the Public Utilities Code which authorize the Authority to adopt this Ordinance which shall be operative if a two-thirds (2/3rds) majority of the electors voting on the measure vote to approve the imposition of the tax at an election called for that purpose.
- B. To adopt a retail transactions and use tax ordinance that incorporates provisions identical to those of the Sales and Use Tax Law of the State of California insofar as those provisions are not inconsistent with the

requirements and limitations contained in Part 1.6 of Division 2 of the Revenue and Taxation Code.

- C. To adopt a retail transactions and use tax ordinance that imposes a County-wide transportation sales tax and provides a measure therefor that can be administered and collected by the State Board of Equalization in a manner that adapts itself as fully as practicable to, and requires the least possible deviation from, the existing statutory and administrative procedures followed by the State Board of Equalization in administering and collecting the California State Sales and Use Taxes.
- D. The funds generated by the Transportation Tax may only be used for transportation purposes including the administration of the Expenditure Plan, as amended, including defense or prosecution of legal actions related thereto, the construction, acquisition, maintenance, and operation of streets, roads, highways, including state highways and public transit systems and for related transportation purposes, including project management and oversight of the projects to be funded using the Transportation Tax, such as coordination with other responsible agencies as well as project delivery and negotiation of project agreements. These purposes include expenditures for planning, environmental reviews, engineering and design costs, and related right-of-way acquisition. Expenditures also include, but are not limited to, debt service on bonds or other indebtedness, and expenses and reserves in connection with the issuance of the same.

SECTION VI. BONDING AUTHORITY. Pay-as-you-go financing is the preferred method of financing transportation improvements and programs under this Ordinance. However, the Authority may decide to use bond financing as an alternative method if the scope of planned expenditures makes pay-as-you-go financing infeasible.

Upon voter approval of this Ordinance, the Authority shall have the power to sell or issue, from time to time, on or before the collection of taxes, bonds, or other evidence of indebtedness, in an aggregate principal amount at any one time outstanding not to exceed the estimated proceeds of the Transportation Tax, and to secure such indebtedness solely by way of future collection of the Transportation Tax, for capital outlay expenditures for the purposes set forth in Section V hereof, including, but not limited to, carrying out the transportation projects described in the Expenditure Plan.

SECTION VII. MAINTENANCE OF EFFORT. The Authority, by enactment of this Ordinance, intends the additional funds provided government agencies by this Ordinance to supplement existing local revenues being used for transportation

purposes. The funds generated by the Transportation Tax shall not be used to replace existing transportation funding or to replace requirements for new development to provide for its own transportation needs. Under this Ordinance, funding priorities should be given to addressing current transportation needs, easing congestion, and improving safety.

The local government agencies shall maintain their existing commitment of transportation funds for transportation purposes, and the Authority shall enforce this provision by appropriate actions, including fiscal audits of the local agencies. For purposes of this Section VII, the local agency shall have satisfied its maintenance of effort requirement if it demonstrates that it has expended funds for local street improvements and maintenance other than Transportation Taxes allocated to it in an amount no less than an amount equal to the average percentage of the general fund budget spent for local street improvements and maintenance for the five (5) fiscal years prior to the date when the local agency submits its report as required by the Expenditure Plan.

SECTION VIII. TAHOE AREA SUBVENTION. After payment of the amount owed to the Board of Equalization for collection of the Transportation Tax and administrative costs of the Authority as provided in this Ordinance, the Transportation Tax shall be allocated to the Placer County Board of Supervisors for use for projects in the Tahoe Area in amounts as set forth in the Expenditure Plan.

SECTION IX. ADMINISTRATION OF PLANS. The Authority shall impose the Transportation Tax and enter into an agreement with the State Board of Equalization to collect the funds, shall allocate revenues derived from the Transportation Tax, and shall administer the Expenditure Plan, consistently with the authority cited herein.

SECTION X. TRANSPARENCY, ACCOUNTABILITY, AND ADMINISTRATIVE COSTS. The Authority shall expend only that amount of the funds generated from the Transportation Tax for staff support, audit, administrative expenses, and contract services that is necessary and reasonable to carry out its responsibilities pursuant to Division 2 of the Revenue and Taxation Code, and in no case shall the funds expended for salaries and benefits exceed one percent (1%) of the annual amount of revenue raised by the Transportation Tax net of the amount of fees paid to the State Board of Equalization for collection of the sales tax and prior to the distribution of the Transportation Taxes to the local jurisdictions as provided in the Expenditure Plan (Exhibit A). Local jurisdiction administrative costs are considered separately and would also be limited to one percent (1%) of each jurisdiction's Local Transportation Program under Section 3.3 of the Expenditure Plan (Exhibit A).



SECTION XI. OPERATIVE DATE. Subject to voter approval, this Ordinance shall be operative on the first day of the first calendar quarter commencing more than 110 days after adoption of the Ordinance, but in no event earlier than April 1, 2017. Prior to the operative date of the Ordinance, the Authority shall contract with the State Board of Equalization to perform all functions incidental to the administration and operation of the Ordinance; provided that if the Authority shall not have contracted with the State Board of Equalization prior to the operative date, it shall nevertheless so contract and, in such case, the operative date shall be the first day of the first calendar quarter following the execution of such a contract.

SECTION XII. ELECTION. The Authority requests the Board of Supervisors to call an election for voter approval of this Ordinance, which election shall be held on November 8, 2016. The election shall be called and conducted in the same manner as provided by law for the conduct of elections by a county. Pursuant to Section 180203 of the Public Utilities Code, the sample ballot to be mailed to the voters shall be the full proposition as set forth in this Ordinance, and the voter information handbook shall include the entire Expenditure Plan. Approval of this Ordinance, and the imposition of the Transportation Tax, shall require the affirmative vote of two-thirds (2/3rds) of the electors voting on the proposition at the election described in this section. The proposition to be placed on the ballot shall read substantially as follows:

"Shall Placer County:

- Reconfigure the 80/65 interchange to relieve congestion;
- Better maintain roads countywide;
- Provide dedicated funding for rural road pothole repair;
- Widen roadways/expand transit;
- Expand Highway 65 in each direction;
- Provide safe routes to school;
- Add transit for seniors/disabled persons; and
- Widen Baseline Road and build Placer Parkway creating I-80 alternatives,

By establishing a one-half-cent sales tax, limited to 30 years, raising \$53 million per year, with independent audits, citizens' oversight, and increasing eligibility for state and federal matching?

YES \_\_\_\_\_ NO \_\_\_\_\_"

SECTION XIII. EXPENDITURE PLAN AMENDMENTS. The Expenditure Plan for Transportation Tax funds may only be amended as follows: (1) initiation of the

amendment by the Authority reciting findings of necessity; and (2) approval by the city or town councils representing both a majority of the cities or towns in the county and a majority of the population residing in the incorporated areas of the County; and (3) approval by the Board of Supervisors.

Commencing on or before 2026 and at least every ten (10) years thereafter, the Authority shall review and, when necessary, propose revisions to the Expenditure Plan. Such revisions shall be submitted for approval according to the procedures set forth in this Section XIII. Until revisions to the Expenditure Plan have been approved and become effective, the then-existing Expenditure Plan shall remain in full force and effect.

**SECTION XIV. ANNUAL APPROPRIATIONS LIMIT.** The annual appropriations limit of the Authority established pursuant to Section 4 of Article XIII B of the California Constitution and Section 180202 of the Public Utilities Code shall be \$450 million. The appropriations limit shall be subject to adjustment as provided by law.

**SECTION XV. SEVERABILITY.** If any provision of this Ordinance, or the application thereof, is for any reason held invalid or unenforceable by a court of competent jurisdiction to a person or circumstance, the remainder of the Ordinance and the application of such provision to other persons or circumstances shall not be affected thereby, and the Authority declares that it would have passed each part of this Ordinance irrespective of the validity of any other part.

**SECTION XVI. PLACE OF SALE.** For the purposes of this Ordinance, all retail sales are consummated at the place of business of the retailer unless the tangible personal property sold is delivered by the retailer or his agent to an out-of-state destination or to a common carrier for delivery to an out-of-state destination. The gross receipts from such sales shall include delivery charges, when such charges are subject to the state sales and use tax, regardless of the place to which delivery is made. In the event a retailer has no permanent place of business in the State or has more than one place of business, the place or places at which the retail sales are consummated shall be determined under rules and regulations to be prescribed and adopted by the State Board of Equalization.

**SECTION XVII. ADOPTION OF PROVISIONS OF STATE LAW.** Except as otherwise provided in this Ordinance and except insofar as they are inconsistent with the provisions of Part 1.6 of Division 2 of the Revenue and Taxation Code, all of the provisions of Part 1 (commencing with Section 6001) of Division 2 of the Revenue and Taxation Code are hereby adopted and made a part of this Ordinance as though fully set forth herein.

**SECTION XVIII. LIMITATIONS ON ADOPTION OF STATE LAW AND COLLECTION OF USE TAXES.** In adopting the provisions of Part 1 of Division 2 of the Revenue and Taxation Code:

- A. Wherever the State of California is named or referred to as the taxing agency, the name of the Authority shall be substituted therefor. However, the substitution shall not be made when:
  - 1. The word "State" is used as a part of the title of the State Controller, State Treasurer, State Board of Control, State Board of Equalization, State Treasury, or the Constitution of the State of California;
  - 2. The result of that substitution would require action to be taken by or against the Authority or any agency, officer, or employee thereof rather than by or against the State Board of Equalization, in performing the functions incident to the administration or operation of this Ordinance.
  - 3. In those sections, including, but not necessarily limited to sections referring to the exterior boundaries of the State of California, where the result of the substitution would be to:
    - a. Provide an exemption from this tax with respect to certain sales, storage, use or other consumption of tangible personal property which would not otherwise be exempt from this tax while such sales, storage, use or other consumption remain subject to tax by the State under the provisions of Part 1 of Division 2 of the Revenue and Taxation Code, or;
    - b. Impose this tax with respect to certain sales, storage, use or other consumption of tangible personal property which would not be subject to tax by the state under the said provision of that code.
  - 4. In Sections 6701, 6702 (except in the last sentence thereof), 6711, 6715, 6737, 6797 or 6828 of the Revenue and Taxation Code.
- B. The word "County" shall be substituted for the word "State" in the phrase "retailer engaged in business in this State" in Section 6203 and in the definition of that phrase in Section 6203.

**SECTION XIX. PERMIT NOT REQUIRED.** If a seller's permit has been issued to a retailer under Section 6067 of the Revenue and Taxation Code, an additional transactor's permit shall not be required by this Ordinance.

SECTION XX. EXEMPTIONS AND EXCLUSIONS.

- A. There shall be excluded from the measure of the Transportation Tax the amount of any sales tax or use tax imposed by the State of California or by any city, city and county, or county pursuant to the Bradley-Burns Uniform Local Sales and Use Tax Law or the amount of any state-administered transactions or use tax.
- B. There are exempted from the computation of the amount of the transactions tax the gross receipts from:
  - 1. Sales of tangible personal property, other than fuel or petroleum products, to operators of aircraft to be used or consumed principally outside the County in which the sale is made and directly and exclusively in the use of such aircraft as common carriers of persons or property under the authority of the laws of this State, the United States, or any foreign government.
  - 2. Sales of property to be used outside the County which is shipped to a point outside the County, pursuant to the contract of sale, by delivery to such point by the retailer or the retailer's agent, or by delivery by the retailer to a carrier for shipment to a consignee at such point. For the purposes of this paragraph, delivery to a point outside the County shall be satisfied:
    - a. With respect to vehicles (other than commercial vehicles) subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the Vehicle Code, aircraft licensed in compliance with Section 21411 of the Public Utilities Code, and undocumented vessels registered under Division 3.5 (commencing with Section 9840) of the Vehicle Code by registration to an out-of-County address and by a declaration under penalty of perjury, signed by the buyer, stating that such address is, in fact, his or her principal place of residence; and
    - b. With respect to commercial vehicles, by registration to a place of business out-of-County and declaration under penalty of perjury, signed by the buyer, that the vehicle will be operated from that address.
  - 3. The sale of tangible personal property if the seller is obligated to furnish the property for a fixed price pursuant to a contract entered into prior to the operative date of this Ordinance.

4. A lease of tangible personal property which is a continuing sale of such property, for any period of time for which the lessor is obligated to lease the property for an amount fixed by the lease prior to the operative date of this Ordinance.
  5. For the purposes of subparagraphs (3) and (4) of this section, the sale or lease of tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, whether or not such right is exercised.
- C. There are exempted from the use tax imposed by this Ordinance, the storage, use or other consumption in this County of tangible personal property:
1. The gross receipts from the sale of which have been subject to a transactions tax under any state-administered transactions and use tax ordinance.
  2. Other than fuel or petroleum products purchased by operators of aircraft and used or consumed by such operators directly and exclusively in the use of such aircraft as common carriers of persons or property for hire or compensation under a certificate of public convenience and necessity issued pursuant to the laws of this State, the United States, or any foreign government. This exemption is in addition to the exemptions provided in Sections 6366 and 6366.1 of the Revenue and Taxation Code of the State of California.
  3. If the purchaser is obligated to purchase the property for a fixed price pursuant to a contract entered into prior to the operative date of this Ordinance.
  4. If the possession of, or the exercise of any right or power over, the tangible personal property arises under a lease which is a continuing purchase of such property for any period of time for which the lessee is obligated to lease the property for an amount fixed by a lease prior to the operative date of this Ordinance.
  5. For the purposes of subparagraphs (3) and (4) of this section, storage, use, or other consumption, or possession of, or exercise of any right or power over, tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, whether or not such right is exercised.

6. Except as provided in subparagraph (7), a retailer engaged in business in the County shall not be required to collect use tax from the purchaser of tangible personal property, unless the retailer ships or delivers the property into the County or participates within the County in making the sale of the property, including, but not limited to, soliciting or receiving the order, either directly or indirectly, at a place of business of the retailer in the County or through any representative, agent, canvasser, solicitor, subsidiary, or person in the County under the authority of the retailer.
  7. "A retailer engaged in business in the County" shall also include any retailer of any of the following: vehicles subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the Vehicle Code, aircraft licensed in compliance with Section 21411 of the Public Utilities Code, or undocumented vessels registered under Division 3.5 (commencing with Section 9840) of the Vehicle Code. That retailer shall be required to collect use tax from any purchaser who registers or licenses the vehicle, vessel, or aircraft at an address in the County.
- D. Any person subject to use tax under this Ordinance may credit against that tax any transactions tax or reimbursement for transactions tax paid to a County imposing, or retailer liable for a transactions tax pursuant to Part 1.6 of Division 2 of the Revenue and Taxation Code with respect to the sale to the person of the property the storage, use or other consumption of which is subject to the use tax.

SECTION XXI. INDEPENDENT CITIZEN OVERSIGHT COMMITTEE. An independent Citizen Oversight Committee shall be formed, as provided in the Expenditure Plan.

SECTION XXII. AMENDMENTS. All amendments subsequent to the effective date of this Ordinance to Part 1 of Division 2 of the Revenue and Taxation Code relating to sales and use taxes and which are not inconsistent with Part 1.6 and Part 1.7 of Division 2 of the Revenue and Taxation Code, and all amendments to Part 1.6 and Part 1.7 of Division 2 of the Revenue and Taxation Code, shall automatically become a part of this Ordinance, provided however, that no such amendment shall operate so as to affect the rate of tax imposed by this Ordinance.

SECTION XXIII. ENJOINING COLLECTION FORBIDDEN. No injunction or writ of mandate or other legal or equitable process shall issue in any suit, action or proceeding in any court against the State or the Authority, or against any officer of the State or the Authority, to prevent or enjoin the collection under this



Ordinance, or Part 1.6 of Division 2 of the Revenue and Taxation Code, of any tax or any amount of tax required to be collected.

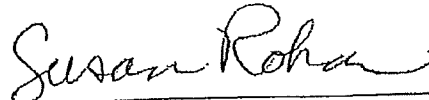
SECTION XXIV. EFFECTIVE DATE. This Ordinance relates to the levying and collecting of the County retail transactions and use taxes and shall take effect immediately.

SECTION XXV. ENVIRONMENTAL. This Ordinance is not a project as defined in Section 15378 of the California Environmental Quality Act (CEQA) Guidelines and is therefore exempt from CEQA requirements. Prior to commencement of any project included in the Expenditure Plan, any necessary environmental review required by CEQA shall be completed.

SECTION XXVI. ADOPTION OF ORDINANCE. This Ordinance was introduced and adopted at the regular meeting of the Authority's governing Board on June 22, 2016.

June 22, 2016

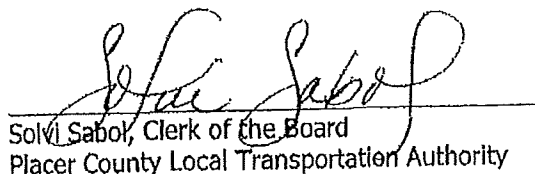
By:



Susan Rohan, Chair  
Placer County Local Transportation Authority

ATTESTED:

By:



Solvi Sabol, Clerk of the Board  
Placer County Local Transportation Authority

**EXPENDITURE PLAN  
EXHIBIT A TO  
ORDINANCE NO. 16-02**

**Placer County  
Transportation Improvement Plan**

This TRANSPORTATION IMPROVEMENT PLAN, which shall act as the County's Expenditure Plan (the "Plan"), was prepared by the Placer County Local Transportation Authority (the "Authority") for the purpose of establishing a one-half of one percent (0.5%) retail transactions and use tax for transportation purposes (the "Transportation Tax") to be collected for thirty (30) years, if approved by the voters on November 8, 2016. This is proposed by the Authority as a means to fill the shortfall in funding needed to: Implement necessary highway, rail, and transit projects; secure new transportation corridors through environmental clearance and right of way purchases; provide adequate maintenance and improvements on the local street and road system; promote economic growth throughout the County; and meet the needs of commuters and the specialized needs of the growing senior and disabled population.

