



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

Topics of Discussion  
FY 11/12

- October: Audit/Taxes
- November:
- December: Accounting and Membership Software
- January: Financial Reporting/ Visitor Center Lease & Business Plan
- February: 6 month Forecast
- March: Contract, Scope of Work/Budget
- April: Wage & Benefit Survey - Organization
- May: 9 month Forecast
- June: Organization Budget
- July: County Contract
- August: Wage & Benefit Survey - Community
- September: Revised Budget/Cross Check with Coop



To: Sandy Evans Hall

From: Lisa de Roulet, Kym Fabel

Date: November 22, 2011

Subject: Recommendation on Chamber software product

There were several elements we considered in presenting our recommendation to you with regard to which chamber software product to purchase.

First, we looked for a product whose client list contained Chamber/Visitor/Resort Association organizations similar to ourselves. We deemed that familiarity with our kind of Chamber organization was among the most important criteria to consider, given the diversity in Chamber groups.

Second, we test drove what we considered to be the two "best in class" software products, Chamber Master and Web Link. Kym and I participated in product demos to understand the feel and reach of the products. This was our feature/function comparison.

Third, we looked at price and the return on our investment.

Let's look at each point in greater detail.

First, we asked each company to provide a list of references that reflected chambers that were similar to us in terms of our Chamber/CVB/Resort Association construct. Chamber Master provided 4 references and Web Link provided 8 references. Challenges with the implementation and change management were mentioned by most of the references. The verbatims are detailed in Attachment 1. In summary, 3 of the Chamber Master references were positive and one was decidedly negative. Five of the Web Link references were very positive. Web Link had more clients that appeared to be more like us and they showcased that more effectively than Chamber Master.

Second, we were actually impressed with both packages and they both do a really good job of managing the database information and allowing the member data base to be segmented based on a variety of criteria, automated emails, calendaring functionality and marketing/banner ads. The Web Link rep spent more time in a solutions selling mode before demo-ing the product rather than the Chamber Master approach of diving directly into the product. Both packages offer a mobile application. However, the Web Link package allows for payment by credit card both on the mobile technology as well as on the website.

Third, pricing for the two packages was very competitive. Attachment 2, provides the ROI of our investment in each product. Chamber Master edges out Web Link by about \$980. However, Chamber Master has tiered pricing that increases by 30% when you reach 600 members and by 42% when you reach 800 members. Web Link pricing is all inclusive, regardless of member size.

### **Conclusion**

Either package would bring much needed functionality to the Chamber. However, when taken as a whole, the fact that Web Links client referrals were closer to our own structure, the verbatims were more positive and the price is not materially different; we are comfortable recommending that we move ahead with Web Link, as our preferred solution.

Please feel free to reach out to either Kym or I, if you have any questions.





## Attachment 1

In our ongoing process to determine the best chamber software for our organization, we asked both Chamber Master and Web Link to provide references for Chamber/CVB/Resort Associations similar to us that utilize their product. Kym Fabel called all Chamber Master references and Lisa de Roulet called all of the Web Link references.

### WEB LINK CLIENTS

Web Link provided eight clients, as references for their product. As of 11/21/11, we contacted all eight Chamber executives and have spoken with six of them. Below are the contacts, websites and verbatims:

**Tampa Bay Beaches** ([www.tampabaybeaches.com](http://www.tampabaybeaches.com)) – Robin Sollie, CEO 727-360-6957 (office) 727-385-7687 (cell)

- they looked at three software packages Chamber Master, Web Link, ChamberWare
- Web Link built their website and Chamber database and they have been using it for four years
- they integrated with QuickBooks but it was 50/50 on effectiveness but thought that may have had something to do with their bookkeeper
- good customer service and very personable, they like the dedicated relationship manager model
- felt that the technology and robustness of Web Link was superior
- they didn't need to do much customization on the database
- using the chamber's mobile site
- you will see a return on investment in one year
- they have one on one consultations with new members to bring them up to speed on managing their info online, referrals, banner ads, online store – they created a new member checklist
- more manageable membership file, invoicing, referrals

**Titusville Chamber** ([www.titusville.org](http://www.titusville.org)) – Marcia Graedcke, CEO 321-267-3036

- have had it since 2005
- love it!
- a little more expensive, worth the expense
- website and data base is great
- love ability to segment members
- they did their website as well and just went live with it
- invoices print the number of referrals right on it

- just got the mobile app and are eager to get it going
- support has gotten more friendly over the years
- good integration with QuickBooks
- We blink has been fabulous
- she feels that their website is more polished looking than the other local Chambers at CoCo Beach and Palm Bay which use Chamber Master

**Big Bear Chamber** ([www.bigbearchamber.com](http://www.bigbearchamber.com)) – Sara Russ, CEO 909-866-4607  
Spoke with Pam Schannel who actually did implementation

- love it!
- struggling to get members to accept the new technology
- a dream, they change pictures seasonally

**Big Bear continued**

- quick links upset some members
- change management is important with member, set up web classes to teach members
- love being able to tailor emails to each segment
- they have tiered pricing on advertising
  - members don't need their own website now; can upload videos to website using Animoto.com
  - the chamber now comes up first in a Google search of the area
- excellent support and individual rep is great

**Temecula Valley Chamber** ([www.temecula.org](http://www.temecula.org)) - Alice Sullivan, CEO 951-675-5090

- just purchased it about 4 months ago
- integrated into their existing website
- she felt that Chamber Master had lots of add-ons that created extra costs
- over 1000 members
  - feels it's slow in relation to Chamberware
  - huge amount of training for members
  - they add issues with grabbing non-members when bids when out for their annual gala
- Overall very happy with it
  - definitely worth it since you can work on it on planes
- integrated into QuickBooks but it was a lot of work
- told their members, "We did this for you, to bring greater value to the chamber members"

**Coronado Chamber** ([www.coronadochamber.com](http://www.coronadochamber.com)) – Karen Finch, CEO 619-435-9260  
Spoke with Karen who worked on implementation, not CEO

- have had them for 3 years
- very accommodating customer service, good turnaround if something needs fixing
- used them to build both the website and the chamber site
- they use QuickBooks and integration works well
- 426 members, 2 people in the Chamber department
- members feel like they are getting a better value

**Sunriver Chamber** ([www.sunriverchamber.com](http://www.sunriverchamber.com)) – Dennis Smeage, CEO 541-593-8149

- been a customer 5 years
- implementation went well

- communication back to customers not good/solid
- product is good; lots of capability they don't use
- feels Web Link is on the cutting edge of technology
  - they are going with the new mobile app and are excited
- they had Web link build their website
  - that gets more visitors than the Chamber site
- Web link is receptive to tweaking the website