**CHAPTER 1: GOALS AND OBJECTIVES**

**1.1 MAINTAIN AND IMPROVE THE QUALITY OF LIFE IN PLACER COUNTY BY  
SUPPLEMENTING EXISTING FUNDS FOR TRANSPORTATION**

Reduce current congestion and provide adequate transportation facilities to accommodate reasonable growth in the future.

Provide funding for the adequate maintenance and improvement of local streets and roads in the cities, town, and unincorporated areas.

Enhance Placer County's ability to secure state and federal funding for transportation by offering local matching funds.

**1.2 PROVIDE FOR ACCOUNTABILITY IN THE EXPENDITURE OF TAXPAYER  
FUNDS**

Provide for mandatory dedication of Transportation Tax funds only for the transportation improvements and programs identified in this Plan and no other purpose.

Provide for a mandatory, annual financial audit of program expenditures to insure that all funds are spent in accordance with this voter adopted Plan and associated legal ordinance.

Provide for an independent Citizen Oversight Committee to review the mandatory annual financial audits of program expenditures and to produce an annual report of findings to the Board and the public.

Provide for a Maintenance of Effort requirement in funds made available to city, town, and County governments for local street and road programs to insure the new money for this purpose is adding to current funding levels.

Provide for the strict limitation of administrative staff costs in implementing this Plan, by limiting, in law, funds expended for salaries and benefits to no more than one percent (1%) of the annual amount of revenues raised by the Transportation Tax as provided in Section X of the Ordinance, net of the amount of fees paid to the State Board of Equalization for collection of the sales tax.

Provide for this Plan to be reviewed at least every ten (10) years for the period it is in effect to ensure that the changing needs and priorities of the jurisdictions are met, as provided in Section XIII of the Ordinance.

Provide for the mandatory termination of the Transportation Tax in thirty (30) years from the operative date, requiring additional voter approval at a County general election for any extension.

### **1.3 *PROVIDE FOR EQUITY IN THE DISTRIBUTION OF TRANSPORTATION TAX REVENUES***

Address the unique needs of each of the areas of the County.

Provide a reasonable balance between competing highway, rail, transit, bicycle/pedestrian, and local streets and road needs.

Return to the Tahoe Area a proportional share of the Transportation Tax generated in that area.

### **1.4 *PROVIDE FOR LOCAL CONTROL OF THE TRANSPORTATION IMPROVEMENT PLAN***

Provide for cost effective, local administration of the Plan through the existing Placer County Transportation Planning Authority. No new agency would be required to administer these funds.

Delegate appropriate administrative responsibility to the cities, town, and the County and other local agencies designated by a city, town, the County, or the Authority for local programs.

## **CHAPTER 2: TAXPAYER ACCOUNTABILITY SAFEGUARDS**

### **2.1 LEGAL DEDICATION OF FUNDS**

Funds generated by the Transportation Tax, net of the amount of fees paid to the State Board of Equalization, may only be used for transportation purposes as described in the Ordinance governing this Plan, including the acquisition, construction, environmental mitigation, maintenance, and operation of streets, roads, highways, including state highways and public transit systems and equipment, and for related transportation purposes. These purposes include but are not limited to expenditures for planning, environmental reviews, engineering and design costs, related right-of-way acquisition, and construction, engineering, project management, and administration.

### **2.2 MANDATORY ANNUAL FISCAL AUDIT**

No less than annually, the Authority shall conduct an independent fiscal audit of the expenditure of all funds generated by the Transportation Tax. The audit, which shall be made available to the public, shall report on evidence that the expenditure of funds is in accordance with this Plan as adopted by the voters in approving the Ordinance on November 8, 2016. In addition, the audit shall determine compliance with the Maintenance of Effort requirements and requirements described in Section 3.3 of this Plan entitled "Local Transportation Programs." The audit shall also ensure that no more than one percent (1%) of the annual amount of Transportation Tax is used for administrative staff salaries and benefits in implementing this Plan, as required under Section X of the Ordinance.

### **2.3 INDEPENDENT CITIZEN OVERSIGHT COMMITTEE**

An eight (8) member Independent Citizen Oversight Committee shall be formed to review the annual independent fiscal audit of the expenditure of the Transportation Tax funds and issue an annual report on its findings regarding compliance with the requirements of the Expenditure Plan and the Ordinance to the Authority Board of Directors. The annual report shall also be made available to the public. Membership in the Independent Citizen Oversight Committee shall be composed of one registered voter appointed by the governing body of each city and town, and two appointed by the Placer County Board of Supervisors. The two appointees of the County shall include at least one representing the Tahoe Area. Persons currently employed by the County of Placer or any incorporated city or town therein, or currently serving as a city or town councilmember or member of the Board of Supervisors, are not eligible for membership on the Citizen Oversight Committee.

ROUTE	LIMITS	PROJECT
I-80/SR 65	Interchange Phase 1-3	Improve interchange operations and capacity
I-80	I-80/SR 174 Interchange I-80/Rocklin Road Interchange I-80/Horseshoe Bar Rd Interchange	Improve interchange capacity and operations
I-80	Douglas Blvd to Riverside Ave (westbound) SR 65 to Rocklin Rd (eastbound)	Add/extend auxiliary lanes
SR 65	Galleria Blvd/Stanford Ranch Blvd to Lincoln Blvd.	Widen to 3-5 lanes each direction
SR 65	SR 65/Nelson Lane Interchange	Improve to grade separated interchange
SR 49	I-80 to Dry Creek Road	Operational and safety improvements including widening, bikeways, sidewalks, signal synchronization and complete streets
Baseline Road	Foothills Blvd to SR 70/99	Widen to 4-6 lanes
Placer Parkway	SR 65 to SR 70/99	Construct 4 lane expressway

**The final scope and project limits of all improvements proposed for the State Highway system will be determined through the environmental clearance process.**

The Authority may add additional Major Highway/Road projects, should the Transportation Tax produce more revenue than now predicted or the Authority be more successful than anticipated in attracting state/federal matching funds, developer impact fees, or obtaining other grants and funds for transportation infrastructure purposes.

In the event a new city or town is incorporated, the Independent Citizen Oversight Committee membership would be expanded to include one voter appointed by the governing body of that new city or town.

#### **2.4 MANDATORY PLAN UPDATE AND TERMINATION OF TRANSPORTATION TAX**

This Plan shall be reviewed by the Authority at least every ten (10) years that the Transportation Tax is in effect to reflect current and changing transportation priorities and needs in the County, as defined by the duly elected local government representatives on the Authority Board. Any changes to this Plan must be adopted in accordance with Section XIII of the Ordinance and with current law in effect at the time of the update, and must be based on findings of necessity for change by the Authority. The Transportation Tax authorized to be collected by the voters shall expire in exactly thirty (30) years, unless the voters approve an extension of the Transportation Tax prior to the expiration date, as may be required under state law in effect at the time of the vote for extension.

### **CHAPTER 3: SPECIFIC TRANSPORTATION PROGRAMS TO BE FUNDED**

#### **3.1 MAJOR HIGHWAY/ ROAD PROGRAMS – 44.75%**

Many more state highway improvement projects are needed to deal with congestion and safety problems in Placer County than existing state and federal revenues can fund. Programmed and projected formula funds from these sources over the thirty (30) years are estimated to be \$117 million and will fund about 8% of the improvements needed and identified in this Plan. Funds generated by the Transportation Tax will supplement those funding sources with an estimated \$716 million and, along with an estimated \$715 million in developer impact fees, will cover the remaining costs estimated to accomplish these improvements. **The actual amount of funds available for expenditure on state highway improvement projects from the identified sources and the amount expended for such purposes may vary from these estimates.**

44.75% of the Transportation Tax is allocated to Major Highway/Road Projects. The Major Highway/Road projects to be implemented with the Transportation Tax revenues are as follows:



### **3.2. RAIL AND TRANSIT PROGRAM – 11.875%**

This Plan will provide an estimated \$190 million of Transportation Taxes to expand rail, add bus rapid transit, and implement services and continue and expand programs to meet the transit needs of seniors, disabled persons and commuters.

#### **3.2.a. Transportation Services for Seniors and Disabled Persons**

Seniors and disabled persons are becoming an increasing percentage of the population each year, and will drive demand for more frequent transit service to more areas. In addition, a number of transportation programs have been implemented which meet specialized needs for transportation to medical services, social service agencies and programs, shopping and other purposes that cannot be met by conventional transit. An estimated \$55 million in Transportation Tax funds will be used to expand these transit services.

#### **3.2.b. Capitol Corridor Rail and Bus Rapid Transit Service**

The existing Capitol Corridor rail service has provided a viable alternative to the automobile for daily commuters to downtown Sacramento and reduces traffic on I-80. The current service level needs to be augmented by expanding capacity between Sacramento and Roseville to bring ten (10) round trips per day to Placer County. In addition, establishment of frequent and timely bus rapid transit service that provides a reasonable alternative to the automobile for existing and future daily commuters who travel to and within the South Placer area is needed. An estimated \$90 million of Transportation Tax funds will be made available for capital and operations of these rail and bus rapid transit services and to match available federal funds.

#### **3.2.c. Commuter Bus Service**

Placer County's existing commuter bus services provide a safe, convenient, and comfortable alternative to driving and removes congestion from highways. There is strong demand to expand this highly popular effective service to connect more residential areas and major employment centers. An estimated \$45 million of Transportation Tax funds will be made available for capital and operations of commuter bus services, and to match available federal and state funds.

**The actual amount of funds available for expenditure on transit and other projects described in this Section from the identified sources and the amount expended for such purposes may vary from these estimates.**

### 3.3. **LOCAL TRANSPORTATION PROGRAM – 30%**

The local transportation systems, particularly local streets and roads, are critical to the everyday movement of people within the cities, town, and the County.

Much of the road system is aging, has potholes, and is in need of expanded maintenance and rehabilitation. New local roads adjacent to new residential and business developments will continue to be constructed and paid for by the developers. Current resources, without the establishment of Transportation Tax revenues for transportation, cannot provide adequate funding to maintain the local street and road system at the level necessary to adequately serve the public.

The priorities for local transportation vary among individual local jurisdictions. While overlay, reconstruction, repair, and maintenance of the local road system are needs common to all and is specifically allowable as an expenditure of these funds, there are additional needs as well. Transportation Tax funds can be used for transportation projects, transit operations, projects that support transportation/land use coordination, and air quality improvement projects, as designated by this Plan. Some examples of allowable projects include bike paths, transit centers, widening of existing local roads, local matching funds for transportation grants or earmarks, fueling stations for electric vehicles, compressed natural gas or other alternative fuels, sidewalks and pedestrian paths, transportation demand management programs, lighting, landscaping, security for transportation facilities, park and ride lots, Safe Routes to School programs, and traffic signal synchronization.

This Plan will provide an estimated \$ 480 million of Transportation Taxes specifically for these purposes. The funds will be distributed to the cities, town, and the County by a formula based on an equal weighting of each jurisdiction's proportionate share of the total County population and road miles, with a minimum allocation of \$250,000 for each jurisdiction. Allocations will be updated annually based on California Department of Finance population data and reported road miles.

**The actual amount of funds available for expenditure on local transportation projects from the identified sources and the amount expended for such purposes may vary from these estimates.**

In order to be eligible for these funds, each jurisdiction shall satisfy and continue to satisfy the following requirements:

1. On July 1 of each year, file a Five-Year Capital Improvement Program including all capital transportation projects, including projects funded by the jurisdiction's share of the Transportation Tax.

2. The portion of funds under this Program designated to the Non-Tahoe portion of Placer County shall include a minimum of 50% into a "Placer County Rural Roads Maintenance and Repair Fund." Expenditures from this Fund shall be restricted to the repair, safety, and maintenance of existing county roads, and not used for capacity increasing transportation improvements, in the areas represented by the following Municipal Advisory Councils (MACs):

- Donner Summit
- Foresthill Forum
- Horseshoe Bar/Penryn
- Meadow Vista
- Newcastle/Ophir
- North Auburn
- Rural Lincoln
- Sheridan
- Welmar/Applegate/Colfax
- West Placer

The County shall consult with each MAC at least once annually as part of the development of the MAC's Five-Year Capital Improvement Program to identify local priorities for resurfacing, pothole repair, and other road maintenance and repair.

3. Adopt and administer a development impact fee program that requires new development to pay a fair share of necessary transportation improvements attributable to the new development.

4. On July 1 of each year, file with the Authority an annual Expenditure Report for the prior fiscal year identifying the amount of Transportation Taxes, developer impact fees and other local agency funds expended by the jurisdiction and certify that the maintenance of effort requirements of the Ordinance and the Expenditure have been satisfied.

### **3.4 TAHOE AREA PROGRAM – 3%**

The Tahoe Area of Placer County is that area east of the summit of the Sierra Nevada Mountains located within Placer County, including but not limited to Tahoe City, Kings Beach, Carnelian Bay, Squaw Valley, Martis Valley, Northstar, and Alpine Meadows. This Plan is designed to recognize the unique transportation challenges and priorities for the Tahoe Area by providing an estimated \$48 million for improvements such as:

- Provide funding for the improvement and expansion of the bicycle and pedestrian trail system, including maintenance and snow removal
- Improve and Expand Public and Specialty Transit Service
- Provide funding for Local Streets and Roads Improvements, including road rehabilitation

- Improve Safety and Visibility at Major Intersections and Arterial Roads, including snow removal

In order to be eligible for these funds, the Tahoe Area, as represented by the County of Placer, will be required to file a Five-Year Capital Improvement Program, updated annually, with the Authority outlining anticipated expenditures. The North Lake Tahoe Transportation Authority, created pursuant to Government Code Section 67964, will not have any role in developing or administering said programs or funds unless expressly designated by subsequent action of the Placer County Board of Supervisors.

### **3.5 BICYCLE AND PEDESTRIAN PROGRAM – 4.75%**

Bicycle, pedestrian, and neighborhood electric vehicle (NEV) travel provide a viable alternative for short distance trips and enhance the quality of life in our neighborhoods. Safe, easy to use facilities in key areas support the attractiveness of these clean and healthy transportation modes. An estimated \$76 million in net Transportation Tax funds will be used to match local, state, and federal funds to construct and improve bicycle, pedestrian, and neighborhood electric vehicle facilities and otherwise to support walkable and bikeable communities including Safe Routes to School.

The Authority shall establish, in the first year after the adoption of this Ordinance, the criteria by which projects are deemed eligible for funding under this Program, and the selection criteria by which such eligible projects are selected. The eligibility and selection criteria shall include safety, connectivity to schools and to the overall system estimated demand/usage, ability to attract matching funds, and lack of other funding in the overall Transportation Expenditure Plan.

### **3.6 COMPETITIVE PROJECTS PROGRAM – 4.625%**

It is recognized that the Plan cannot anticipate every factor that could affect transportation needs over its thirty (30) year life. New technologies, new travel patterns, and new transportation modes are amongst the many possibilities that may arise in the future. To provide the flexibility to meet those unanticipated needs and opportunities, the Transportation Plan is anticipated to provide approximately \$74 million to a Competitive Projects Program. The Authority shall establish, in the first year after the adoption of this Ordinance, the criteria by which projects are deemed eligible for funding under this Program, and the selection criteria by which such eligible projects are selected. The eligibility and selection criteria shall include safety, congestion relief, ability to attract matching funds, and lack of other funding in this overall Transportation Expenditure Plan. Any Competitive Projects Program funds unspent at the conclusion of the thirty (30) year Plan would be added to the Local Transportation Program.

#### **CHAPTER 4: BOND FINANCING**

Construction of the highway and rail projects and implementation of the local streets and roads and other programs identified in this Plan are needed as soon as possible. In order to accomplish this, some level of borrowing will be required, with debt to be repaid with Transportation Tax revenues. The Authority will determine the extent of borrowing that is reasonable and that can be supported by Transportation Tax revenues as the Plan is implemented.

#### **CHAPTER 5: ALLOCATIONS SUMMARY**

<b>TRANSPORTATION TAX REVENUE ALLOCATIONS</b>	
Major Highway/Road Program	44.750%
Rail and Transit Program	11.875%
Bicycle and Pedestrian Program	4.750%
Local Transportation Program/Rural Roads Maintenance and Repair Program	30.000%
Tahoe Area Program	3.000%
Competitive Projects Program	4.625%
Transparency, Accountability, and Administration	1.000%
<b>TOTAL</b>	<b>100.000%</b>

The Authority may reallocate the expenditure of Transportation Taxes in any given year on a different percentage basis provided that the percentage allocations set forth above are achieved over the duration of the Ordinance.

#### **CHAPTER 6. FUNDING FLEXIBILITY AND BONDING TO EXPEDITE PROJECTS**

To more quickly deliver transportation projects for the benefit of Placer County residents, visitors, and businesses, the Authority may temporarily shift Transportation Tax revenues and developer impact fees administered by the South Placer Regional Transportation Authority (SPRTA) amongst projects in any given year. However, the proportionate shares for funding contributions and purposes over the 30-year period may not be changed without an amendment of this Plan as required by law and Section XIII of the Ordinance. Transportation Tax revenues subject to this temporary shift specifically exclude those annually allocated to the cities, town, and County under the Local Transportation Program (Section 3.3 of this Plan) and those allocated to the Tahoe Area under this Plan (although Tahoe Area funds may be shifted between projects benefiting the Tahoe Area). Shifts may not be made without previous consultation with the affected local agencies and two-thirds majority approval of the Authority Board of Directors.

**CHAPTER 7. INFORMING THE PUBLIC OF LOCAL FUNDING SUPPORT**

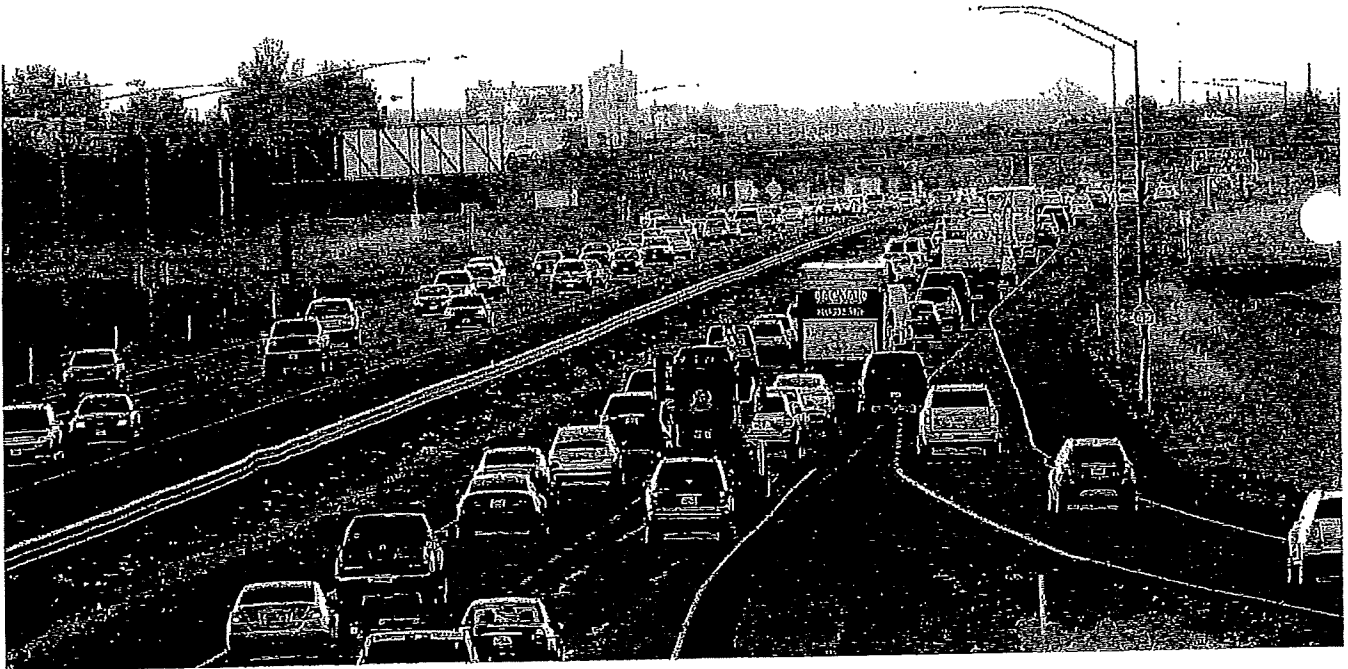
All projects using \$1 million or more of Transportation Tax revenues shall be signed to inform the public that Transportation Tax revenues support the project.

**CHAPTER 8. SEVERANCE PROVISIONS**

If any provision of this Plan, or the application thereof, is for any reason held invalid and unenforceable by a court of competent jurisdiction to a person or circumstance, the remainder of the Plan and the application of such provision to other persons or circumstances shall not be affected thereby, and the Authority declares that it would have passed each part of this Plan irrespective of the validity of any other part.



# KEEP PLACER MOVING



PLACER COUNTY  
TRANSPORTATION  
PLANNING AGENCY

299 Nevada Street  
Auburn, CA 95603  
(530) 823-4030



## Placer County Local Transportation Authority Transportation Improvement Plan And Retail Transactions and Use Tax Ordinance SUMMARY

- Ordinance Overview:
  - adopts a County transportation expenditure plan,
  - imposes one-half of one percent (0.5%) for a period of thirty (30) years
  - provides the authority to issue bonds and administer the tax proceeds, and
  - creates an Independent Citizen Oversight Committee
    - to review the mandatory annual financial audits of program expenditures and
    - to produce an annual report of findings to the Authority Board of Directors and the public
- Bond Financing: Pay-as-you-go financing is the preferred method of financing transportation improvements and programs under this Ordinance. However, the Authority may decide to use bond financing as an alternative method if the scope of planned expenditures makes pay-as-you-go financing infeasible.
- Independent Citizen Oversight Committee: The Independent Citizen Oversight Committee will review the Authority's annual fiscal audit, administrative costs, and jurisdiction maintenance of effort reports to ensure compliance with the Ordinance. The committee will have 8 members, including one appointed by each city/town, and two appointed by the Board of Supervisors. One of the County's appointees must be from the Tahoe area.
- Expenditure Plan:
  - Major Highway/Road Program – 44.75%
  - Local Jurisdiction Subvention – 30%
  - Rail and Transit Program – 11.875%
  - Bicycle, Pedestrian, and Neighborhood Electric Vehicles (NEV) – 4.75%
  - Tahoe Subvention – 3%
  - Competitive Projects – 4.625%
  - Administration – 1%

The Authority may add projects to a category, should the Transportation Tax produce more revenue than now predicted or the Authority be more successful than anticipated in attracting state/federal matching funds, developer impact fees, or obtaining other grants and funds for transportation infrastructure purposes.

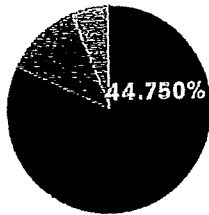
- Eligible Projects for Local Projects Fund: First priority is for the overlay, reconstruction, repair, and maintenance of the local road system. Transportation Tax proceeds can also be used for other transportation projects, transit operations, projects that support transportation/land use coordination, and air quality improvement projects, as designated by this Plan. Some examples of allowable projects include bike paths, transit centers, widening of existing local roads, local matching funds for transportation grants or earmarks, fueling stations for electric vehicles, compressed natural gas or other alternative fuels, sidewalks and pedestrian paths, transportation demand management programs, lighting, landscaping, security for transportation facilities, park and ride lots, and traffic signal synchronization.
- Rural Road Maintenance and Repair Fund: No less than one-half of the unincorporated Placer County share of the Local Projects Fund is set aside into the Rural Road Maintenance and Repair Fund to address road maintenance and safety in rural areas outside of the Tahoe Basin, including Foresthill, Penryn, Meadow Vista, Newcastle, Ophir, North Auburn, Donner Summit, Sheridan, Rural Lincoln, Weimar, Applegate, and West Placer.
- Maintenance of Effort Requirement: The local agency must demonstrate that it has expended funds for local street improvements and maintenance other than Transportation Taxes allocated to it in an amount no less than an amount equal to the percentage of the general fund budget spent for local street improvements and maintenance for the 5 years prior to the date when the local agency submits its report as required by the Expenditure Plan.

On July 1 of each year, each jurisdiction must file:

- 1) a Five-Year Capital Improvement Program including all capital transportation projects, including projects funded by the jurisdiction's share of the Transportation Tax; and
  - 2) an annual Expenditure Report for the prior fiscal year identifying the amount of Transportation Taxes, developer impact fees and other local agency funds expended by the jurisdiction and certify that the maintenance of effort requirements have been satisfied.
- Project Selection for Bicycle, Pedestrian, and Neighborhood Electric Vehicle (NEV) Program: The Authority shall establish, in the first year after the adoption of this Ordinance, the selection criteria for the program. The eligibility and selection criteria shall include safety, connectivity, estimated usage/demand, ability to attract matching funds, and lack of other funding in this overall Transportation Expenditure Plan.
  - Project Selection for Competitive Projects: Same as for Bicycle Program, but criteria to include safety, congestion relief, ability to attract matching funds, and lack of other funding in this overall Transportation Expenditure Plan.

# Summary

Total Highway Investment:



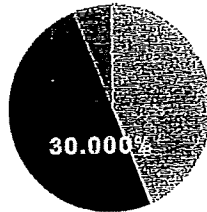
## Major Highway Projects Program

Along the county's busiest chokepoints, serious accidents have increased and traffic is slowing. Today it takes nine minutes to drive from I-80 at Riverside to Highway 65 at Blue Oaks — in just seven years it will take 35 minutes for the same trip.

These projects will reduce traffic congestion and keep Placer moving.

- I-80/Highway 265 Interchange reconfigure Phases 1-3
- Highway 65 Widening — Galleria Blvd. to Lincoln Blvd.
- Placer Parkway — linking Highway 65 to Highway 99 and the Sacramento Airport
- Highway 49 Widening to six lanes with Sidewalks, Bike Lanes, Signal Synchronization, Turn Pockets, and Landscaping
- I-80/Highway 174 Interchange improvement
- I-80/Rocklin Road Interchange improvement
- I-80/Horseshoe Bar Interchange improvement
- Highway 65/Nelson Lane Interchange improvement
- Baseline Road

Total Local Streets &amp; Roads Investment:

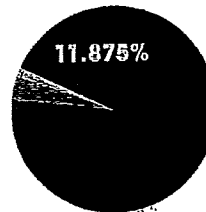


## Local Streets & Roads Program

Every jurisdiction in Placer County, despite spending every penny of gas tax money they get on roads, is underfunding their pavement management budget due to lack of funds. Potholes and cracked roads that cause extensive wear and tear on vehicles will continue to get worse if nothing is done. This plan fills the funding gap for street and road maintenance.

- Fix potholes and resurface streets in cities, towns and unincorporated areas of Placer County
- Local congestion hot spots improvements
- Provides matching funds for local transportation priorities
- Provides critical funding to repair county bridges that are becoming unsafe

Total Transit &amp; Rail Investment:

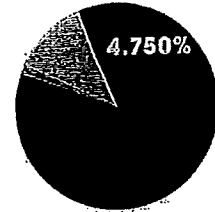


## Transit & Rail Improvements Program

As Placer County's population ages, the need for transit solutions for seniors and people with disabilities grows. And for workers who commute to downtown Sacramento, more alternatives to being stuck on I-80 traffic are needed. The Keep Placer Moving plan ensures that seniors and people with disabilities can still maintain independence and mobility. The plan also provides funding for a dedicated passenger rail line between Sacramento and Roseville within existing rail right-of-way, to vastly expand Capitol Corridor commuter rail service.

- Commuter Bus
- Transit enhancements for seniors and people with disabilities
- Capitol Corridor rail expansion
- Bus Rapid Transit expansion between population centers like college campuses

Total Pedestrian &amp; Bicycle Investment:



## Pedestrian & Bicycle Projects

Our pedestrian and bicycle friendly communities add to the quality of life in Placer County. This plan will improve safety countywide in transportation systems along routes to school for bike and pedestrian safety and could fund projects such as:

- Local grants to communities for sidewalks and bike lanes near schools
- Building and expanding the Dry Creek Greenway
- Neighborhood electric vehicle facilities

Total Competitive Projects  
Program Investment:



#### Competitive Projects Program

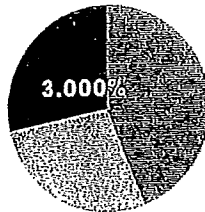
To provide the flexibility to meet those unanticipated needs and opportunities, the Keep Placer Moving plan is anticipated to provide approximately \$74 million to a Competitive Projects Program.

In the first year after the adoption of this program, PCTPA will establish the criteria by which projects are eligible for funding under this Program, and the selection criteria by which such eligible projects are selected. The eligibility and selection criteria shall include safety, congestion relief, ability to attract matching funds, and lack of other funding in this overall Transportation Expenditure Plan.

Some examples for what the money might be used for include:

- New technologies to support driverless vehicles
- Matching funds for future funding programs, or transportation support for national or international events
- Any Competitive Projects Program funds unspent at the conclusion of the 30-year Plan would be added to the Local Streets and Roads program

Total Tahoe Area Program  
Investment:

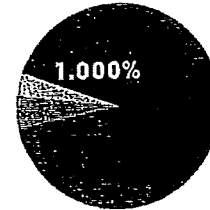


#### Tahoe Area Program

The Tahoe region has very unique and special transportation needs, and so we have created a special fund in the Keep Placer Moving plan. This essentially returns all the portions of the revenue stream that are generated in the Tahoe area of Placer County back to Tahoe to address needs such as:

- Tahoe Basin transit expansion for resort workers and visitors
- Expand trail systems in Tahoe Basin and Sierra Foothills
- Local Road maintenance and repair
- Winter snow removal

Total Transparency,  
Accountability, and  
Administration Investment:



#### Transparency, Accountability, and Administration

At least 99% of all funds are required by law to be spent on transportation projects, and a strict limit of no more than 1% of funds can be spent on administration and overhead. This also covers audits, reporting, and staffing costs for Transparency, Oversight, and Administration.

# Transparency, Oversight, and Administration

## **Funds Must Be Spent As Promised**

To adopt a local transportation sales tax, voter approval at the high threshold of two-thirds majority is required. Funds must be spent on a transportation plan that is attached to the voter approval of the tax. The transportation plan cannot be changed without voter approval.

## **Tax Expires After 30 Years**

The 0.5% local sales tax will raise approximately \$1.6 billion over 30 years. After 30 years, the tax automatically expires. It cannot be extended by politicians or transportation officials. The voters would have to vote by the same two-thirds margin to extend the tax.

## **Spending on Overhead and Administration Capped**

At least 99% of all funds are required by law to be spent on transportation projects, and a strict limit of no more than 1% of funds can be spent on administration and overhead. This also covers audits, reporting, and staffing costs for Transparency, Oversight, and Administration.

## **Strong Taxpayer Safeguards Enacted**

It is important that the people of Placer County know that the funds generated by this sales tax will be used only for the Keep Placer Moving plan detailed in this proposal, and therefore, the Measure will establish a robust system of public accountability, including:

- ✓ An Independent Citizen Oversight Committee of citizens who are not tied to the Agency or Elected Officials
- ✓ Annual, Independent Audits of the Spending
- ✓ A Public Report to the Taxpayers Detailing the Audit

## **Funds Can't Be Diverted or Raided**

In adopting a local transportation sales tax, voters can be assured that it would be illegal for the funds generated from a local transportation sales tax to be spent on anything but what's included in the transportation plan. Additionally, it is unlawful for the state, federal or any local city government to raid these funds. These funds are voter approved and thus can only be spent on voter intent, in this case, transportation improvement projects and road rehabilitation.

## PLACER COUNTY LOCAL TRANSPORTATION AUTHORITY

**IN THE MATTER OF: REQUESTING THE PLACER  
COUNTY BOARD OF SUPERVISORS CALL A SPECIAL  
ELECTION ON NOVEMBER 8, 2016 FOR THE PURPOSE  
OF OBTAINING VOTER APPROVAL OF THE PLACER  
COUNTY LOCAL TRANSPORTATION AUTHORITY  
TRANSPORTATION IMPROVEMENT PLAN AND RETAIL  
TRANSACTIONS AND USE TAX ORDINANCE**

**RESOLUTION NO. 16-03**

The following resolution was duly passed by the Placer County Local Transportation Authority at a regular meeting held June 22, 2016, by the following vote on roll call:

AYES:

NOES:

ABSENT:

Signed and approved by me after its passage.

\_\_\_\_\_  
Chair  
Placer County Local Transportation Authority

\_\_\_\_\_  
Executive Director

**WHEREAS**, the Placer County Local Transportation Authority ("Authority"), a local transportation authority operating pursuant to the provisions of Division 19 of the California Public Utilities Code, has adopted Ordinance No.16-02, the Transportation Improvement Plan and Retail Transactions and Use Tax Ordinance; and

**WHEREAS**, Ordinance No. 16-02 would impose a one-half of one percent sales tax commencing April 1, 2017 to provide supplemental funding for transportation purposes as detailed in the Transportation Improvement Plan ("Expenditure Plan"); and

**WHEREAS**, Ordinance No.16-02 would require voter approval to be operative, and a special election must be called by the Board of Supervisors upon receipt of a request from the Authority to obtain such voter approval under the provisions of Public Utilities Code Sections 180201 and 180203; and

**WHEREAS**, the Authority has found that the Ordinance is not a project within the meaning of the California Environmental Quality Act (CEQA) and is therefore exempt from CEQA review.