**Glenwood Springs Chamber** ([www.visitglenwood.com](http://www.visitglenwood.com)) – Marianne Virgili 970-945-6589

Left message – haven't heard back

**Pagosa Springs Chamber** ([www.pagosochamber.com](http://www.pagosochamber.com)) – Mary Jo Coulehan 970-264-2360

- they integrated with an existing site; integration went fine
- happy with the process as a whole
  - lots of bells and whistles
  - challenges with the conversion around renewals as data got “stuck” in conversion mode and they had to force invoice dates on converted renewals to get them to produce invoices (but only about 12 members of their 600)
- had challenges with mailing vs physical addresses but sure to address that in conversion
- converted from Chamber Master which they used for 4 years
- knows she made the right decision and is happy with it once they worked through conversion issues
- very responsive customer/tech support; loves the dedicated support rep model
- just starting to utilize the functionality like Front Desk, tiered membership levels,
- once past the learning curve it is really user friendly, great in product help

## CHAMBER MASTER CLIENTS

Chamber Master provided

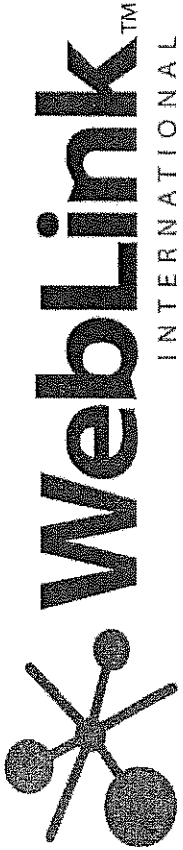
**Fremont and Dodge County CVB:** <http://www.fremontne.org/pages/visit>

Company	name	implementation	training	ease of use	meet customer needs	support pre/post	Comments
Fremont & Dodge County CVB	Jessica/Andrea	4	webinar goto guides	4	5	5	weblink and CM CM positive customer service provide constant updating every month update Weblink "here is the program - thanks and good-bye" online members benefits/reports took a year to get acclimated to CM I like the calendar easier to sell to new members upsell don't use so much

**Huron Chamber and Visitors Bureau:** <http://www.huronsd.com/>

Company	name	implementation	training	ease of use	meet customer needs	support pre/post	Comments
Huron CVB	Wanda	?	easy	3	4	5	don't use for e-mail - have problems business directory is good robert Sharp did website don't like calendar - cant do categories





The following information represents a potential return on your WebLink Investment. The numbers displayed here are based on information provided to Weblink and used in a forecasting tool to represent the potential return of additional revenue and reduced expenses realized through implementing an affective marketing campaign and process analysis. These results are not guaranteed.

Your WebLink Connect Annual Subscription Full Value Amount

\$5,100

Your WebLink Projected Reduced Expenses:

\$8,777

Your WebLink Projected Additional Non-Dues Revenue:

\$14,400

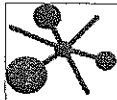
Your WebLink Projected Additional Dues Revenue:

\$5,694

Your WebLink Projected ROI:

\$23,771





Use this form to benchmark your current revenue and expenses. Simply fill in any yellow box and the rest will be completed for you. Click through each sheet to see how you stand to benefit.

Your Weblink Connect Annual Subscription Amount  
\$5,100

**Benchmark Questions**

**Current Database**

Current membership size:	500
Current Staff Size:	2
Annual Dues Budget:	\$185,528
Current average dues amount:	\$210
Average hourly rate for data entry:	\$26.50
<b>Efficiency Gains: List questions with specific answers</b>	
<b># of staff hours spent per month</b>	
Hours spent mailing invoices	8
Hours spent on member updates	45
Hours spent on redundant data entry	25
Hours spent Updating financial software for AR	8
Hours spent Updating Membership and Event Info on web site	45
Hours spent compiling board reports	5
Hours spent manually registering people for events	35
Hours spent manually processing credit card payments:	10
Hours spent documenting referral reports for members:	0
Hours spent mailing statements:	3

Your Weblink Connect Projected Reduced Expenses:  
\$8,777

Your Weblink Connect Projected Additional Non-Dues Revenue:  
\$14,800

Your Weblink Connect Projected Additional Dues Revenue:  
\$5,694

Your Weblink Connect Projected ROI:  
\$23,771

**Membership Sales Gains**

Current top 5 categories on your business directory:  
Number of non members in your community that fit in Top 5:  
Current average dues amount for these member types  
Current average number of new members per month:

	#1	#2	#3	#4	#5
Restaurants	10	Boats/Marinas	5	Real Estate	15
	\$210	\$210	\$210	\$210	\$210
	8				20

**Retention Gains**

Current average number of drops per month:  
Number of hours spent on collections calls:  
Number of hours spent on retention calls:

Current average number of drops per month:	6
Number of hours spent on collections calls:	3
Number of hours spent on retention calls:	16

**Non Dues Revenue Gains**

Enhanced Descriptions in business directory  
Additional Categories in business directory  
Revenue from Top of Directory Category Placement  
Revenue from Home Page Ads  
Revenue from Level 2 page Ads  
Revenue from Level 3 page ads  
Other Item 1  
Other Item 2  
Other Item 3

**What would you charge for these items?**

Enhanced Descriptions in business directory	\$25
Additional Categories in business directory	\$10
Revenue from Top of Directory Category Placement	\$125
Revenue from Home Page Ads	\$50
Revenue from Level 2 page Ads	\$35
Revenue from Level 3 page ads	\$20
Other Item 1	\$0
Other Item 2	\$0
Other Item 3	\$0

**Percentage of members you think would participate:**

	70.0%
	40.0%
	5.0%
	1.0%
	1.0%
	1.0%
	0.5%
	0.5%
	0.5%



WebLink can help your chamber become much more efficient by eliminating data silos, reducing duplicate data entry, integrating with your web site and allowing members to serve themselves

**Efficiency Gains**

- Money you save by emailing invoices:
- Money you save by having members update their information online:
- Money you save by not having to enter the same information multiple times:
- Money you save by not having to manually update your financial software with receivables information:
- Money you save by not having to manually update your website:
- Money you save by having easy-to-run board reports:
- Money you save by allowing people to register and pay for events online:
- Money you save by not having to manually process credit cards:
- Money you save by not having to manually record referrals to members:
- Money you save by emailing statements:

Annual Savings if you achieved the following percentage improvement

10%	15%	20%	40%
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Amount you spend now:

\$2,544	\$254	\$382	\$509	\$1,018
\$14,310	\$1,431	\$2,147	\$2,862	\$5,724
\$7,950	\$795	\$1,193	\$1,590	\$3,180
\$2,544	\$254	\$382	\$509	\$1,018
\$14,310	\$1,431	\$2,147	\$2,862	\$5,724
\$1,590	\$159	\$239	\$318	\$636
\$11,130	\$1,113	\$1,670	\$2,226	\$4,452
\$3,180	\$318	\$477	\$636	\$1,272
\$954	\$95	\$143	\$191	\$382

Choose the amount of savings you feel your organization will achieve through Weblink Connect.