**NOW, THEREFORE, BE IT RESOLVED** that by the Placer County Local Transportation Authority Board of Directors as follows:

- 1) The Authority hereby directs staff to forward Ordinance No. 16-02, adopted June 22, 2016, to the Placer County Board of Supervisors.
- 2) As set forth in Ordinance No. 16-02, section XII, the Authority requests that the Placer County Board of Supervisors call a special election for November 8, 2016, for the purpose of obtaining voter approval of Authority Ordinance No.16-02.
- 3) The Authority further requests, pursuant to part 3 (commencing with Section 10400) of Division 10 of the Elections Code, that the Placer County Board of Supervisors order consolidation of this special election with such other elections as many be held in conjunction with the statewide general election that will be conducted on November 8, 2016, in the same territory or in territory that is in part the same.
- 4) The Registrar of Voters is requested to take all steps to call and hold the election in accordance with law and the specifications herein.
- 5) The Registrar of Voters is requested to cause the exact wording of the Measure to appear on the ballot in the following form:

“Shall Placer County:

- Reconfigure the 80/65 interchange to relieve congestion;
- Better maintain roads countywide;
- Provide dedicated funding for rural road pothole repair;
- Widen roadways/expand transit;
- Expand Highway 65 in each direction;
- Provide safe routes to school;
- Add transit for seniors/disabled persons; and
- Widen Baseline Road and build Placer Parkway creating I-80 alternatives,

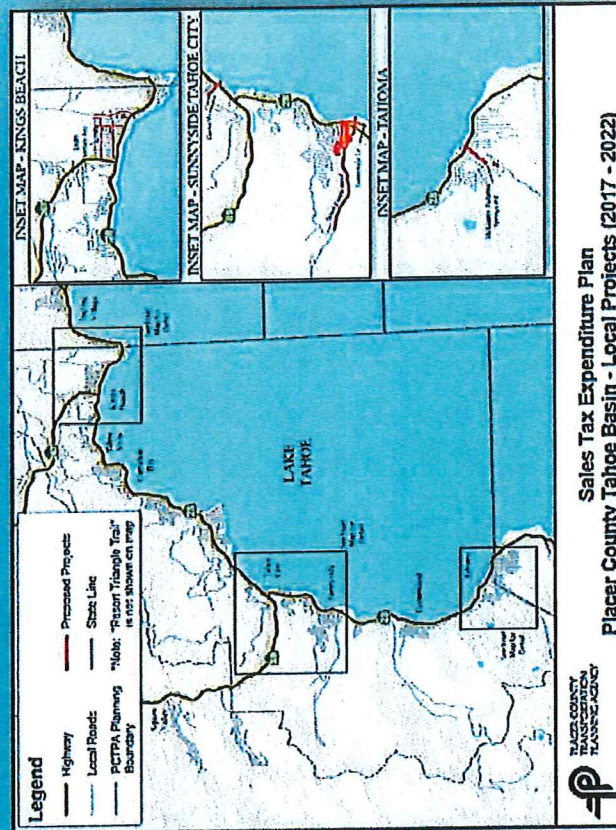
By establishing a one-half-cent sales tax, limited to 30 years, raising \$53 million per year, with independent audits, citizens’ oversight, and increasing eligibility for state and federal matching?”

- 6) The Registrar of Voters is requested to print the full text of the Measure contained in Exhibit A in the voter information pamphlet to be distributed to voters pursuant to Chapter 4 of Division 13 (commencing with Section 13300) of the California Elections Code. The full text of the measure is all that text in Appendix A which is attached hereto and by this reference incorporated herein as set forth in full.



## Transportation Expenditure Plan Tahoe Program

- Transit enhancements
- Bicycle and pedestrian trail expansion and maintenance
- Road maintenance and repairs
- Contribution: \$48 million (est); (\$1.6 million annually)





## 2015-2020 Strategic Goals

### Marketing, Sales and Visitor Information

By 2020, we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014/15. \*10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2013/14. \*Reach 111,000 people through new audiences.

By 2018, we will have developed, **updated annually**, and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics)

\*Increase engagement by Millennials by 20%, Increase occupancy in September/October and May/June by 20%.

### Transportation and Capital Investments

By 2020, we will have taken a leadership role to ~~identify and establish~~ **advocate** for funding to implement the Transit Vision.

By 2020, we will have **advised the Placer County Board of Supervisors and advocated for improved Tourist –Serving Infrastructure in North Lake Tahoe as identified in the 2015 Tourism Development Master Plan.**

### Organization Capacity

By 2020, we will have **strengthened the Chamber of Commerce through Economic Development and Advocacy programs, seeking solutions to business challenges, and increasing** ~~increased~~ community engagement by 20% over 2014/15. \*Increase membership by 20% ~~from 475 to 570~~, increase social engagement with Chamber platforms by 20%.

By 2020, we will have an improved Relationship with Placer County.

By 2020, NLTRA will have increased and expanded ~~advocated for expanded~~ TOT and/or non-TOT funding to support strategic goals. \*5 year goal is \$1.6M for Transit and Trails plus \$1.4M (1% assessment) for TBID to marketing





## 2015-2020 Strategic Goals

### Marketing, Sales and Visitor Information

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### Transportation and Capital Investments

By 2020, we will have taken a leadership role to advocate for Funding to implement the Transit Vision.

By 2020, we will have advised the Placer County Board of Supervisors and advocated for improved Tourist –Serving infrastructure in North Lake Tahoe as identified in the 2015 Tourism Development Master Plan.

### Organization Capacity

By 2020, we will have strengthened the Chamber of Commerce through Economic Development and Advocacy programs, seeking solutions to business challenges, and increasing community engagement by 20% over 2014/15. \*Increase membership by 20% from 475 to 570, increase social engagement with Chamber platforms by 20%.

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## 2016-17 Work Plan





## **2016-17 Work Plan**

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## 2015-2020 Strategic Goals

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## Marketing, Sales and Events





## Marketing, Sales and Events

### Objectives

By 2020, we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014/15. \*10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

### Strategies and Tactics

#### Advertising

- Work with our partners from Reno Air Services Corporation (RASC) to increase direct air service, and existing capacity from Southern California and other domestic feeder markets.
- Niche audiences and meeting planners will be targeted exclusively through specific content, marketing channels, such as email, search engine marketing, paid social and direct-to-publisher – to facilitate lead generation and visitation.
- Increase long-haul group/conference business. Meeting and event planners are more likely to book during off-season and mid-week, and attendees are more likely to extend stay prior or post event.
- Develop travel package deals and contests with airlines currently flying into Reno.
- Use digital media to test new markets with direct lift into Reno.
- Place large-format video billboards in the international arrivals terminals of LAX and San Francisco International Airport during peak travel times.
- Develop more interest-based itineraries on the website for long-haul visitors who are not acquainted with North Lake Tahoe:
  - Work with local experts, visiting celebrities, major influencers to develop 4 and 5-day itineraries. Create online videos of each itinerary and post on GoTahoeNorth.com. Partner with the Abbl Agency to share the itineraries and videos on social media.
  - Develop in-market GPS-based app that links to the itineraries and provides audio and visual insights for key North Lake Tahoe locations and activities.

### **Public Relations – Social Media**

2016-2017 Strategy: Engage consumers in the long lead travel planning process through personalized emotion-driven content shifting from a telling to showing approach.

- Launch a brand journalism strategy on the blog to include emphasis on visual, descriptive content connecting readers to the stories of the destination. Strategy also includes giving the blog a defined voice and name. Amplify blog content through paid strategy, creating better relationship between content and advertising strategy.
- Create and implement a personalized newsletter strategy including segmentation, drip marketing techniques and tracking in order to personalize content based on personas – including specialized blog posts, deals, giveaways, stories, and tips.
- Use regional and national influencers to engage new nonstop flight markets consistently with North Lake Tahoe's social media message.
- Highlight midweek offerings of North Lake Tahoe via a persona-based campaign, bookending major events and weekends providing additional reasons to stay or areas to explore all through the view of a local.
- Implement content-driven techniques that close the gap between mobile and desktop by creating adaptable content for each platform.
- Arrange targeted press trips for media reaching the destination's target audience based on psychographic vs. demographic audience based on the brand pillars.

### **Leisure Sales**

- Strengthening relationships with our international offices to drive tourism year round and mid-week during winter and summer seasons.
- Standardize webinar trainings to increase both international and domestic availability for sales trainings focusing on mid-week stays.
- Monitor brochure information and online information to ensure NLT year round messaging.
- Increase activity product placement in order to generate more incentive for long term visitation with inclusion in activity itineraries.

### **Conference Sales**

- Foster direct relationships at industry meetings and trade shows with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.
- Focus on Washington DC and East Coast associations (survey meeting/group properties to get fresh insights into current and desired future group customers).
- Improve group/conference/meetings presence on GoTahoeNorth.com. Expand content, include user-generated (testimonials, planner tips, blogs etc.), include downloadable planner tool-kit to help boost meeting/event attendance.
- Develop evergreen group/meeting-focused collateral for tradeshow, mailers, etc.
- Develop quarterly email campaigns to highly-targeted, double-opt in lists, publications lists, etc. to maintain ongoing communication with planners so that North Lake Tahoe is top-of-mind when destination selections are being made.

- Work with our social media team to engage key nationally known influencers on LinkedIn.

#### Events

- Develop or recruit one special event with national and/or international television coverage in an identified initiative area and/or during a strike zone period.
- Sports Commission Marketing
  - Target event rights holders who have a national presence and events that draw attendees from all over the country such as: Lacrosse, triathlons, extreme athlete challenges, soccer, cycling, running and mountain biking. These groups have an affinity for air travel.

#### Performance Indicators

##### Advertising – Marketing

- Increase number of travelers arriving by air by 3% into Reno (RNO) as compared to FY 2015-16.
- Number of lodging referrals increased by 5% over FY 2014-15 during Sept/Oct.

##### Public Relations - Social Media

- Increase blog's Unique Visitors per Month (UVM) by 10 percent YOY.
- Increase referrals from blog to other gotahoenorth.com pages by 5 percent YOY.
- Increase social media engagement in nonstop flight markets by 5 percent YOY.
- Increase newsletter click-through by 7 percent YOY.
- Increase media coverage in nonstop fly markets by 10 percent YOY.
- This year we will begin measuring *share of voice*. Share of voice is defined as the amount of coverage North Lake Tahoe received in its media coverage – extensive, significant and brief mentions. Therefore, we will be changing this KPI to “Reaching a North Lake Tahoe share of voice mix of 55% extensive mention, 30% significant mention, and 15% brief mention.”
- Increase media clips out of drive market by 10% from fiscal year 2015-16.
- Grow message penetration of stories by 10 percent in each of the brand pillars (Family, Hotel, Wellness, Recreation, and Food, Culture & Dining).

##### Leisure Sales

- Host two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 10% over FY 2015-16.
- Create a travel industry page that connects directly to gotahoenorth.com to highlight the year round destination.

- Attempt to create a leisure sales tracking program with OTAs and/or domestic and international tour operators. This confidential document will allow us to track peak and non-peak room nights.

**Conference Sales**

- Increase TOT associated with actualized group and meetings business from outside the drive market by 5% over FY 2015-16.
- Increase total leads generated from outside our drive market by 5% YOY.
- Increase total booked revenue from outside our drive market by 5% YOY.

**Events**

- One or more new events with national and international television coverage held during a strike zone in FY 2016-17.

**Resources Required**

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.



## Marketing, Sales and Events

### Objectives

**By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics). Increase engagement by Millennials by 20%, Increase occupancy in September/October and May/June by 20%.**

### Strategies and Tactics

#### Advertising

Create a Millennial strategy to attract larger numbers of this age group to the destination. This includes a focus on targeted digital marketing, research and promotional tactics including, but not limited to:

- Effective digital media execution, leveraging an array of strategic targeting tactics to achieve the intended results of the designated objectives. By employing a full-funnel path-to-acquisition approach, a conversion-focused strategy will engage target audiences and drive users to key points of acquisition – increasing the lift in occupancy. Gathering relevant user data through innovative technology – audience segmented look-alike modeling – will work towards crafting persona profiles, which will be used to optimize campaign performance.
- Conduct new primary research to gain an intimate understanding of how Millennials currently perceive North Lake Tahoe, why do they come to North Lake Tahoe – or why don't they come, what are they looking for in an outdoor activity based destination, how they research, plan and book travel, etc.
- Integrate more user-generated content into GoTahoeNorth – guest bloggers, reviews, photos, videos, etc. (User Generated Content 'UGC' is the most trusted information source for Millennials).

- Coordinate digital advertising promotions and contests to collect user-generated content from social media on an ongoing basis.
- Customize our newsletters based on personal interests. This will increase interest and registrations. It will also provide a format for learning more about our visitors.
- Reposition the signup widget on the home page and automating “Thank you” follow-up responses will increase registrations.
- Micro-target niche audiences whose passions align with spring and fall activities such as: sport fishing (Lake Trout, Mackinaw), fly fishing, golf, mountain biking, sunset dinner cruises, stand-up paddle-boarding, music festivals, kayaking, photography (fall colors), hang gliding, horseback riding, etc.
- Adjust content on GoTahoeNorth.com so that it positions Tahoe as a four-season destination – presenting options for all four seasons as opposed to promoting one season at a time.
- Work with lodging partners and attractions to develop ‘Hotel Month’ value-added packages and promotions.
- Develop Millennial-focused value-based group packages for the spring and fall. Supplement these group packages with promotions and contests designed to increase social media activity.

#### **Public Relations – Social Media**

Strategy: Use visual storytelling techniques to lead customers from how to why, inspiring travel decisions through the perspective of locals.

- Implement 2-4 content-driven campaigns of inspirational local’s stories via long-form videos, photos and blogs to tell the stories of North Lake Tahoe. Amplify content through earned, owned and paid media.
- Use local ambassadors and their authentic voice to fulfill the brand promise of the destination (recreation, wellness, value, culture, dining).
- Focus social media posting tactics (i.e. giveaways, Instagram takeovers, quizzes, etc.) on weekdays to show the destinations midweek offerings including value, authenticity, and discovery – all uninterrupted.
- In order to respond to short and long term dynamics, we will use locals to tell the story of secret season travel through a local ambassador program – including local interviews on the blog, local Instagram takeovers, local interviews with media, and better connecting locals to visitors.

### **Leisure Sales**

- Creation of millennial focused itineraries that will be distributed through our database of travel industry and social networks.
- Work with our current tourism client base to promote shoulder season product.
- Building out international and domestic travel industry database to have the ability to send out immediate messaging on travel specials during spring and fall.

### **Conference Sales**

- Create Hot Dates / Hot Rates email newsletter specifically marketed to meeting planners that plan fall and spring season meetings.
- Advertising initiatives will include mid-week and shoulder season messaging, year round.
- Conduct sales missions, site inspections and familiarization tours (FAMs) with a heavy concentration of fall and spring visits.

### **Events**

- Development of a human powered sports task force to ensure that we are placing events in the proper time frame.
- Work with the conference sales department to ensure we have available resources to book events during need periods that also go after a younger demographic.

## **Performance Indicators**

### **Advertising – Marketing**

- Organic search increased by 15% YOY.
- Direct Traffic to GTN.com Increased 10% YOY.
- Total unique visitors to website increased by 8% YOY.
- Lower the average age demographic of website user by five years over the next two years.
- Increase participation in specific in-market marketing initiatives by 15% YOY.
- Reduce bounce rate of the website by 5% YOY.

### **Public Relations – Social Media**

- Number of social media followers increased by 10% YOY.
- Increase social media engagement midweek by 5% YOY.
- Increase social media engagement around secret season content by 5% YOY.
- Increase media placements of secret season travel by 10% YOY.

**Leisure Sales**

- Increase newsletter database of travel agents located outside the four hour drive market by 20% YOY.
- Increase mid-week occupancy by 7% YOY.

**Conference Sales**

- Increase group leads in Sept/Oct and May/June by 5% YOY.
- Increase group bookings in Sept/Oct and May/June by 5% YOY.

**Events**

- Book a minimum of 2 sporting or music events or festivals for early June and/or mid October.

**Resources Required**

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.



**NLTRA,**  
**FY 2016-2017 TAHOE TOT BUDGET- Final Proposed**  
**ATTACHMENT C - May Preliminary Budget**

MARKETING and VISITOR INFORMATION	PROPOSED 10/17 BUDGET	TRANSPORTATION SERVICES	PROPOSED 16/17 BUDGET	TARIFF CAPITAL IMPROVEMENTS	PROPOSED 18/17 BUDGET	PROPOSED 16/17 BUDGET	
RESORT ASSOCIATION CONTRACT		RESORT ASSOCIATION CONTRACT		RESORT ASSOCIATION CONTRACT		RESORT ASSOCIATION CONTRACT	
Personal/Overhead Cap - Direct Costs	\$46,478	Personal/Overhead Cap - Direct Costs	106,295	Personal/Overhead Cap- Direct Costs	416,295	Personal/Overhead Cap - Direct Cost*	1,000,000
GVA Cap - Indirect Costs	\$53,727	GVA Cap - Indirect Costs	85,977	GVA Cap - Indirect Costs	75,333	GVA Cap - Indirect Costs	495,937
Research and Planning	10,000	Research and Planning	40,000	Research & Planning	40,000	Research and Planning	50,000
Direct Marketing Programs	4,297,000					Direct Marketing Programs	1,727,000
Community Marketing Fund	50,000					Community Marketing Fund	30,000
Special Events Marketing Fund	66,000					Special Events Marketing Fund	40,000
		Memberships	5,000			Memberships	5,000
		Traffic Management	47,000			Traffic Management	47,000
				Capital Improvements - Requires BOS Approval	1,485,549	Capital Improvements - Requires BOS Approval	1,350,540
TOTAL - RESORT ASSOC CONTRACT	3,280,285	TOTAL - RESORT ASSOC CONTRACT	284,642	TOTAL - RESORT ASSOC CONTRACT	2,006,117	TOTAL - RESORT ASSOC CONTRACT	5,641,584

NOTE: The total budget for Marketing and Visitor Information budgeted for NUTRA generated TOT of \$230,000 to what is used for expenditure proposal of \$3,499,205 on Attachment A-3

TOTAL - RESORT ASSOC CONTRACT	3/20/2015	TOTAL - RESORT ASSOC CONTRACT	2/6/2012	TOTAL - RESORT ASSOC CONTRACT	2/08/17
NOTE: The total budget for Marketing and Visitor Information of \$3,289,205 PLUS the amount budgeted for NUTRA generated TOT of \$210,000 is what is used for expemliture proposal of \$3,499,205 on Attachment A-3					