\$8,777

Totals: \$58,572    \$5,851    \$8,777    \$11,702    \$23,405



WebLink can ramp up your member recruitment efforts by leveraging referral history and helping you target business who will benefit the most from Chamber membership

**Membership Recruitment Gains**

Amount of revenue you could add by using Weblink Connect to target popular business types in your community

Percentage Increase in Recruitment

	10%	15%	20%	40%	50%
Restaurants	\$210	\$315	\$420	\$840	\$1,050
Boats/Marinas	\$105	\$158	\$210	\$420	\$525
Real Estate	\$315	\$473	\$630	\$1,260	\$1,575
Restaurants	\$630	\$945	\$1,260	\$2,520	\$3,150
Hotels	\$420	\$630	\$840	\$1,680	\$2,100
<b>Totals:</b>	<b>\$1,680</b>	<b>\$2,520</b>	<b>\$3,360</b>	<b>\$6,720</b>	<b>\$8,400</b>

Choose the amount of additional recruitment revenue you feel your organization will gain through Weblink Connect.



WebLink will help you increase your retention rate by demonstrating real value to members, engaging them in a more personal manner, and enhancing their online visibility

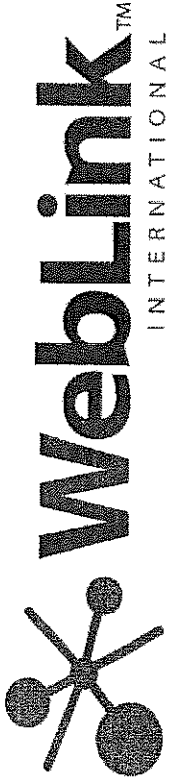
**Average dollar amount you are losing now per year:**

- Money you could save by reducing your average drops
- Money you could save by reducing average hours spent on collections calls:
- Money you could save by reducing average hours spent on retention calls:

Current annual expenses	Percentage of Improvement				
	10%	15%	20%	25%	5%
\$15,120	\$1,512	\$2,268	\$3,024	\$3,780	\$756
\$954	\$95	\$143	\$191	\$239	\$48
\$5,088	\$509	\$763	\$1,018	\$1,272	\$254
<b>Totals:</b>	<b>\$21,162</b>	<b>\$3,174</b>	<b>\$4,232</b>	<b>\$5,291</b>	<b>\$1,058</b>

Choose the amount of savings you feel your organization will achieve through Weblink Connect.

**\$3,174**



WebLink increases your non-dues revenue streams by turning your website in to a valuable advertising opportunity for members

**Non-Dues Revenue Opportunities included with WebLink**

	Sample Annual Prices (adjust according to your membership)	Percentage of members who will participate	Number of participating members	Potential Annual Revenue
Additional New Revenue from Enhanced Descriptions in business directory	\$25	70.00%	350	\$8,750
Additional New Revenue from Additional Categories in business directory	\$10	40.00%	200	\$2,000
Additional New Revenue from Revenue from Top of Directory Category Placement	\$125	5.00%	25	\$3,125
Additional New Revenue from Revenue from Home Page Ads	\$50	1.00%	5	\$250
Additional New Revenue from Revenue from Level 2 page Ads	\$35	1.00%	5	\$175
Additional New Revenue from Revenue from Level 3 page ads	\$20	1.00%	5	\$100
Additional New Revenue from Other Item 1	\$0	0.50%	3	\$0
Additional New Revenue from Other Item 2	\$0	0.50%	3	\$0
Additional New Revenue from Other Item 3	\$0	0.50%	3	\$0

**Totals: \$14,400**



The following information represents a potential return on your ChamberMaster investment. The numbers displayed here are based on information provided to ChamberMaster and used in a forecasting tool to represent the potential return of additional revenue and reduced expenses realized through implementing an affective marketing campaign and process analysis. These results are not guaranteed.

Your Chamber Master Annual Subscription Full Value Amount  
**\$4,118**

Your ChamberMaster Projected Reduced Expenses:  
**\$8,777**

Your ChamberMaster Projected Additional Non-Dues Revenue:  
**\$14,400**

Your ChamberMaster Projected Additional Dues Revenue:  
**\$5,694**

Your ChamberMaster Projected ROI:  
**\$24,753**



# ROI Calculator - Custom Database

Use this form to benchmark your current revenue and expenses. Simply fill in any yellow box and the rest will be completed for you. Click through each sheet to see how you stand to benefit.

Your ChamberMaster Connect Annual Subscription Amount

**Benchmark Questions**

**Current Database**

Current membership size:	500
Current Staff Size:	2
Annual Dues Budget:	\$185,528
Current average dues amount:	\$210
Average hourly rate for data entry	\$26.50
<b>Efficiency Gains: List questions with specific answers</b>	
<b># of staff hours spent per month</b>	
Hours spent mailing invoices	8
Hours spent on member updates	45
Hours spent on redundant data entry	25
Hours spent Updating financial software for AR	8
Hours spent Updating Membership and Event Info on web site	45
Hours spent compiling board reports	5
Hours spent manually registering people for events	35
Hours spent manually processing credit card payments:	10
Hours spent documenting referral reports for members:	0
Hours spent mailing statements:	3

Your ChamberMaster Connect Projected Reduced Expenses:

Your ChamberMaster Connect Projected Additional Non-Dues Revenue:

Your ChamberMaster Connect Projected Additional Dues Revenue:

Your ChamberMaster Connect Projected ROI:

**Membership Sales Gains**

Current top 5 categories on your business directory:  
 Number of non members in your community that fit in Top 5:  
 Current average dues amount for these member types  
 Current average number of new members per month:

	#1	#2	#3	#4	#5
Restaurants	10	5	15	30	20
Boats/Marinas					
Real Estate					
Restaurants					
Hotels					
	\$210	\$210	\$210	\$210	\$210
	8				

**Retention Gains**

Current average number of drops per month:	6
Number of hours spent on collections calls:	3
Number of hours spent on retention calls:	16

Percentage of members you think would participate:

**Non Dues Revenue Gains**

	What would you charge for these Items?
Enhanced Descriptions in business directory	\$25
Additional Categories in business directory	\$10
Revenue from Top of Directory Category Placement	\$125
Revenue from Home Page Ads	\$50
Revenue from Level 2 page Ads	\$35
Revenue from Level 3 page ads	\$20
Other Item 1	\$0
Other Item 2	\$0
Other Item 3	\$0

<input type="text" value="70.0%"/>
<input type="text" value="40.0%"/>
<input type="text" value="5.0%"/>
<input type="text" value="1.0%"/>
<input type="text" value="1.0%"/>
<input type="text" value="1.0%"/>
<input type="text" value="0.5%"/>
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ChamberMaster can help your chamber become much more efficient by eliminating data silos, reducing duplicate data entry, integrating with your web site and allowing members to serve themselves

**Efficiency Gains**

- Money you save by emailing invoices:
- Money you save by having members update their information online:
- Money you save by not having to enter the same information multiple times:
- Money you save by not having to manually update your financial software with receivables information:
- Money you save by not having to manually update your website:
- Money you save by having easy-to-run board reports:
- Money you save by allowing people to register and pay for events online:
- Money you save by not having to manually process credit cards:
- Money you save by not having to manually record referrals to members:
- Money you save by emailing statements:

Annual Savings if you achieved the following percentage improvement

10%	15%	20%	40%
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Amount you spend now:

\$2,544	\$254	\$382	\$509	\$1,018
\$14,310	\$1,431	\$2,147	\$2,862	\$5,724
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\$3,180	\$318	\$477	\$636	\$1,272
\$0	\$0	\$0	\$0	\$0
\$954	\$95	\$143	\$191	\$382

Choose the amount of savings you feel your organization will achieve through ChamberMaster:

\$8,777

Totals: \$58,512 \$5,851 \$8,777 \$11,702 \$23,405





ChamberMaster can ramp up your member recruitment efforts by leveraging referral history and helping you target business who will benefit the most from Chamber membership

**Membership Recruitment Gains**

Amount of revenue you could add by using ChamberMaster to target popular business types in your community

Percentage Increase in Recruitment

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Restaurants	\$210	\$315	\$420	\$840	\$1,050
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Hotels	\$420	\$630	\$840	\$1,680	\$2,100
<b>Totals:</b>	<b>\$1,680</b>	<b>\$2,520</b>	<b>\$3,360</b>	<b>\$6,720</b>	<b>\$8,400</b>

Choose the amount of additional recruitment revenue you feel your organization will gain through ChamberMaster.

**\$2,520**



ChamberMaster will help you increase your retention rate by demonstrating real value to members, engaging them in a more personal manner, and enhancing their online visibility

Average dollar amount you are losing now per year:

Money you could save by reducing your average drops

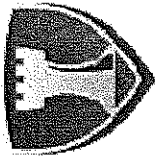
Money you could save by reducing average hours spent on collections calls:

Money you could save by reducing average hours spent on retention calls:

Current annual expenses	Percentage of Improvement				
	10%	15%	20%	25%	5%
\$15,120	\$1,512	\$2,268	\$3,024	\$3,780	\$756
\$954	\$95	\$143	\$191	\$239	\$48
\$5,088	\$509	\$763	\$1,018	\$1,272	\$254
<b>Totals:</b>	<b>\$21,162</b>	<b>\$3,174</b>	<b>\$4,232</b>	<b>\$5,291</b>	<b>\$1,058</b>

Choose the amount of savings you feel your organization will achieve through ChamberMaster.

\$3,174



ChamberMaster  
 www.chambermaster.com

Weblink increases your non-dues revenue streams by turning your website in to a valuable advertising opportunity for members

**Non-Dues Revenue Opportunities included with ChamberMaster**

	Sample Annual Prices (adjust according to your membership)	Percentage of members who will participate	Number of participating members	Potential Annual Revenue
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Additional New Revenue from Revenue from Level 2 page Ads	\$35	1.00%	5	\$175
Additional New Revenue from Revenue from Level 3 page ads	\$20	1.00%	5	\$100
Additional New Revenue from Other Item 1	\$0	0.50%	3	\$0
Additional New Revenue from Other Item 2	\$0	0.50%	3	\$0
Additional New Revenue from Other Item 3	\$0	0.50%	3	\$0

**Totals: \$14,400**



## north lake tahoe

Chamber | CVB | Resort Association

To: Sandy Evans Halls

From: Lisa de Roulet

Date: November 30, 2011

Subject: Accounting software recommendation

In evaluating the multitude of accounting software packages that are available, several key considerations were of significant importance.

First was functionality regarding the unique accounting requirements imposed by our relationship with the County and proper accounting for those activities. Our accounting needs are not typical of many not-for-profit firms, and, as such, many non-profit accounting packages were not an optimal fit.

Second is one of scalability. With our current accounting staff, two software licenses would be sufficient. However, with a five-year time horizon, we needed to identify a software solution that would be readily and easily scalable to future staffing needs.

Finally, given our IT constraints, any solution implemented would require minimal in-house networking and maintenance support.

I researched and evaluated three packages. First I considered upgrading our existing Microsoft Dynamics software version. There have been significant improvements in the software since our original purchase and there is an option to have a hosted version. However, the cost to upgrade ranged from \$1,584 to \$2,200. Further, we would need to hire a third party to facilitate the upgrade.

I also looked at Sage's non-profit version of Peachtree. The cost was fairly competitive at \$1,399 plus \$50 per month per user for hosting. However, it does not integrate with Web Link, so I eliminated it from the running.

The last package considered was Intuit's Quick Books for non profits. According to Web Link, nine out of ten chambers use QuickBooks. The cost of Quick Books Premier for Non Profits with two licenses and payroll is \$949 a year plus \$110 a month for hosting.

I would recommend that we move ahead with the Intuit Quick Books for non-profits solution.

Thanks!



To: Sandy Evans Halls

From: Lisa de Roulet

Date: November 30, 2011

Subject: Phone/Internet Recommendation

As you know, one of our goals is to move to a more web-based (cloud) environment. Toward that end, we have just started our implementation of the hosted Web Link chamber software. We will also be moving toward a hosted accounting solution. Our current phone and internet solution relies on three telecommunications companies to deliver our mix of technology at a cost of approximately \$1,580 per month. As we have discussed previously, our dsl service is inadequate to accommodate hosted solutions and is woefully slow. Additionally, the three disparate telecommunications companies offer a mix of fax, 800, long distance and local calling services. Over time, many of the numbers that we are paying for are not being utilized.