**ATTACHMENT A-3**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**  
**DRAFT 4/26/2016**

<b>NLTRA Budget Income</b>	<b>Marketing</b>	<b>Conference</b>	<b>Visitor Info</b>	<b>TOTALS</b>	<b>North Lake Tahoe Marketing Cooperative Budget</b>
Placer County TOT Revenue	\$2,625,682	\$ 363,600	\$ 299,923	\$ 3,289,205	Revenue Sources
Other revenue		\$ 135,000	\$ 75,000	\$ 210,000	NLTRA
<b>Total revenue</b>	<b>\$ 2,625,682</b>	<b>\$ 498,600</b>	<b>\$ 374,923</b>	<b>\$ 3,499,205</b>	IVCBVB
					<b>TOTAL \$ 2,000,000</b>
<b>NON PROGRAM EXPENSES</b>					
Personnel/Overhead Cap - Direct Costs				\$ 848,478	<b>COOPERATIVE DIRECT EXPENSES</b>
G+A Cap - Indirect Costs				\$ 553,727	Public Relations/Social Media
				\$ 1,402,205	Leisure Sales
<b>PROGRAM EXPENSES</b>					Conference Sales
Training Video Series	\$ 15,000		\$ 5,000	\$ 20,000	Website Content Management
Sales CRM / CMS	\$ 21,000			\$ 21,000	Consumer Marketing
Community Marketing Programs	\$ 80,000			\$ 80,000	
Marketing Cooperative/Media	\$ 1,155,000	\$ 110,000		\$ 1,265,000	
Collateral Programs					<b>COOPERATIVE PROGRAM EXPENSE</b>
Conference NTPUD/Event Center			\$ 5,000	\$ 5,000	Sierra Ski Marketing Council
Research & Planning	\$ 10,000	\$ 8,000		\$ 8,000	Regional Air Service Committee
	<b>SUBTOTAL \$ 1,281,000</b>	<b>\$ 118,000</b>	<b>\$ 10,000</b>	<b>\$ 1,409,000</b>	Research
<b>SPECIAL EVENTS - Breakdown attached</b>	<b>SUBTOTAL \$ 524,000</b>			<b>\$ 524,000</b>	DestiMetrics
<b>OTHER PROGRAMS</b>					CRM/CMS Upgrade
Transportation Marketing	\$ 48,000				VisitingLakeTahoe.com
Cross Country/Nordic	\$ 6,000				Photography/Video
High Notes	\$ 20,000				Fulfillment
Bike Tahoe	\$ 4,000				Website Maintenance
Performance Review	\$ 6,000				Email Marketing
BACC Product Campaigns	\$ 80,000				<b>TOTAL</b>
	<b>SUBTOTAL \$ 164,000</b>			<b>\$ 164,000</b>	<b>\$ 2,000,000</b>
<b>TOTAL</b>	<b>\$1,969,000</b>	<b>\$ 236,000</b>	<b>\$ 20,000</b>	<b>\$ 3,499,205</b>	

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, or following Committee and Board action

**ATTACHMENT A-3  
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET  
DRAFT 4/26/2016**

<b>SPECIAL EVENTS BREAKDOWN</b>	
Spartan World Championship	\$ 210,000
Tough Mudder	\$ 50,000
WinterWonderGrass Sponsorship	\$ 15,000
Autumn Food & Wine + Sponsorship	\$ 30,000
Amgen Tour of California Sponsorship	\$ 27,000
Human Powered Sports Series	\$ 25,000
Sky Run Sponsorship	\$ 10,000
Tahoe Summit La Cross Sponsorship	\$ 5,000
July 4th Sponsorship	\$ 40,000
Event Development Opportunities*	\$ 112,000
<b>Sub total</b>	<b>\$ 524,000</b>

\*Tentitive / Pending Special Events / tab 2



# north lake tahoe

FY 2016/17 NORTH LAKE TAHOE MARKETING COOP BUDGET  
As of 6/30/16

Line Item/Description	Draft FY 2016/2017	Final Projected FY 2015/16	Variance to FY 2015/16	FY 2016/17 % of Total Budget
Public Relations/Social Media	\$ 205,500	\$ 148,000	\$ 57,500	10%
Leisure Sales	\$ 185,000	\$ 135,000	\$ 50,000	9%
North Tahoe Conference Sales Media/Travel	\$ 250,000	\$ 220,000	\$ 30,000	12%
Website Content Manager	\$ 45,000	\$ 40,000	\$ 5,000	2%
<b>SUB-TOTAL</b>	<b>\$ 685,500</b>	<b>\$ 543,000</b>	<b>\$ 142,500</b>	<b>33%</b>
Coop/Misc. Committed Programs				
Sierra Ski Marketing Council	\$ 90,000	\$ 80,000	\$ 10,000	4%
Regional Air Service Corporation	\$ 100,000	\$ 100,000	\$ -	5%
Photography	\$ 20,000	\$ 20,000	\$ -	1%
DMX Research Project	\$ 35,500	\$ 26,900	\$ 8,600	2%
VisitingLakeTahoe.com coop	\$ 36,000	\$ 36,000	\$ -	2%
Fulfillment	\$ 10,000	\$ 10,000	\$ -	0%
Website Upgrade/Maintenance	\$ 20,000	\$ 20,000	\$ -	1%
Email Initiative	\$ 10,000	\$ 10,000	\$ -	0%
IDSS CRM System	\$ 16,500	\$ -	\$ 16,500	1%
<b>SUB-TOTAL</b>	<b>\$ 338,000</b>	<b>\$ 302,900</b>	<b>\$ 35,100</b>	<b>16%</b>
Consumer Marketing				
Creative Production & Collateral Materials	\$ 175,000	\$ -	\$ 175,000	
Radio / High Notes	\$ 25,000	\$ 18,824	\$ 6,176	1.21%
Print	\$ -	\$ -	\$ -	
Out of Home (OOH)	\$ -	\$ -	\$ -	
Online/Interactive/Digital	\$ 315,000	\$ 408,167	\$ (93,167)	
Social/Mobile/SEM	\$ 45,000	\$ 45,000	\$ -	
Media Commission/Ad Serving/	\$ 152,765	\$ 83,232	\$ (83,232)	7.42%
Production/Creative/Reporting/Agency Fees	\$ 322,162	\$ 250,000	\$ (97,235)	
<b>MEDIA TBD</b>	<b>\$ 1,034,927</b>	<b>\$ 805,223</b>	<b>\$ 229,704</b>	<b>50.28%</b>
<b>SUB-TOTAL</b>	<b>\$ 2,058,427</b>	<b>\$ 1,651,123</b>	<b>\$ 407,304</b>	<b>100.00%</b>
NLTRA Marketing Budget	\$ 1,265,000	\$ 970,000	\$ 295,000	61.45%
NLTRA Carryover to Marketing Coop	\$ -	\$ 112,000	\$ (112,000)	
IVCBVB Marketing Budget	\$ 715,000	\$ 610,000	\$ 105,000	35.71%
IVCBVB NCOT Grant	\$ 20,000	\$ 20,000	\$ -	
Prior Year Net Assets	\$ 58,427	\$ (2,450)	\$ 60,877	
<b>TOTAL</b>	<b>\$ 2,058,427</b>	<b>\$ 1,709,550</b>	<b>\$ 348,877</b>	
Variance	\$ -	\$ 58,427	\$ (58,427)	



## Visitor Information



## Visitor Information

### Objectives

**By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2013-14. \*Reach 111,000 people through new audiences**

### Strategies and Tactics

#### Visitor Centers/Kiosks and Event Outreach

Continue to service visitors and provide information to enhance their stay in NLT and providing guests with information concerning North Lake Tahoe businesses, attractions, events and activities.

##### Visitor Centers

- Tahoe City Visitor Center-Year round operation of the Visitor Center.
- Kings Beach Visitor Tent- Summer season July 4<sup>th</sup>-Labor Day weekend. Operation of the kiosk at Kings Beach State Recreation Area.

##### Kiosks

Ensure information racks are stocked at all times with materials promoting North Lake Tahoe.

- Reno Tahoe Airport Bell Limo Desk
- Reno Downtown Visitor Center
- Truckee California Welcome Center
- Auburn California Welcome Center

### Events

- Set up a mobile kiosk at multiple events and sponsored events through the year. We will be able to assist more visitors this way by being more accessible.

- Provide maps, guides and any other information needed to event producers as necessary.

### **Official Visitor Guide/Maps**

#### **Official North Lake Tahoe Visitor Guide**

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide.  
Summer distribution 70,000 copies; winter distribution 30,000 copies

#### **Neighborhood Maps and Cross Country Guides**

- Develop, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.

### **GoTahoeNorth.com/Mobile Access**

- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.
- Continue to improve lodging content and accuracy on [www.gotahoenorth.com](http://www.gotahoenorth.com).
- Create comprehensive calendar information and manage event submissions and changes.
- Manage Deal Submissions and changes.
- Respond to Visitor Information requests from [www.gotahoenorth.com](http://www.gotahoenorth.com).

### **Training and Community Engagement**

- Work with lodging properties in North Lake Tahoe as the Lodging Liaison with communications as needed. Educating each property for use of web site and deal submissions.
- Improve lodging listings on GTN to increase click-throughs and bookings.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Conduct bi-annual customer service training with staff of local businesses. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.

### **Performance Indicators**

#### **Visitor Centers/Kiosks and Event Outreach**

- Increase outreach to visitors through Visitor Centers and Events by 2%  
(FY2015-2016 visitors serviced was 45,733)
- Reach out to an additional 5,000 visitors at events



**Official Visitor Guides/Maps**

- Print and distribute 20,000 neighborhood maps

**GoTahoeNorth.com/Mobile Access**

- Increase visitation (in-market) to GoTahoeNorth.com by 10% (FY2015-2016 in market click-throughs totaled 39,882)
- Increase email response by 5% (FY2015-2016 250 emails were answered)

**Training and Community Engagement**

- Improve 50% of lodging listings on GoTahoeNorth.com with the input of lodging constituents (FY2015-2016 20% were updated)
- Distribute information concerning events and business opportunities to lodging operators and other local businesses 2 times per month.
- Conduct bi-annual customer service training with staff of 100 local businesses. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.

**Resources Required**

See attached budget for Visitor Information Centers



Visitor Information																	
Fiscal Yr 2015-16		Fiscal Yr 2015-17															
Budget		Budget															
Income				27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	
Placer County TOT				637	637	637	637	637	637	637	637	637	637	637	637	637	
Non-Retail VIC Sales				3,000	1,500			1,500									
Visitor Guide Income				114,886	16,377	9,634	9,868	4,721	6,063	4,061	4,179	5,064	5,250	12,404	19,215		
Merchandise Sales				418,450	46,341	38,098	38,332	33,185	34,527	34,025	32,643	33,528	33,714	40,868	47,679		
Total Income																	
Cost of Goods Sold				61,212	7,933	9,583	6,115	5,859	3,114	4,432	2,539	2,234	2,100	2,539	7,201	7,562	
Gross Profit				357,238	38,592	36,757	31,982	32,473	30,070	30,095	31,486	30,409	31,428	31,175	33,667	40,117	
Expense																	
5000-00 - Salaries & Wages				139,729	13,239	13,254	18,840	13,594	16,865	12,560	12,560	12,560	18,840	12,560	13,594	13,594	
5000-00 - Salaries & Wages				12,100	1,208	1,211	1,721	1,242	1,541	1,147	1,147	1,147	1,721	1,147	1,242	1,242	
5020-00 - PIR - Tax Expense				22,957	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	
5030-00 - PIR - Health Insurance				3,230	209	209	209	209	209	209	209	209	209	209	209	209	
5040-00 - PIR - Workmans Comp				5,484	458	458	651	470	583	434	434	434	651	434	470	470	
5050-00 - 401 (k)				3,497													
5060-00 - Merit				2,958	607	51	51	51	51	51	51	51	51	51	51	51	
6000 - Other Payroll Expenses				189,993	224,274	17,469	23,758	17,852	21,555	16,687	16,687	16,687	23,758	16,687	17,852	17,852	
Total 5000-00 - Salaries & Wages																	
5100-00 - Rent				7,500	625	625	625	625	625	625	625	625	625	625	625	625	
5110-00 - Utilities				1,810	151	151	151	151	151	151	151	151	151	151	151	151	
5140-00 - Repairs & Maintenance				0	0												
5150-00 - Office - Cleaning				67,178	70,785	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	
5100-00 - Rent				76,488	80,096	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	
Total 5100-00 - Rent				6,240	300	292	292	292	292	292	292	292	292	292	292	292	292
5310-00 - Telephone				500	42	42	42	42	42	42	42	42	42	42	42	42	
5420-00 - Mail - USPS				3,456	2,000	167	167	167	167	167	167	167	167	167	167	167	
5510-00 - Insurance/Bonding				5,524	4,000	333	333	333	333	333	333	333	333	333	333	333	
5520-00 - Supplies				460	200												
Visitor Communications Other				2,100	175	175	175	175	175	175	175	175	175	175	175	175	
5700-00 - Equipment Support & Maintenance				300	25	25	25	25	25	25	25	25	25	25	25	25	
5710-00 - Taxes, Licenses & Fees				5,928	494	494	494	494	494	494	494	494	494	494	494	494	
5740-00 - Equipment Rental/Leasing				1,400	1,000												
5800-00 - Training Seminars				7,635	5,000	417	417	417	417	417	417	417	417	417	417	417	
Media/Collateral/Production																	
Training Video Series				1,500	500												
Non-VLT Co-Op Marketing Programs				3,600	300	300	300	300	300	300	300	300	300	300	300	300	
8200-00 - Employee Relations				2,700	100	100	100	100	100	100	100	100	100	100	100	100	
Credit Card Fees				720	33	33	33	33	33	33	33	33	33	33	33	33	
8700-00 - Automobile Expenses				1,600	408	400	400	400	400	400	400	400	400	400	400	400	
8750-00 - Meals/Meetings				628	408	408	408	408	408	408	408	408	408	408	408	408	
Dues and Subscriptions				1,019	85	85	85	85	85	85	85	85	85	85	85	85	
Travel																	
Depreciation				312,447	27,937	28,214	33,703	29,063	32,946	28,599	26,232	25,732	33,963	26,232	27,897	27,797	
Total Expense																	
Net Ordinary Income				44,791	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320	
Other Income/Expense																	
Other Expense				44,791	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320	
8990-00 - Allocated				44,791	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320	
Total Other Expense																	
Net Other Income				-44,791	-10,584	-8,543	1,720	-3,409	2,876	-1,496	-5,254	-3,676	2,535	-4,943	-5,770	-12,320	
Net Income				0	0	0	0	0	0	0	0	0	0	0	0	0	



**Transportation  
and  
Capital Investments**



## Transportation

### Objectives

**By 2020, we will have taken a leadership role to advocate for Funding to implement the Transit Vision.**

### Strategies and Tactics

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Plan, with partners, the North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision. Apply community polling results to further clarify Transit Vision priorities.
- Provide a recommendation to Placer County on transit services necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2017-17 and beyond.
- Execute and manage contracts for traffic management services in Tahoe City and Kings Beach.
- Conduct on-site monitoring of FY 2016-17 traffic management services.
- Develop funding sources for Transit Vision plan.
- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

### **Performance Indicators**

- Successful passage (66%) of the .5 sales tax for transportation in Eastern Placer County zip code areas
- Execute the North Tahoe Transportation Summit with attendance of 75 people to include media

### **Resources Required**

- See attached Attachment C for Transportation, Capital Investment, and Research and Planning approved budgeted resources.
- See attached Attachment A-1 for detailed Research and Planning approved budgeted resources.



## Capital Investments

### Objectives

By 2020, we will have advised the Placer County Board of Supervisors and advocated for improved Tourist –Serving infrastructure in North Lake Tahoe as identified in the 2015 Tourism Development Master Plan.

### Strategies and Tactics

- Prepare the annual update of the Long Range Capital Improvement Plan for the necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Execute and manage a contract for each approved Capital Improvement project.
- Monitor and report quarterly (per Attachment E) on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Work with DPWF to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe and support the 2015 North Lake Tahoe Tourism Master Plan Tier 1 and Tier 2 priorities.
- Initiate snow removal pilot program on multi-use trail section.
- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment projects,

or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

### **Performance Indicators**

- Installation of 15 new wayfinding signs in Caltrans right-of-way.
- Progress on 15 miles of Tahoe Truckee Triangle Class A Trail System

### **Resources Required**

- See attached Attachment C for Transportation, Capital Investment, and Research and Planning approved budgeted resources.
- See attached Attachment A-1 for detailed Research and Planning approved budgeted resources.



## NITRA

825

TOTAL - RESORT ASSOC CONTRACT	TOTAL - RESORT ASSOC CONTRACT	TOTAL - RESORT ASSOC CONTRACT	TOTAL - RESORT ASSOC CONTRACT
3,289,205	264,272	2,081,477	

NOTE: The total budget for Marketing and Visitor Information of \$3,289,205 PLUS the amount budgeted for NITRA generated TOT of \$210,000 is what is used for expenditure proposal of \$3,499,205 on Attachment A-3

# **ATTACHMENT A-1 FY 2016-17 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET**

	MARKETING	TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
Master Plan / CIT Work Plan Reproduction Community Outreach Organization Structure Review	\$2,000.00	\$3,500.00	\$3,500.00	\$9,000
Legislative Advocacy California - Houston Group		\$5,000.00	\$5,000.00	\$10,000
Advance Project Studies - Transit Vision Transportation Sales Tax Education/Outreach* Transportation Services Recommendation FY 2017-18		\$8,000.00		\$8,000
North Tahoe Transportation Summit		\$3,000.00		\$3,000
Advance Project Studies - Capital Improvements Kings Beach Wayfinding Needs Tahoe City Wayfinding Needs Dirt Track Recreational Trails Needs Assessment Human Powered Sports Facilities			\$9,000.00	\$9,000
Data Collection and Analysis for Visitor Economic Impacts Economic Significance of Travel to the North Lake Tahoe Area	\$8,000.00	\$9,000.00	\$8,000.00	\$25,000
Data Collection and Analysis for Transportation Programs and Services Transportation Services Recommendation FY 2017-18		\$4,000.00		\$4,000
Data Collection and Analysis for Capital Improvement Projects Call for Projects Process County-wide Parks and Trails Master Plan			\$11,500.00	\$11,500
Participation in Community Planning Studies Kings Beach Pier Additional Alternative Tahoe Transportation District Truckee North Tahoe Transportation Management Association Placer County Transportation Planning Agency		\$7,500.00	\$3,000.00	\$10,500
<b>Total:</b>	<b>\$10,000.00</b>	<b>\$40,000.00</b>	<b>\$40,000.00</b>	<b>\$90,000</b>

\*Transportation Sales Tax Education Outreach efforts to be conducted in accordance with the Placer County Transportation Planning Agency's Countywide efforts.





## Chamber of Commerce



## Chamber of Commerce

### Objectives

By 2020, we will have strengthened the Chamber of Commerce through Economic Development and Advocacy programs, seeking solutions to business challenges, and increasing community engagement by 20% over 2014/15. \*Increase membership by 20%, increase social engagement with Chamber platforms by 20%.

### Strategies and Tactics

#### Chamber of Commerce

- Increase Membership through new member sales and existing member retention
- Survey members on programs and needs to ensure relevancy and demand for new and existing programs or events
- Create a Government Affairs Committee to review proposed and existing regulations and advocate for changes as needed
- Work with the County, Sierra Business Council and Tahoe Prosperity Center to provide economic development services to businesses in North Lake Tahoe
- Continue with member events for networking and business exposure such as Community Awards Dinner, Bridal Faire, and monthly mixers, as deemed valuable to members
- Continue with Chamber and business information newsletters such as Biz Bytes and Member 2 Member, as deemed valuable to members

#### Community Engagement

- Engage membership in annual board officer election
- Coordinate and manage the Tuesday Morning Breakfast Club

- Make presentations to service organizations, business groups, and other interested partners to keep them informed about the organization
- Provide opportunity for the general public to provide feedback at committee and board meetings
- Deliver valuable information to members on a consistent basis

### **Performance Indicators**

- Increase net membership revenue by 5% over end of year revenue from 2015/16
- Maintain attrition of membership at 15% or less
- Make 5 presentations to local organizations about the NLTRA/Chamber
- Survey a minimum of 200 businesses about their challenges, needs, and programs of value
- Generate net income of \$35,050 on all Membership Activities/Events, excluding Breakfast Club and Sponsorships
- Generate \$8,100 in Sponsorship Revenue

### **Resources Required**

- See Attached Chamber/Membership budget

	Jul '15 - Jun '16		Jul '16 - Jun '17											
	Budget	Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<b>Membership</b>														
Ordinary Income/Expense														
Income														
Membership	135,000	117,850	30,000	2,000	2,000	2,000	10,236	10,236	10,236	10,236	10,236	10,236	10,238	10,236
New Member Fees	5,250	4,000	333	333	333	333	333	333	333	333	333	333	333	333
Membership Activities	70,050	70,050	900	3,300	5,500	3,500	1,000	3,500	3,000	5,100	5,000	36,600	650	2,000
Tuesday Morning Breakfast Club	9,600	9,600	800	800	800	800	800	800	800	800	800	800	800	800
Sponsorships	8,100	7,000	1,000	1,000	500	500	500	500	800	1,000	2,400	800	800	1,500
Total Income	228,000	208,540	32,033	7,433	8,633	7,133	12,370	15,470	14,370	17,470	18,770	47,970	12,020	14,870
Gross Profit	228,000	208,540	32,033	7,433	8,633	7,133	12,370	15,470	14,370	17,470	18,770	47,970	12,020	14,870
Expense														
5000-00 - Salaries & Wages	72,900	80,951	6,227	6,227	9,341	6,227	6,227	6,227	6,227	6,227	6,227	6,227	6,227	6,227
5000-00 - In Market Administration	-14,500	-16,500		-3,657	-5,500	-3,657	-3,657							
5020-00 - P/R - Tax Expense	4,676	7,471	575	575	862	575	575	575	575	575	862	575	575	575
5030-00 - P/R - Health Insurance Expense	12,342	17,397	1,325	2,075	1,325	1,325	1,325	1,325	1,325	2,075	1,325	1,325	1,325	1,325
5040-00 - P/R - Workmans Comp	1,530	1,072	89	89	89	89	89	89	89	89	89	89	89	89
5060-00 - 401 (k)	725	648	50	50	75	50	50	50	50	50	75	50	50	50
50XX-00 - Merit	4,807													
5000 - Other Payroll Expenses	1,055	1,055	88	88	88	88	88	88	88	88	88	88	88	88
Total 5000-00 - Salaries & Wages	83,988	92,054	8,354	5,437	8,279	4,667	4,667	8,354	8,354	9,104	11,779	8,354	8,354	8,354
5100-00 - Rent														
5110-00 - Utilities	750	750	63	63	63	63	63	63	63	63	63	63	63	63
5140-00 - Repairs & Maintenance	480	480	40	40	40	40	40	40	40	40	40	40	40	40
5150-00 - Office - Cleaning	1,080	1,080	90	90	90	90	90	90	90	90	90	90	90	90
5100-00 - Rent	6,718	7,079	590	590	590	590	590	590	590	590	590	590	590	590
Total 5100-00 - Rent	9,028	9,369	782	782	782	782	782	782	782	782	782	782	782	782
5310-00 - Telephone	2,700	2,700	225	225	225	225	225	225	225	225	225	225	225	225
5420-00 - Mail - USPS	792	800	50	50	50	50	50	50	50	50	50	50	50	50
5510-00 - Insurance/Bonding	1,392	800	67	67	67	67	67	67	67	67	67	67	67	67
5520-00 - Supplies	1,300	1,300	108	108	108	108	108	108	108	108	108	108	108	108
5700-00 - Equipment Support & Maintenance	565	565	47	47	47	47	47	47	47	47	47	47	47	47
5710-00 - Taxes, Licenses & Fees	720	500	42	42	42	42	42	42	42	42	42	42	42	42
5740-00 - Equipment Rental/Leasing	3,976	3,266	272	272	272	272	272	272	272	272	272	272	272	272
5800-00 - Training Seminars	3,000	3,000	272	272	272	272	272	272	272	272	272	272	272	272
Membership Activities	42,002	35,000	1,352	2,338	3,019	3,242	588	3,338	588	2,559	588	14,597	588	2,213
Tuesday Morning Breakfast Club	9,844	9,500	708	708	708	708	708	708	708	708	708	708	708	708
Employee Relations	450	450												
Credit Card Fees	3,520	3,520	210	210	210	210	210	210	210	210	210	210	210	210
8700-00 - Automobile Expenses	950	750	63	63	63	63	63	63	63	63	63	63	63	63
8750-00 - Meals/Meetings	1,500	500	42	42	42	42	42	42	42	42	42	42	42	42
Dues & Subscriptions	7,695	1,000	83	83	83	83	83	83	83	83	83	83	83	83
Travel	0	0												
Depreciation	627	627	52	52	52	52	52	52	52	52	52	52	52	52
Total Operating Expenses	172,988	164,551	12,457	12,028	12,049	10,880	8,226	14,683	11,893	15,914	15,719	26,892	11,693	13,318
Net Ordinary Income	55,012	43,979	19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Other Income/Expense														
Other Expense														
8990-00 - Allocated	40,312	43,979	19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Total Other Expense	40,312	43,979	19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Net Other Income	-40,312	-43,979	-19,576	4,593	3,416	3,547	-4,143	-777	-2,677	-1,556	-3,651	-21,277	-327	-1,552
Net Income	14,700	0	0	0	0	0	0	0	0	0	0	0	0	0



## Administration



## Administration

### Objectives

**By 2020, we will have an Improved Relationship with Placer County.**

### Strategies and Tactics

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association
- Meet monthly or more frequently as needed with County staff to discuss issues, finances, and potential areas for collaboration
- Meet with the members of the Board of Supervisors quarterly to discuss objectives, joint areas of interest, and progress
- Maintain organization documents such as Bylaws, Operating Procedures, Employee Handbook, Certificates of Insurance, with accurate information that reflects current practices and approvals
- Work with County CEO Office on development of new contract following direction of the NLTRA Board and Organizational Structure Task Force

### Performance Indicators

- Compliance with 90% of the requirements and provisions of the Placer County/NLTRA agreement

### Resources Required

- Attached is the Administration Budget. There are no specific resources assigned to this objective



## Administration

### Objectives

By 2020, NLTRA will have advocated for expanded TOT and/or non-TOT funding to support strategic goals. \*5 year goal is \$3M - \$1.6M from sales tax, plus additional funding for transit vision and possible TBID for marketing

### Strategies and Tactics

- Work with Placer County and PCTPA to educate the North Lake Tahoe voters on the .5 sales tax for Transportation
- Work with Placer County and lodging partners to institute a TOT certificate for advertising program to pick up VRBO properties that may not be paying TOT
- Support Placer County in negotiating an agreement with AirBnB to collect and remit TOT
- Convene lodging partners and marketing committee members to identify funds needed to increase destination visitors traveling from outside of drive market
- Bring Civitas to meet with the lodging and marketing partners to discuss development of a TBID

### Performance Indicators

- Successful passage (66%) of the .5 sales tax for transportation in Eastern Placer County zip code areas

### Resources Required

- Attached is the Administration Budget. There are no specific resources assigned to this objective.

	Fiscal Yr 2015-16												Fiscal Yr 2016-17											
	Budget												Budget											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expense																								
5000-00 - Salaries & Wages	250,609	23,643	35,465	23,643	23,643	23,643	23,643	23,643	35,465	23,643	23,643	23,643	307,359	23,643	35,465	23,643	23,643	23,643	23,643	23,643	35,465	23,643	23,643	23,643
5020-00 - Salaries & Wages	19,393	1,753	2,630	1,753	1,753	1,753	1,753	1,753	2,630	1,753	1,753	1,753	22,792	1,753	2,630	1,753	1,753	1,753	1,753	1,753	2,630	1,753	1,753	1,753
5030-00 - PIR - Health Insurance Expense	35,817	3,202	4,452	3,202	3,202	3,202	3,202	3,202	4,452	3,202	3,202	3,202	40,220	3,202	4,452	3,202	3,202	3,202	3,202	3,202	4,452	3,202	3,202	3,202
5040-00 - PIR - Workmans Comp	24,000	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401
5050-00 - 401 (X)	9,865	699	1,049	699	699	699	699	699	1,049	699	699	699	9,865	699	1,049	699	699	699	699	699	1,049	699	699	699
505X-00 - Merit	6,328	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56000 - Other Payroll Expenses	1,121	93	93	93	93	93	93	93	93	93	93	93	1,121	93	93	93	93	93	93	93	93	93	93	93
Total 5000-00 - Salaries & Wages	350,473	31,041	42,839	28,791	28,791	28,791	28,791	28,791	42,839	28,791	28,791	28,791	385,089	31,041	42,839	28,791	28,791	28,791	28,791	28,791	42,839	28,791	28,791	28,791
5100-00 - Rent	2,400	200	200	200	200	200	200	200	200	200	200	200	2,400	200	200	200	200	200	200	200	200	200	200	200
5110-00 - Utilities	2,400	200	200	200	200	200	200	200	200	200	200	200	2,400	200	200	200	200	200	200	200	200	200	200	200
5140-00 - Repairs & Maintenance	2,400	200	200	200	200	200	200	200	200	200	200	200	2,400	200	200	200	200	200	200	200	200	200	200	200
5150-00 - Office - Cleaning	3,024	252	252	252	252	252	252	252	252	252	252	252	3,024	252	252	252	252	252	252	252	252	252	252	252
5100-00 - Rent	21,810	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	22,851	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
Total 5100-00 - Rent	28,634	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	30,805	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567
5200-00 - Telephone	8,595	717	717	717	717	717	717	717	717	717	717	717	8,595	717	717	717	717	717	717	717	717	717	717	717
5420-00 - Mail - USPS	1,055	58	58	58	58	58	58	58	58	58	58	58	1,055	58	58	58	58	58	58	58	58	58	58	58
5510-00 - Insurance/Bonding	1,700	142	142	142	142	142	142	142	142	142	142	142	1,700	142	142	142	142	142	142	142	142	142	142	142
5520-00 - Supplies	3,288	583	583	583	583	583	583	583	583	583	583	583	3,288	583	583	583	583	583	583	583	583	583	583	583
5700-00 - Equipment Support & Maintenance	6,000	311	311	311	311	311	311	311	311	311	311	311	6,000	311	311	311	311	311	311	311	311	311	311	311
5710-00 - Taxes, Licenses & Fees	3,728	311	311	311	311	311	311	311	311	311	311	311	3,728	311	311	311	311	311	311	311	311	311	311	311
5740-00 - Equipment Rental/Leasing	8,000	657	657	657	657	657	657	657	657	657	657	657	8,000	657	657	657	657	657	657	657	657	657	657	657
5800-00 - Training Seminars	2,500	208	208	208	208	208	208	208	208	208	208	208	2,500	208	208	208	208	208	208	208	208	208	208	208
5810-00 - Public Outreach	1,050	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,050	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
5900-00 - Professional Fees	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180
5910-00 - Classified Ads	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
6490-00 - Employee Relations	750	50	50	50	50	50	50	50	50	50	50	50	750	50	50	50	50	50	50	50	50	50	50	50
8200-00 - Board Functions	2,200	300	300	300	300	300	300	300	300	300	300	300	2,200	300	300	300	300	300	300	300	300	300	300	300
8300-00 - Automobile Expenses	4,600	83	83	83	83	83	83	83	83	83	83	83	4,600	83	83	83	83	83	83	83	83	83	83	83
8750-00 - Meals/Meetings	1,000	83	83	83	83	83	83	83	83	83	83	83	1,000	83	83	83	83	83	83	83	83	83	83	83
8810-00 - Dues & Subscriptions	1,350	50	50	50	50	50	50	50	50	50	50	50	1,350	50	50	50	50	50	50	50	50	50	50	50
8910-00 - Travel	1,600	270	440	0	0	0	0	0	0	0	0	0	1,600	270	440	0	0	0	0	0	0	0	0	0
Depreciation	3,400	0	0	0	0	0	0	0	0	0	0	0	3,400	0	0	0	0	0	0	0	0	0	0	0
Total Expense	447,907	183	163	163	163	163	163	163	163	163	163	163	488,651	183	163	163	163	163	163	163	163	163	163	163
Net Ordinary Expenses	-447,907	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700	-488,651	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700
Other Income/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4700-00 - Interest & Investment & Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense	-447,907	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700	-488,651	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700
8890-00 - Allocated	-447,907	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700	-488,651	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700
Total Other Expense	-447,907	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700	-488,651	-35,950	-38,440	-49,176	-35,890	-37,640	-38,700	-38,700	-38,700	-38,700	-38,700	-38,700
Net Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0





## Organization Structure – Next Steps

### Marketing –Set up: JT Thompson, Sandy Evans Hall

#### Form Task Force to include:

- Organization Task Force Member(s), IVCBVB representative, Marketing Committee members, Staff
- Chair TBD

#### Direction:

- Review and augment comparative analysis
- Evaluate footprint of Cooperative Partnership, look at expanding to Truckee and South Lake Tahoe or other areas for project specific marketing
- Investigate TBID

#### Timeline:

- Form Task Force in August
- First meeting in September
- Establish goals, work plan, and timeline
- Report back to Marketing Committee and NLTRA Board regularly

### Chamber – Set up: Ginger Karl, Sandy Evans Hall

#### Form Task Force to include:

- Organization Task Force Member(s) (Adam Wilson), Business Association EDs, member businesses, other stakeholders, Staff
- Chair TBD
- Facilitator TBD

#### Direction:

- Identify duplication with Business Associations, what do other comparable destinations do?
- Explore how to strengthen Chamber in programs and funding, possible advocacy role with CI/T

- Look into hiring a facilitator that would be unbiased – seek funding from stakeholders? Possibly fund with Research & Planning (CI/T)
- Conduct a gap analysis via focus groups in each geographic area – what do businesses need or want the Chamber to do for their business
- Create a Chamber Committee tasked with the oversight and direction of programs and resources

**Timeline:**

- Form Task Force in August
- First meeting in September
- Establish goals, work plan, and timeline

**CI/T Committee – Set up: Ron Treabess, Sandy Evans Hall**

**Form Task Force to Include:**

- Staff, Organization Task Force member(s), CI/T Committee Members (Jaime Wright, Will Garner, Erin Casey, Samir Tuma, Mike Staudenmayer – OTF member also)

**Direction:**

- Identify pros/cons for switching administration of all projects to the County and what the best level of administration should switch
- Identify any cost or revenue impacts from this action
- What role in administration should remain at the NLTRA
- Prescribe ways to strengthen community voice and role of advocacy

**Timeline:**

- Form Task Force in August
- First meeting in September
- Establish goals, work plan, and timeline

**Administration – Set up: Erin Casey, Sandy Evans Hall**

**Form Task Force to include:**

- Jennifer Merchant, Erin Casey, David Boesch, Sandy Evans Hall, NLTRA Board Members (Samir Tuma, David Tirman, Adam Wilson), Legal Counsel, Organization Task Force Member(s)
- Chair TBD