I have asked Charter to provide an estimate to bring fiber optic technology to our building and to provide a quote that would include phone service. I am attaching the quote as well as a cost comparison of the all in Charter quote versus our current 3 provider costs. All of the numbers that we use can be ported over to Charter.

I believe it may be reasonable to consider this proposal. First it will allow us to consolidate our phone services. Second, we can do a "phone number rationalization" and ensure that we understand the numbers in use and eliminate those we don't. We would not eliminate the Airport VIC cost with AT&T nor would we eliminate the Tahoe City VIC cost, until we consolidate the buildings.

There is a cost to us of \$1,000 for bringing the service to the building but the payback on that would be about 14 months based on monthly savings.

Please let me know, what your thoughts are.

Thanks!  
Lisa

Monthly Cost Comparison	Charter Fiber Optic plus Phone Charges	ATT, TC, TNCI
Internet and Voice	\$ 1,430	
ATT		\$ 833
Telepacific Communications		\$ 650
TNCI		\$ 96
	\$ 1,430	\$ 1,579

Add Back:		
Airport VIC	\$ 80	
Tahoe City VIC (until 6/1/12?)	\$ 119	
Cost with VIC and Airport	\$ 1,628	\$ 1,579
Less Tahoe City VIC	\$ 119	
Monthly Comparison	\$ 1,510	\$ 1,579

Monthly savings \$ 69

Construction Cost to NLTRA \$1,000  
Payback based on \$69/month savings 14.5 months



11-30-2011

Lisa de Roulet  
**Director of Finance and Human Resources**  
North Lake Tahoe Resort Association  
Chamber of Commerce  
Visitor and Convention Bureau

Dear Ms. De Roulet:

Thank you for the opportunity to present you with a Charter Business fiber-based proposal. Charter's Fiber-based products are designed for customers that require consistent, synchronous, scalable and reliable bandwidth. The following proposal is based on a 60 Month commitment term.

***The following is a summary of the services proposed and their impact on the business...***

**DATA: Change to Charter Business Fiber-based Internet Service** - a Synchronous Fiber connection electronically monitored 24X7X365.

- **Internet Access Bandwidth Increase:** Upgrade Internet Access speed to **30 MB**.  
*Fiber WAN connectivity only available over Charter's Fiber-based network.*
- **Synchronous Bandwidth:** Upload and Download Speeds are the same. Upload speeds are important for customers that send large files. Synchronous bandwidth is very important in 'cloud' based applications.  
*Synchronous bandwidth is only available over Charter's Fiber-based network.*
- **Stable Dedicated Connection / No Fluctuations in Bandwidth:** Charter's Fiber Internet connection is dedicated which means the bandwidth provided will NOT fluctuate.  
*Dedicated (not shared) bandwidth is only available over Fiber-based network.*
- **Increased Reliability:** Fiber-optic delivery is the most reliable method available today.
- **Scalable / Future Proof:** Charter's fiber-based connection is scalable up to 10 GIG. Charter can upgrade the speed within a few days notice.  
*Scalability is only available over Fiber-based network.*

**Change to Charter Business Voice T1 (PRI) Service -**

- **Increased Reliability:** Charter's Voice T1 (PRI) Service will be delivered over Fiber-optic network which is inherently more reliable than the copper infrastructure that is currently delivering Voice services.
- **Includes 5000 Minute Long Distance Package:** Charter's Voice T1 (PRI) includes 5000 Long distance Minutes.

**PRICING-**

**LightSpeed DUO Promo (All delivered over Fiber)**

Voice T1 (PRI)

DID's: QTY 100

Long Distance: 5000 Long Distance Minutes/Monthly\*

Fiber Internet Access – 30 MB, Synchronous

MONTHLY \$1430

INSTALL \$1000

Based on 60 month Term

\*10,000 Minute Long Distance Plan will increase quote by \$112

These prices will remain in effect through 12-15-2011

- Complete terms & conditions are provided in our service contract and at [www.charter-business.com](http://www.charter-business.com).



## **BENEFITS TO WORKING WITH CHARTER BUSINESS<sup>®</sup>**

One of the biggest advantages of working with Charter Business<sup>®</sup> is that we develop *custom* networking solutions for each customer. We tailor a solution to meet your specific needs.

### **Charter Business owns and operates its own network:**

- Your service can be provisioned and activated more quickly because we are not relying on a third party for service activation.
- You can avoid the frustration and finger pointing that can result from patchwork solutions.
- We own and operate that network down to the very last mile—something you just don't get with the phone companies.

### **Customer Care and Technical Support:**

- The *Charter Business Network Operations Center* monitors the network and is dedicated to supporting customers with optical-based services. Our technicians assist with test and turn-up of new services, proactively monitor network performance, and perform advanced troubleshooting if needed.
- If a service need should arise that cannot be resolved by our 24/7/365 technical support line, we can mobilize local technicians and have them on site quickly.
- Our Business-Class Service Centers are U.S. based and staffed with highly trained customer service representatives and technical support personnel so you can get the help you need 24/7/365, wherever you are, by calling 866.603.3199.

### **Our network design is different from that of traditional telecommunications companies:**

- Charter Business owns both the long-haul and local loops—we can offer service less expensively than the combined price of local-loop and ISP Connectivity charges. With Charter Business, you will avoid the typical last mile/local loop service problem as most issues come about due to the 'last mile' copper infrastructure.
- While many companies provide only enough capacity to meet immediate requirements, Charter Business includes room for growth in every system we design.

### **Our technology allows us to offer scalable service:**

- We offer fiber internet from 2Mbps up to 10Gbps and optical Ethernet from 10Mbps to 10Gbps.
  - We can change your bandwidth quickly and easily, usually without any additional construction or even a site visit.
  - A single fiber connection for data, internet, voice communications and/or video eliminates the need to maintain multiple networks or manage multiple vendors.
-

Thank you for the opportunity to serve you.

Sincerely,

*Kim Hodgdon*

Kim Hodgdon  
Major Accounts Executive  
Charter Business  
9335 Prototype Drive  
Reno, NV 89521  
775-850-1224  
Kim.Hodgdon@chartercom.com

The terms of this proposal are confidential and should not be disclosed directly or indirectly to any third party, except as may be required by law. If you and/or your agents or representative make any unauthorized disclosure, Charter shall be entitled to damages arising from such unauthorized disclosure, as well as to injunctive relief.