**Direction:**

- Multi-year contract with annual budgets and work plans
- Institutional knowledge to be captured in an appendix- operational agreement
- Use of collaborative language

**Timeline:**

- This will be the last element to work on - possibly start in September, depending on the progress of the CI/T and Marketing and Chamber Committees

**Board Governance – Set up: David Tirman, Sandy Evans Hall**

**Form Task Force to include:**

- Board Members (Samir Tuma, David Tirman plus others), Organization Task Force member(s), Staff
- Chair TBD

**Direction:**

- Determine whether membership votes by ballot or accepts a recommended slate (be sensitive to “good old boy club”) Also could have a portion be appointed members
- Explore how to expand the flexibility of the board
- Determine maximum and minimum number of board members and representation (recommended max. 15)
- Confirm role of County on the Board (recommended elected officials be voting members, staff be ex-officio or advisory)
- Consider factions that might have an appointed or elected seat on the board such as Education and Health Care

**Timeline:**

- Appoint Task Force in August
- Begin meeting in September
- Establish goals, work plan, and timeline

[illegible]

Transportation Projects:													
	Public Outreach												450
	Research & Planning Dues												5,000
	Research & Planning												40,000
	Traffic Management												47,000
	Membership Activities												35,000
	Tuesday Morning Breakfast Club												8,500
	8200-00 - Employee Relations			600	500								2,200
	8300-00 - Board Functions												4,600
	8500-00 - Credit Card Fees					3,600							7,120
	8700-00 - Automobile Expenses			2,000	400	1,200							7,930
	8750-00 - Meals/Meetings			3,500	400	400							1,350
	8810-00 - Dues & Subscriptions			5,000	500	1,600							6,850
	8910-00 - Travel			8,000		4,898							1,600
	Research & Planning			10,000									3,400
	Depreciation			1,959	1,019	1,019							10,000
	Total Expense			\$ 2,431,124	\$ 378,538	\$ 349,375	\$ 212,903	\$ 166,372	\$ 184,560	\$ 488,662	\$ 4,191,333		
	Net Ordinary Income			\$ 234,558	\$ 53,752	\$ 48,866	\$ 51,309	\$ 56,196	\$ 43,979	\$ (488,662)	\$ (1)		
	Other Income/Expense/Additions												
	Additions to Marketing Reserve			-									
	8990-00 - Allocated			\$ 234,558	\$ 53,753	\$ 48,866	\$ 51,309	\$ 56,196	\$ 43,980	\$ (488,662)	\$ -		
	Net Income			\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -		\$ (1)

	Jul '15 - Jun'16		Marketing												
	Budget		Ordinary Income/Expense												
Income			July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	
Placer County TOT	2,204,989	2,665,682	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	
Special Events	86,500		222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	
Total Income	2,291,489	2,665,682	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	
Gross Margin	2,291,489	2,665,682	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	222,140	
Expense			22,598	22,598	33,857	22,598	22,598	22,598	22,598	22,598	33,857	22,598	22,598	22,598	
5000-00 - Salaries & Wages	223,122	293,772	3,657	3,657	5,500	3,657	3,657	3,657	3,657	3,657	5,500	3,657	3,657	3,657	
5000-00 - In Market Administration	14,500	16,500	1,853	1,853	2,779	1,853	1,853	1,853	1,853	1,853	2,779	1,853	1,853	1,853	
5000-00 - PIR - Tax Expense	32,001	24,087	3,066	3,066	3,066	3,066	3,066	3,066	3,066	3,066	3,066	3,066	3,066	3,066	
5000-00 - PIR - Health Insurance Expense	54,299	42,288	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	
5000-00 - PIR - Workmans Comp	1,305	1,305	651	651	651	651	651	651	651	651	651	651	651	651	
5000-00 - 401 (k)	9,035	8,461	226	226	226	226	226	226	226	226	226	226	226	226	
5000-00 - Profit	5,578		28,502	34,519	46,553	32,169	32,169	38,502	31,252	41,053	28,502	28,502	28,502	28,502	
6000 - Other Payroll Expenses	4,900	2,710	175	175	175	175	175	175	175	175	175	175	175	175	
Total 5000-00 - Salaries & Wages	345,065	388,124	125	125	125	125	125	125	125	125	125	125	125	125	
5100-00 - Rent			252	252	252	252	252	252	252	252	252	252	252	252	
5100-00 - Utilities	2,100	2,100	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	
5140-00 - Repairs & Maintenance	1,500	1,500	2,204	2,204	2,204	2,204	2,204	2,204	2,204	2,204	2,204	2,204	2,204	2,204	
5150-00 - Office - Cleaning	3,024	3,024	442	442	442	442	442	442	442	442	442	442	442	442	
5100-00 - Rent	18,810	19,820	63	63	63	63	63	63	63	63	63	63	63	63	
Total 5100-00 - Rent	25,434	26,444	167	167	167	167	167	167	167	167	167	167	167	167	
5320-00 - Telephone	10,608	5,300	250	250	250	250	250	250	250	250	250	250	250	250	
5420-00 - Mail - USPS	540	750	311	311	311	311	311	311	311	311	311	311	311	311	
5510-00 - Insurance/Bonding	3,600	2,000	42	42	42	42	42	42	42	42	42	42	42	42	
5520-00 - Supplies	3,467	3,000	167	167	167	167	167	167	167	167	167	167	167	167	
5700-00 - Equipment Support & Maintenance	3,732	3,732	200	200	200	200	200	200	200	200	200	200	200	200	
5710-00 - Taxes, Licenses & Fees	720	500	67	67	67	67	67	67	67	67	67	67	67	67	
5740-00 - Equipment Rental/Leasing	2,640	2,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
5800-00 - Training Seminars	7,336	8,215	157	157	157	157	157	157	157	157	157	157	157	157	
Marketing Projects:			15,000	7,000	7,000	20,000									
Market Study Reports/R&P	11,500		21,000	7,000	7,000	20,000									
Training Video Series			20,000												
Sales CRM/CRMS			220,000												
Community Marketing Programs	80,000		51,706	116,843	116,843	51,706	51,706	168,952	168,952	142,898	51,706	51,706	55,137	116,843	
Special Events/Sponsorships	555,000		6,700	6,700	6,700	6,700	6,700	6,700	6,700	6,700	6,700	6,700	6,700	6,300	
Marketing Cooperative Media	860,000		5,000												
Non-NLT Marketing Co-op Programs	1,155,000		1,959												
BACC Marketing Programs	49,000		167	167	167	167	167	167	167	167	167	167	167	167	
8200-00 - Employee Relations	70,000		167	167	167	167	167	167	167	167	167	167	167	167	
Research & Planning	800		167	167	167	167	167	167	167	167	167	167	167	167	
8700-00 - Automobile Expenses	3,600		292	292	292	292	292	292	292	292	292	292	292	292	
8750-00 - Meals/Meetings	5,880		417	417	417	417	417	417	417	417	417	417	417	417	
8810-00 - Dues & Subscriptions	8,800		657	657	657	657	657	657	657	657	657	657	657	657	
8910-00 - Travel	6,213		163	163	163	163	163	163	163	163	163	163	163	163	
Depreciation	1,959		134,257	170,810	407,444	115,924	109,338	245,998	429,703	208,341	138,808	120,828	120,873	227,209	
Total Expense	2,055,494	2,431,124	87,863	51,330	-185,304	108,216	112,302	-33,849	-207,563	13,799	82,332	101,312	101,167	-5,069	
Net Ordinary Income	235,995	234,558	87,863	51,330	-185,304	108,216	112,302	-33,849	-207,563	13,799	82,332	101,312	101,167	-5,069	
Other Income/Expense/Additions															
Additions to Marketing Reserve															
Other Expense															
8890-00 - Allocated	214,995	234,558	87,863	51,330	-185,304	108,216	112,302	-33,849	-207,563	13,799	82,332	101,312	101,167	-5,069	
Total Other Expense/Additions	214,995	234,558	87,863	51,330	-185,304	108,216	112,302	-33,849	-207,563	13,799	82,332	101,312	101,167	-5,069	
Net Other Income/Expense/Additions	-214,995	-234,558	-87,863	-51,330	185,304	-108,216	-112,302	33,849	207,563	-13,799	-82,332	-101,312	-101,167	5,069	
Net Income	21,000	-0	0	0	0	0	0	0	0	0	0	0	0	0	

Ordinary Income/Expense	Fiscal Yr: 2015-16 Budget	Fiscal Yr: 2016-17 Budget	Conference											
			July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Income														
Placer County TOT	333,600	289,600	24,133	24,133	24,133	24,133	24,133	24,133	24,133	24,133	24,133	24,133	24,133	24,133
Membership	7,690	7,690	641	641	641	641	641	641	641	641	641	641	641	641
Commissions	127,455	135,000	8,971	5,532	5,532	2,842	7,283	4,082	4,685	30,392	3,485	5,410	6,782	27,308
Total Income	468,745	432,290	33,746	33,746	33,746	27,516	32,057	28,856	29,459	55,156	28,259	30,155	31,558	52,080
Gross Profit	468,745	432,290	33,746	33,746	33,746	27,516	32,057	28,856	29,459	55,156	28,259	30,155	31,558	52,080
Expense														
5000-00 - Salaries & Wages														
5010-00 - Salaries & Wages	176,941	171,347	13,181	13,181	13,181	13,181	13,181	13,181	13,181	13,181	13,181	13,181	13,181	13,181
5010-00 - Sales Commissions	24,710	28,000	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167
5020-00 - PIR - Tax Expense	20,158	14,075	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083
5030-00 - PIR - Health Insurance Expense	33,231	14,549	1,046	2,046	1,046	1,046	1,046	1,046	1,046	2,046	1,046	1,046	1,046	1,046
5040-00 - PIR - Workmans Comp	1,530	900	75	75	75	75	75	75	75	75	75	75	75	75
5060-00 - 401 (K)	7,282	7,761	597	597	597	597	597	597	597	597	597	597	597	597
506X-00 - Merit	4,633													
6600 - Other Payroll Expenses	4,625													
Total 5000-00 - Salaries & Wages	273,105	235,078	18,185	19,155	25,615	18,185	18,185	18,185	18,185	18,185	25,615	18,185	18,185	18,185
5100-00 - Rent														
5110-00 - Utilities	1,050	1,050	88	88	88	88	88	88	88	88	88	88	88	88
5140-00 - Repairs & Maintenance	780	780	65	65	65	65	65	65	65	65	65	65	65	65
5150-00 - Office - Cleaning	1,512	1,512	128	128	128	128	128	128	128	128	128	128	128	128
5100-00 - Rent	9,405	9,910	828	828	828	828	828	828	828	828	828	828	828	828
Total 5100-00 - Rent	12,747	13,252	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104
5200-00 - Telephone	3,072	3,072	253	253	253	253	253	253	253	253	253	253	253	253
5420-00 - Mail - USPS	860	210	18	18	18	18	18	18	18	18	18	18	18	18
5510-00 - Insurance/Bonding	2,760	1,500	125	125	125	125	125	125	125	125	125	125	125	125
5520-00 - Supplies	1,020	750	63	63	63	63	63	63	63	63	63	63	63	63
5700-00 - Equipment Support & Maintenance	1,655	1,655	138	138	138	138	138	138	138	138	138	138	138	138
5710-00 - Taxes, Licenses & Fees	300	200	17	17	17	17	17	17	17	17	17	17	17	17
5740-00 - Equipment Rental/Leasing	2,255	2,000	167	167	167	167	167	167	167	167	167	167	167	167
Marketing Cooperative Media	110,000	110,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Conference PUD	8,000	8,000												8,000
8200-00 - Employee Relations	425	500					250	250	250					
8700-00 - Automobile Expenses	1,075	400	33	33	33	33	33	33	33	33	33	33	33	33
8750-00 - Meals/Meetings	420	400	33	33	33	33	33	33	33	33	33	33	33	33
8810-00 - Dues & Subscriptions	955	500		100			200	200			200			
Depreciation	1,219	1,019	85	85	85	85	85	85	85	85	85	85	85	85
Total Expense	419,475	378,537	30,223	31,223	37,753	30,223	30,223	30,573	30,473	31,223	37,853	30,223	20,223	38,223
Net Ordinary Income	49,270	53,753	3,523	21,771	-7,447	-2,607	1,844	-1,817	-1,014	28,943	-9,594	-38	11,333	13,857
Other Income/Expense														
8900-00 - Allocated	49,270	53,753	3,523	21,771	-7,447	-2,607	1,844	-1,817	-1,014	28,943	-9,594	-38	11,333	13,857
Total Other Expense	49,270	53,753	3,523	21,771	-7,447	-2,607	1,844	-1,817	-1,014	28,943	-9,594	-38	11,333	13,857
Net Other Income	-49,270	-53,753	-3,523	-21,771	7,447	2,607	-1,844	1,817	1,014	-28,943	9,594	38	-11,333	-13,857
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Fiscal Yr 2015-16		Fiscal Yr 2016-17		Visitor Information											
Budget		Budget		Ordinary Income/Expense											
Income				July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Pacer County TOT	292,920	393,923		27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827
Non-Retail V/C Sales	7,644	7,644		637	637	637	637	637	637	637	637	637	637	637	637
Visitor Guide Income	3,000	3,000			1,500						1,500				
Merchandise Sales	114,886	114,886		18,051	16,377	9,634	9,668	4,721	6,063	4,051	4,179	5,064	5,250	12,404	19,215
Total Income	418,450	459,453		46,514	46,341	38,069	38,332	33,195	34,527	34,025	32,643	33,528	33,714	40,868	47,679
Cost of Goods Sold				7,933	9,593	6,115	5,859	3,114	4,432	2,539	2,234	2,100	2,539	7,201	7,562
Gross Profit	357,238	398,241		38,582	36,757	31,952	32,473	30,070	30,095	31,486	30,409	31,428	31,175	33,667	40,117
Expense															
5000-00 - Salaries & Wages															
5000-00 - Salaries & Wages	139,729	172,059		13,239	13,254	19,940	13,594	16,665	12,560	12,560	12,560	18,840	12,560	13,594	13,594
5020-00 - P/R - Tax Expense	12,100	15,716		1,209	1,211	1,721	1,242	1,541	1,147	1,147	1,147	1,721	1,147	1,242	1,242
5030-00 - P/R - Health Insurance	2,438	2,508		2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287
5040-00 - P/R - Workmans Comp	3,230	2,508		209	209	209	209	209	209	209	209	209	209	209	209
5050-00 - 401 (K)	5,484	5,946		458	458	651	470	593	434	434	434	651	434	470	470
509X-00 - Merit	3,497														
5090-00 - Other Payroll Expenses	2,993	607		51	51	51	51	51	51	51	51	51	51	51	51
Total 5000-00 - Salaries & Wages	189,953	224,274		17,452	17,469	23,758	17,852	21,535	18,837	16,987	16,987	23,758	16,987	17,852	17,852
5100-00 - Rent															
5110-00 - Utilities	7,500	7,500		625	625	625	625	625	625	625	625	625	625	625	625
5140-00 - Repairs & Maintenance	1,810	1,810		151	151	151	151	151	151	151	151	151	151	151	151
5150-00 - Office - Cleaning	0	0													
5100-00 - Rent	67,178	70,765		5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899
Total 5100-00 - Rent	76,468	80,096		6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675
5310-00 - Telephone	6,240	3,500		292	292	292	292	292	292	292	292	292	292	292	292
5420-00 - Mail - USPS	1,140	500		42	42	42	42	42	42	42	42	42	42	42	42
5510-00 - Insurance/Bonding	3,455	2,000		167	167	167	167	167	167	167	167	167	167	167	167
5520-00 - Supplies	5,524	4,000		333	333	333	333	333	333	333	333	333	333	333	333
Visitor Communications Other	460			200	200							260			
5700-00 - Equipment Support & Maintenance	2,100	2,100		175	175	175	175	175	175	175	175	175	175	175	175
5710-00 - Taxes, Licenses & Fees	1,116	300		25	25	25	25	25	25	25	25	25	25	25	25
5740-00 - Equipment Rental/Leasing	5,928	5,928		494	484	494	494	494	494	494	494	494	494	494	494
5900-00 - Training Seminars	1,400	3,000		1,000	1,000						500	494	494	494	494
Media/Collateral/Production	7,635	5,000		417	417	417	417	417	417	417	417	417	417	417	417
Training Video Series		5,000					1,667	1,667	1,667						
Non-NLT Co-Op Marketing Programs	1,300														
8200-00 - Employee Relations	500	500					200		300	300	300	300	300	300	300
Credit Card Fees	3,600	3,600		300	300	300	300	300	300	300	300	300	300	300	300
8700-00 - Automobile Expenses	2,700	1,200		100	100	100	100	100	100	100	100	100	100	100	100
8750-00 - Meals/Meetings	720	400		33	33	33	33	33	33	33	33	33	33	33	33
Dues and Subscriptions		1,600			400		400		400	400	400	400	400	400	400
Travel	628	4,698		409	409	409	409	409	409	409	409	409	409	409	409
Depreciation	1,019	1,019		85	85	85	85	85	85	85	85	85	85	85	85
Total Expense	312,447	349,375		27,597	28,214	33,703	29,063	32,946	28,599	26,232	26,732	33,663	26,232	27,897	27,797
Net Ordinary Income				10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,678	-2,535	4,943	5,770	12,320
Other Income/Expense															
8990-00 - Allocated	44,791	48,866		10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,678	-2,535	4,943	5,770	12,320
Total Other Expense	44,791	48,866		10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,678	-2,535	4,943	5,770	12,320
Net Other Income				-10,584	-8,543	1,720	-3,409	2,876	-1,496	-5,254	-3,678	2,535	-4,943	-5,770	-12,320
Net Income				0	0	0	0	0	0	0	0	0	0	0	0