This proposal is for discussion purposes only and is not intended to give rise to binding obligations for either party. Any contractual relationship between us will be the result of formal negotiations and will become effective only upon execution of contract by representatives of the parties authorized to enter into such agreements. During any negotiations, each party will bear its own costs and will not be responsible for any costs or expenses of the other party, unless separately agreed to in writing. The offer herein proposed by Charter is contingent upon Customer's acceptance of Charter's standard terms of service.

#### **About Charter Business<sup>®</sup>**

Charter Business is a unit of Charter Communications, Inc., one of the nation's leading broadband communications companies. Leveraging the national reach of our company's existing broadband network, we provide business customers with reliable, secure, cost-effective communications solutions for their internet, telephone, and video needs.

*©2008 Charter Communications. All trademarks belong to their respective owners. Services not available in all areas. All pricing and services provided subject to terms of applicable tariff and subscriber agreement and subject to change. Other restrictions and limitations may apply. Taxes and franchise, installation and other fees apply. Actual amounts may vary depending on services ordered. Always contact Charter for verification of current rates, services and terms and conditions. Local Alternate Voicemail access number is not available in all areas. Discounted rates may be available on a service term commitment basis. Internet speeds may vary.*



GET BIG VALUE

WORK EFFICIENTLY

**Charter Business® Fiber Solutions.  
Crucial for anything that's mission critical.**

GROW MORE QUICKLY

ADAPT EASILY

WORRY LESS

## Help your business operate at its best with customized Fiber solutions from Charter Business.

Whether it's downloading large files in an instant, connecting multiple offices seamlessly or running cloud-based applications more efficiently, Charter Business Fiber Solutions ensures your most critical business needs are met. We offer the advantage of a powerful, enterprise-level network exclusively managed and operated by us.

- » **Big Value**—Charter Business delivers more bandwidth for your money
- » **Perfect Fit**—We offer custom-designed fiber-optic data networks, with the features your business needs to connect your wide area network (WAN)
- » **Ultra-Reliable**—Our state-of-the-art business network is dedicated—ensuring consistent performance and enabling you and your employees to work seamlessly across single or multiple locations
- » **Worry-Free**—Charter Business Fiber Solutions ensures your essential data and information gets transmitted and received without fail, which frees you up to focus on growing your business

## **Our reliable, scalable, affordable Fiber solutions include:**

### **Fiber Internet:**

Dedicated symmetric Internet access with a wide range of incremental speeds that seamlessly interfaces with your local area network.

### **Fiber Data Networking:**

Connect two or more locations in either point-to-point, point-to-multipoint or any-to-any (mesh) configurations through a redundant, reliable network.

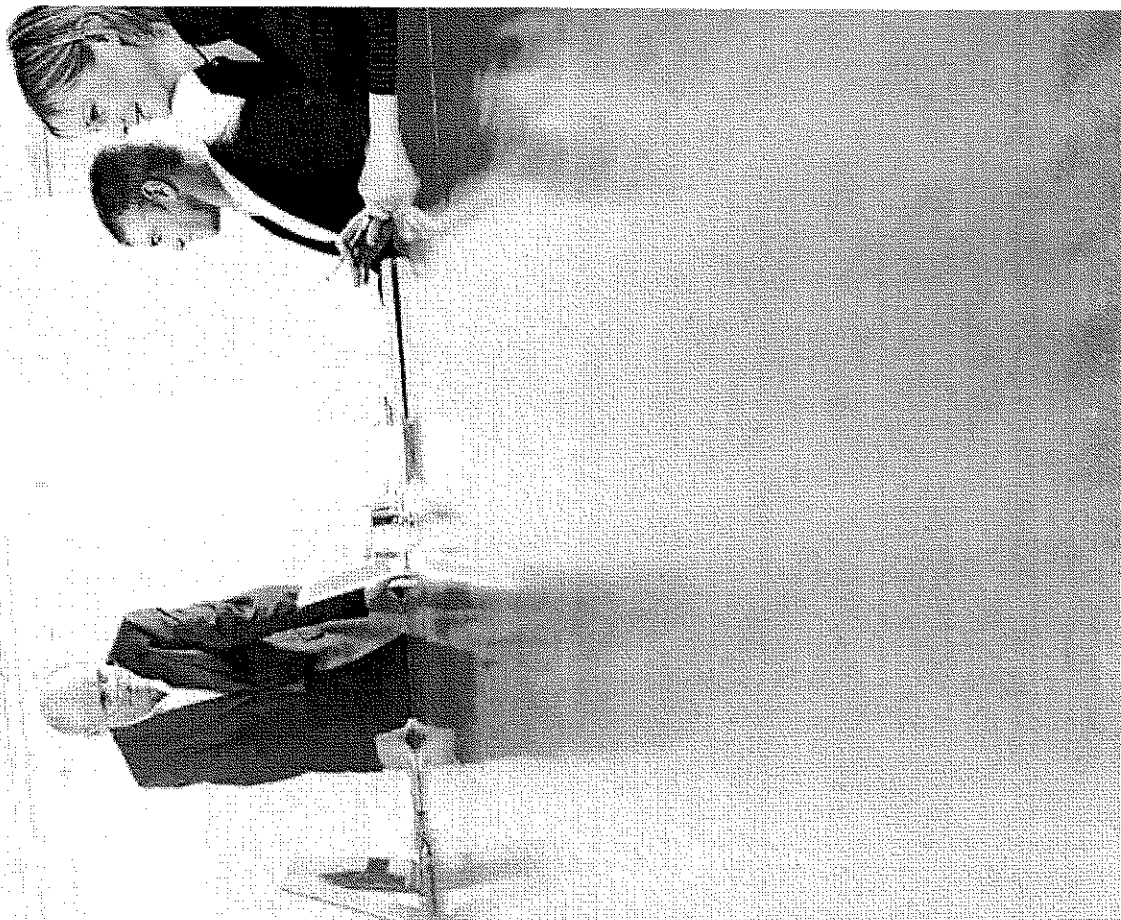
- » Optical Ethernet: Ultra-fast Layer 2 WAN connectivity for IP Telephony, large file transfer, video services, other technologies
- » Optical Transport: Secure, private TDM, SONET, or Wavelength services fiber ideal for high-capacity data transport

### **Charter Business Ethernet:**

Copper-based Ethernet service that provides seamless connectivity with Optical Ethernet endpoints. A cost-effective alternative to fiber.