Fiscal Yr 2015-16		Fiscal Yr 2015-17											
Budget		Budget											
Transportation													
Ordinary Income/Expense													
Income													
Placer County TOT													
Total Income	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798	200,798
Gross Profit													
Expense													
5000-00 - Salaries & Wages													
5000-00 - Salaries & Wages	76,762	76,762	85,792	6,599	6,599	9,899	6,599	6,599	6,599	6,599	6,599	6,599	6,599
5020-00 - PR - Tax Expense	6,234	6,234	8,437	649	649	974	649	649	649	649	649	649	649
5030-00 - PR - Health Insurance Expense	6,739	6,739	5,231	336	336	336	336	336	336	336	336	336	336
5040-00 - PR - Workmans Comp	1,700	1,700	2,064	172	172	172	172	172	172	172	172	172	172
5060-00 - 401 (K)	3,639	3,639	4,012	309	309	463	309	309	309	309	309	309	309
506x-00 - Merit	3,023	3,023											
66000 - Payroll Expenses	1,646	1,646											
Total 5000-00 - Salaries & Wages	99,743	99,743	106,235	8,119	8,119	11,924	8,119	8,119	8,119	8,119	8,119	8,119	8,119
5100-00 - Rent													
Tahoe City Building:													
5110-00 - Utilities	1,502	1,502											
5140-00 - Repairs & Maintenance	457	457											
5150-00 - Office - Cleaning	602	602											
5100-00 - Rent	7,019	7,019	7,985	616	616	616	616	616	616	616	616	616	616
Total 5100-00 - Rent	9,581	9,581	9,059	755	755	755	755	755	755	755	755	755	755
5320-00 - Telephone	2,475	2,475	1,275	106	106	106	106	106	106	106	106	106	106
5420-00 - Mail - USPS	50	50											
5510-00 - Insurance/Bonding	672	672	300	25	25	25	25	25	25	25	25	25	25
5520-00 - Supplies	900	900	300	25	25	25	25	25	25	25	25	25	25
5700-00 - Equipment Support & Maintenance	480	480	480	40	40	40	40	40	40	40	40	40	40
5710-00 - Taxes, Licenses & Fees	120	120	120	10	10	10	10	10	10	10	10	10	10
5740-00 - Equipment Rental/Leasing	1,320	1,320	320	27	27	27	27	27	27	27	27	27	27
Transportation Projects:													
Public Outreach													
Research & Planning Dues	5,000	5,000	450										
Research & Planning	32,000	32,000	1,200	6,795	2,375	4,381	2,626	4,407	3,590	4,261	2,375	4,000	2,000
Traffic Management	0	0	47,000			10,000					27,000		
8200-00 - Employee Relations	400	400											
8700-00 - Automobile Expenses	1,200	1,200	100	100	100	100	100	100	100	100	100	100	100
8750-00 - Meals/Meetings	400	400	300	25	25	25	25	25	25	25	25	25	25
8810-00 - Dues & Subscriptions	90	90											
Depreciation	627	627	414	34	34	34	34	34	34	34	34	34	34
Total Expense	156,008	156,008	212,903	10,456	17,076	15,412	23,637	11,857	16,763	13,936	14,242	42,412	11,231
Net Ordinary Income													
Other Income/Expense													
3890-00 - Allocated	44,791	44,791	51,309	5,488	2,607	2,607	2,929	-265	5,995	5,698	4,791	-457	6,886
Total Other Expense	44,791	44,791	51,309	5,488	2,607	2,607	2,929	-265	5,995	5,698	4,791	-457	6,886
Net Other Income													
Net Income													
Placer County-Held Funds:													
Transportation Projects													
616,530													

Ordinary Income/Expense	Fiscal Yr 2015-16 Budget	Fiscal Yr 2016-17 Budget	Infrastructure	Placer County TOT											
				July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Income															
Total Income	223,853	223,853		18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547
Gross Profit	223,853	223,853		18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547	18,547
Expense															
5000-00 - Salaries & Wages	76,762	85,792		6,599	6,599	6,599	6,599	6,599	6,599	6,599	6,599	6,599	6,599	6,599	6,599
5020-00 - PIR - Tax Expense	6,234	8,719		671	671	1,006	671	671	671	671	671	1,006	671	671	671
5030-00 - PIR - Health Insurance Expense	6,739	9,181		318	318	318	318	318	318	318	318	318	318	318	318
5040-00 - PIR - Workmans Comp	1,700	2,000		167	167	167	167	167	167	167	167	167	167	167	167
5050-00 - 401 (k)	3,626	4,020		309	309	484	309	309	309	309	309	484	309	309	309
5050-00 - Merit	3,023														
55000 - Other Payroll Expenses	1,659	890		57	57	57	57	57	57	57	57	57	57	57	57
Total 5000-00 - Salaries & Wages	99,743	106,235		8,121	8,121	11,911	8,121	8,121	8,121	8,121	8,121	11,911	8,121	8,121	8,121
5100-00 - Rent															
5110-00 - Utilities	1,500	1,500		125	125	125	125	125	125	125	125	125	125	125	125
5140-00 - Repairs & Maintenance	480	480		40	40	40	40	40	40	40	40	40	40	40	40
5150-00 - Office - Cleaning	1,080	602		50	50	50	50	50	50	50	50	50	50	50	50
5100-00 - Rent	6,869	7,027		586	586	586	586	586	586	586	586	586	586	586	586
Total 5100-00 - Rent	9,729	9,609		801	801	801	801	801	801	801	801	801	801	801	801
5310-00 - Telephone	2,400	3,200		250	450	250	250	250	250	250	250	250	250	250	250
5420-00 - Mail - USPS	50	50		25	25	25	25	25	25	25	25	25	25	25	25
5510-00 - Insurance/Bonding	600	300		25	25	25	25	25	25	25	25	25	25	25	25
5520-00 - Supplies	947	300		25	25	25	25	25	25	25	25	25	25	25	25
5700-00 - Equipment Support & Maintenance	660	660		55	55	55	55	55	55	55	55	55	55	55	55
5710-00 - Taxes, Licenses & Fees	372	372		31	31	31	31	31	31	31	31	31	31	31	31
5740-00 - Equipment Rental/Leasing	1,552	2,552		213	213	213	213	213	213	213	213	213	213	213	213
Infrastructure Projects:															
Public Outreach	1,000	500													
Research & Planning	50,000	40,000		0	2,583	2,261	5,927	9,145	2,253	3,080	3,357	5,325	2,015	2,500	1,533
8200-00 - Employee Relations	350	400		115	115	115	115	115	115	115	115	115	115	115	115
8700-00 - Automobile Expenses	1,380	1,380		33	33	33	33	33	33	33	33	33	33	33	33
8750-00 - Meals/Meetings	694	400		34	34	34	34	34	34	34	34	34	34	34	34
Dues & Subscriptions	0	414													
Depreciation	627	170,104		8,729	13,097	15,754	15,656	18,850	12,580	12,917	13,804	18,818	11,719	12,204	11,237
Total Expense	53,749	58,196		8,819	5,451	2,793	2,892	-302	5,957	5,630	4,743	-271	5,829	6,344	7,311
Net Ordinary Income				8,819	5,451	2,793	2,892	-302	5,957	5,630	4,743	-271	5,829	6,344	7,311
Other Expense															
8990-00 - Allocated	53,749	55,196		8,819	5,451	2,793	2,892	-302	5,957	5,630	4,743	-271	5,829	6,344	7,311
Total Other Expense	53,749	55,196		8,819	5,451	2,793	2,892	-302	5,957	5,630	4,743	-271	5,829	6,344	7,311
Net Other Income				-8,819	-5,451	-2,793	-2,892	302	-5,957	-5,630	-4,743	271	-5,829	-6,344	-7,311
Net Income		0		0	0	0	0	0	0	0	0	0	0	0	0
Capital Improvement Funding - Placer Held	2,327,910	1,865,549		155,462	155,462	155,462	155,462	155,462	155,462	155,462	155,462	155,462	155,462	155,462	155,462
Expenditures to be paid through Placer:															
Infrastructure Projects	2,327,910	1,865,549		120,239	288,619	162,169	120,239	120,239	140,278	120,239	140,278	130,489	139,647	184,566	196,538

	Jul '15 - Jun 15		Jul '16 - Jun 17		Membership											
	Budget		Budget		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Ordinary Income/Expense																
Income																
Membership	135,000		117,880		30,000	2,000	2,000	2,000	10,236	10,236	10,236	10,236	10,236	10,236	10,236	10,236
New Member Fees	5,250		4,000		333	333	333	333	333	333	333	333	333	333	333	333
Membership Activities	70,050		70,050		900	3,300	5,500	3,500	1,000	3,500	3,000	5,100	5,000	36,600	850	2,000
Tuesday Morning Breakfast Club	9,600		9,600		800	800	800	800	800	800	800	800	800	800	800	800
Sponsorships	8,100		7,000		1,000	1,000	500	500		600	1,000	2,400	1,000	800	1,500	1,500
Total Income	228,000		228,540		32,033	7,433	8,633	7,133	12,370	15,470	14,370	17,470	16,770	47,970	12,020	14,970
Gross Profit	228,000		228,540		32,033	7,433	8,633	7,133	12,370	15,470	14,370	17,470	16,770	47,970	12,020	14,970
Expense																
5000-00 - Salaries & Wages					6,227	6,227	9,341	6,227	6,227	6,227	6,227	6,227	6,227	6,227	6,227	6,227
5000-00 - Salaries & Wages	72,300		80,951													
5000-00 - In Market Administration	-14,500		-16,500													
5020-00 - P/R - Tax Expense	4,876		7,471		575	575	862	575	575	575	575	575	862	575	575	575
5030-00 - P/R - Health Insurance Expense	12,342		17,397		1,325	2,075	1,325	1,325	1,325	1,325	1,325	2,075	1,325	1,325	1,325	1,325
5040-00 - P/R - Workmans Comp	1,630		1,072		89	89	89	89	89	89	89	89	89	89	89	89
5060-00 - 401 (K)	725		643		50	50	75	50	50	50	50	50	75	50	50	50
50XX-00 - Merit	4,807															
6600 - Other Payroll Expenses	1,308		1,055		88	88	88	88	88	88	88	88	88	88	88	88
Total 5000-00 - Salaries & Wages	83,988		92,084		8,354	5,437	6,279	4,687	4,687	8,354	8,354	9,104	11,779	8,354	8,354	8,354
5100-00 - Rent																
5110-00 - Utilities	750		750		63	63	63	63	63	63	63	63	63	63	63	63
5140-00 - Repairs & Maintenance	480		480		40	40	40	40	40	40	40	40	40	40	40	40
5150-00 - Office - Cleaning	1,080		1,080		90	90	90	90	90	90	90	90	90	90	90	90
5100-00 - Rent	6,718		7,079		590	590	590	590	590	590	590	590	590	590	590	590
Total 5100-00 - Rent	9,028		9,369		782	782	782	782	782	782	782	782	782	782	782	782
5310-00 - Telephone	2,700		2,700		225	225	225	225	225	225	225	225	225	225	225	225
5420-00 - Mail - USPS	792		800		50	50	50	50	50	50	50	50	50	50	50	50
5510-00 - Insurance/Bonding	1,382		900		67	67	67	67	67	67	67	67	67	67	67	67
5520-00 - Supplies	1,300		1,300		108	108	108	108	108	108	108	108	108	108	108	108
5700-00 - Equipment Support & Maintenance	565		565		47	47	47	47	47	47	47	47	47	47	47	47
5710-00 - Taxes, Licenses & Fees	720		500		42	42	42	42	42	42	42	42	42	42	42	42
5740-00 - Equipment Rental/Leasing	3,976		3,266		272	272	272	272	272	272	272	272	272	272	272	272
5800-00 - Training Seminars	3,000		3,000		1,352	2,338	3,019	3,242	588	3,338	588	2,559	588	14,587	588	2,213
Membership Activities	42,002		35,000		708	708	708	708	708	708	708	708	708	708	708	708
Tuesday Morning Breakfast Club	8,844		8,500													
Employees Relations	450		450													
Credit Card Fees	3,520		3,520		210	210	210	210	210	210	210	210	210	210	210	210
8700-00 - Automobile Expenses	950		750		63	63	63	63	63	63	63	63	63	63	63	63
8750-00 - Meals/Meetings	1,500		500		42	42	42	42	42	42	42	42	42	42	42	42
Dues & Subscriptions	7,635		1,000		83	83	83	83	83	83	83	83	83	83	83	83
Travel	0		0													
Depreciation	627		627		52	52	52	52	52	52	52	52	52	52	52	52
Total Operating Expenses	172,983		164,587		12,457	12,026	12,049	10,580	8,228	14,593	11,693	15,914	15,119	28,892	11,693	13,318
Net Ordinary Income	55,012		43,979		19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Other Income/Expense																
8900-00 - Allocated	40,312		43,979		19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Total Other Expense	40,312		43,979		19,576	-4,593	-3,416	-3,547	4,143	777	2,677	1,556	3,651	21,277	327	1,552
Net Other Income	-40,312		-43,979		-19,576	4,593	3,416	3,547	-4,143	-777	-2,677	-1,556	-3,651	-21,277	-327	-1,552
Net Income	14,700		0		0	0	0	0	0	0	0	0	0	0	0	0

		Fiscal Yr 2016-17											
		Budget											
		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Gross Profit		0	0	0	0	0	0	0	0	0	0	0	0
Expense		0	0	0	0	0	0	0	0	0	0	0	0
5000-00 - Salaries & Wages		250,609	250,643	35,465	23,643	23,643	23,643	23,643	23,643	35,465	23,643	23,643	23,643
5000-00 - Salaries & Wages		19,693	1,753	2,630	1,753	1,753	1,753	1,753	1,753	2,630	1,753	1,753	1,753
5020-00 - PIR - Tax Expense		35,817	4,452	3,202	3,202	3,202	3,202	3,202	4,452	3,202	3,202	3,202	3,202
5030-00 - PIR - Health Insurance Expense		24,000	4,011	401	401	401	401	401	401	401	401	401	401
5040-00 - PIR - Workmans Comp		9,866	699	1,049	699	699	699	699	699	1,049	699	699	699
5050-00 - 401 (s)		6,328	0	0	0	0	0	0	0	0	0	0	0
5060-00 - Other Payroll Expenses		1,121	0	0	0	0	0	0	0	0	0	0	0
5070-00 - Salaries & Wages		386,069	31,041	42,839	29,791	29,791	29,791	29,791	31,041	42,839	29,791	29,791	29,791
5100-00 - Rent		2,400	200	200	200	200	200	200	200	200	200	200	200
5110-00 - Utilities		2,400	200	200	200	200	200	200	200	200	200	200	200
5140-00 - Repairs & Maintenance		3,024	252	252	252	252	252	252	252	252	252	252	252
5150-00 - Office - Cleaning		21,510	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
5160-00 - Rent		28,534	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557
5200-00 - Telephone		8,596	717	717	717	717	717	717	717	717	717	717	717
5420-00 - Mail - USPS		1,556	58	58	58	58	58	58	58	58	58	58	58
5510-00 - Insurance/Bonding		3,288	142	142	142	142	142	142	142	142	142	142	142
5520-00 - Supplies		9,000	583	583	583	583	583	583	583	583	583	583	583
5700-00 - Equipment Support & Maintenance		3,728	311	311	311	311	311	311	311	311	311	311	311
5710-00 - Taxes, Licenses & Fees		3,333	667	667	667	667	667	667	667	667	667	667	667
5740-00 - Equipment Rental/Leasing		3,064	208	208	208	208	208	208	208	208	208	208	208
5800-00 - Training Seminars		1,050	1,500	0	0	0	0	0	0	0	0	0	0
5810-00 - Public Outreach		180	0	0	0	0	0	0	0	0	0	0	0
5900-00 - Professional Fees		21,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
6490-00 - Classified Ads		750	250	0	0	0	0	0	0	0	0	0	0
8200-00 - Employee Relations		2,200	50	50	50	50	50	50	50	50	50	50	50
8300-00 - Board Functions		4,600	300	300	300	300	300	300	300	300	300	300	300
8700-00 - Automobile Expenses		1,000	83	83	83	83	83	83	83	83	83	83	83
8750-00 - Meals/Meetings		1,350	50	50	50	50	50	50	50	50	50	50	50
8810-00 - Dues & Subscriptions		1,600	270	440	0	0	350	170	300	60	100	100	400
8810-00 - Travel		3,400	0	0	0	0	0	900	0	0	1,200	1,300	0
Depreciation		1,959	163	163	163	163	163	163	163	163	163	163	163
Total Expense		447,907	38,440	49,178	35,890	37,640	38,700	50,140	39,590	50,898	38,690	37,240	36,290
Net Ordinary Expenses		-447,907	-38,440	-49,178	-35,890	-37,640	-38,700	-50,140	-39,590	-50,898	-38,690	-37,240	-36,290
Other Income/Expense		0	0	0	0	0	0	0	0	0	0	0	0
Other Income		0	0	0	0	0	0	0	0	0	0	0	0
4700-00 - Interest & Investment & Other		0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income		0	0	0	0	0	0	0	0	0	0	0	0
Other Expense		0	0	0	0	0	0	0	0	0	0	0	0
8990-00 - Allocated		0	0	0	0	0	0	0	0	0	0	0	0
Total Other Expense		0	0	0	0	0	0	0	0	0	0	0	0
Net Other Income		0	0	0	0	0	0	0	0	0	0	0	0
Net Income		0	0	0	0	0	0	0	0	0	0	0	0