### **Voice Trunk T1-PR1:**

Designed to support call centers and businesses that require high-volume calling capacity through a single T1 or multiple T1s. Interfaces with your PBX and other systems.



"Before Charter, our infrastructure was frame-relay and loaded with latency. Charter Business's fiber service brought one millisecond ping times to all branches. With scalable, price conscious bandwidth, great engineering support; and outstanding up-time I give our Charter Fiber business relationship five stars!"

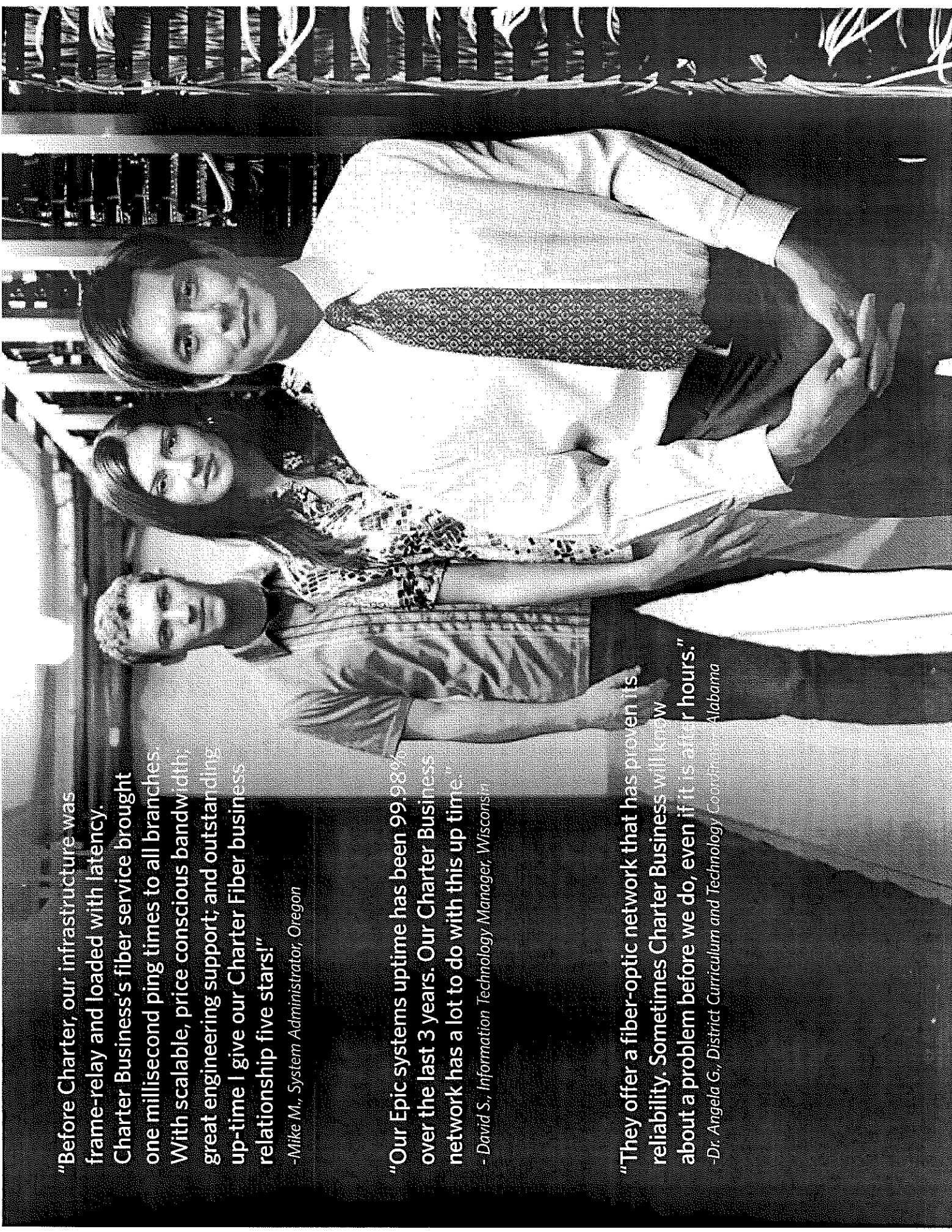
*-Mike M., System Administrator, Oregon*

"Our Epic systems uptime has been 99.98% over the last 3 years. Our Charter Business network has a lot to do with this up time."

*-David S., Information Technology Manager, Wisconsin*

"They offer a fiber-optic network that has proven its reliability. Sometimes Charter Business will know about a problem before we do, even if it is after hours."

*-Dr. Angela G., District Curriculum and Technology Coordinator, Alabama*



## VALUE.

### Get more of the fiber features your business needs:

Charter Business Fiber Solutions deliver powerful, cost-efficient services to help your business connect with customers and vendors more easily than ever.

- » Get the bandwidth your business needs without paying more than you should
- » Bundle Fiber Internet or Ethernet WAN services with Voice Trunk T1-PR1 and save even more on our other Charter Business services

## FLEXIBILITY.

### Go further with fiber solutions built around your business:

No matter how quickly your networking needs change, we can accommodate your every request.

- » Scalable bandwidth in increments of 1Mbps can be implemented as your business grows
- » Speeds that are often expandable within minutes to meet your most critical data needs
- » The ability to connect multiple locations

## RELIABILITY.

### Worry less with a proven business-class network:

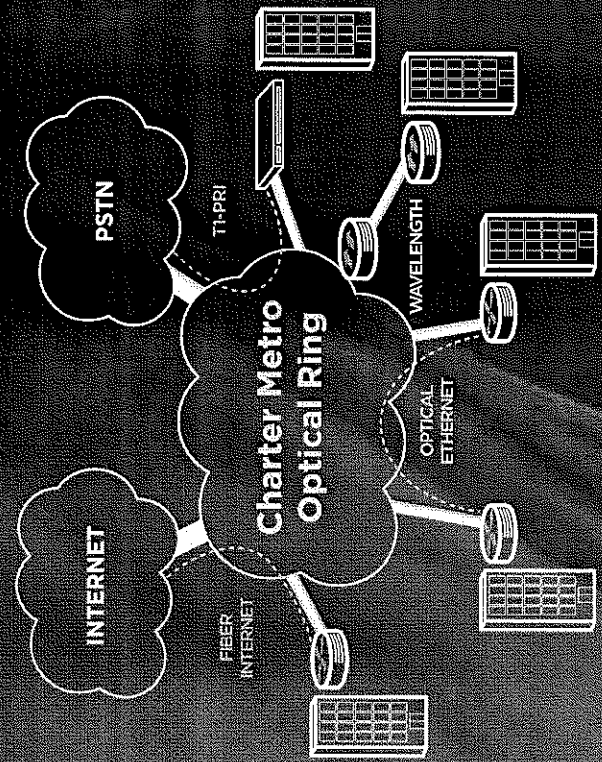
Our best-in-class network enables your business to work faster, more securely, and with fewer interruptions so you can reduce downtime.

- » An advanced business network with built-in redundancy overseen by our employees
- » Physically diverse network from the phone company routes across a footprint not owned by others
- » High-availability redundant core network
- » Synchronous data transmission for effective performance of WAN applications, including VoIP
- » Guaranteed performance with Service Level Agreements\*
- » Dedicated Charter Business Network Operations Center proactively manages and monitors the core network as well as our customer networks 24/7/365

Our Fiber Service optimizes your network and addresses your business needs proactively with:

- » Locally based service team that offers support 24/7/365
- » A dedicated account executive who understands your needs and takes an active interest in finding customized solutions before and after installation
- » Rapid resolution—resulting in maximum uptime for your business

\*SLA available with approved equipment only and requires local market approval.



## **SIMPLICITY.**

### **Eliminate headaches with a partner who makes things easier:**

With Charter Business Fiber Solutions, your business can easily track everything without the hassle of multiple network providers:

- » Greater flexibility to adjust service level across fiber products
- » A single company, single bill, and single number to call

## **ENHANCEMENTS.**

### **Optimize your fiber connection and protect essential business data with customized solutions:**

- » Charter Business Managed Security—Helps protect your network and data from viruses and other threats
- » Charter Business Custom Hosting—Web Hosting, Email and Hosted Exchange solutions
- » Charter Business Data Storage & Backup—Files automatically backed up and stored in a secure offsite location
- » Domain Name System (DNS) support with static IP Addresses
- » Charter Business VPN—Connects remote workers and multiple offices with virtual private network configuration and support



# Conference Equity Process

- **Process to Date**
  - Staff met with Board member Ron Parson and the County Representative, Jennifer Merchant, on 11/8/11 and provided a summary of audited financial data for the NLT Marketing Cooperative and for the NLTRA from 2008/09 fiscal year through 2011/12
  - County agreed with and accepted all of the underlying financial data utilized in analysis
  - Staff presented several different views of revenue to expense ratio and occupancy ratios
  - On 11/16/11 met with Allen Highfield, Eric Sather, Les Pedersen, Ron Parson and Staff to discuss the definition of equity, how equity should be defined measured and how to remediate inequity, if required
  - Consensus was achieved regarding underlying numbers, calculations, definitions, and remedies presented
  
- **Next Steps**
  - Meeting scheduled for 11/21/11 with the County, Ron Parson, Eric Sather and Staff to review the results of the 11/16 meeting and present a memo from NLTRA to the County summarizing those results

## Conference Equity Defined

- Ways to define Conference Equity
  1. Conference expense by County is equal to the Revenue earned by County
  2. Conference expense as a percentage of room revenue earned by county is equal
  3. Percentage of rooms booked by County as a percentage equals or exceeds the percentage of rooms available by county

# Conference Equity by the Numbers

(2008-2011)

## 1. Ratio of Conference Equity to Conference Revenue

- Placer County
  - Three Year Average Conference Expense - 73%
  - Three Year Average Room Revenue Earned - 68%
- Washoe County
  - Three Year Average Conference Expense – 27%
  - Three Year Average Room Revenue Earned – 38%

## 2. Conference Expense as a Percentage of Room Revenue

- Placer County
  - Three Year Average – 31%
- Washoe County
  - Three Year Average – 19%

# Historical Look at Rooms Booked vs Rooms Available

- 3. Placer County and Washoe County have a combined inventory of 2,057 rooms available for conference guests
  - 70% are located in Placer County
  - 30% are located in Washoe County
  - Three-Year Average of percentage of rooms booked by County (2008/09-2010/11)
    - 65% booked in Placer
    - 35% booked in Washoe

As a point of context, the ratio between Placer and Washoe has been relatively consistent over long period of time

- Eight-Year Average of percentage of rooms booked by County (2003/04-2010/11)
  - 69% booked in Placer
  - 31% booked in Washoe
- Nine-Year Average of percentage of rooms booked by County (2003/04-2011/12)
  - 71% booked in Placer
  - 29% booked in Washoe



# A Suggestion for Conference Parity

- Utilize room nights booked, as a reasonable proxy for revenue
- Using room nights booked, as the basis for determining expense parity, accounts for the natural disparity in room inventory and fluctuations in room rates
- Three-Year Average of:
 

--	Conference Expense by County	Rooms Booked by County
	- 73% by Placer	- 65% by Placer
	- 27% by Washoe	- 35% by Washoe
- Utilize a statistical approach to determine an acceptable level of variability relative to expense by County and associated rooms/revenue
  - Plot data points to determine a normal distribution
  - Results that are plus or minus one standard deviation\* are an acceptable variance
- Based on a statistical inference, parity is achieved, if the conference expense by county falls within one standard deviation of the split of rooms booked by county



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

*\*Standard deviation is the "mean of the mean." The 'mean' means 'average'. So, standard deviation measures how much - on average - individual data points vary from the average (or mean) of all data points. Standard deviation measures the spread of individual results around a mean of all the results.*

# Conference Equity by the Numbers

- Ongoing mechanism for measuring parity
  - Future funding for the Conference program will be in direct proportion to the available room inventory by County, adjusted annually, as required
  - Annual test for parity utilizing a rolling three-year average of capacity percentage, expense as a percent of revenue, and revenue by county
  - Expense by county must be within both one standard deviation of rooms booked by county percentage as well as within one standard deviation of revenue booked by county
    - if imparity continues for a period of three years, then test an expanded data set to include four years back and one year forward.
    - If imparity is determined for the expended test data, then a financial remedy must be applied
  - Financial remedy for imparity
    - Either party will adjust its funding contribution to the new year to achieve a ratio that results in parity which reflects the revenue ratio realized
- Contract language consideration
  - The Co-operative contract should be amended to allow for mutual audit of the books and records relative to the Co-op, to assure both parties that the expenses and allocations to the Co-op are in accordance with GAAP and are reasonable and customary.



# Conference Equity Calculation

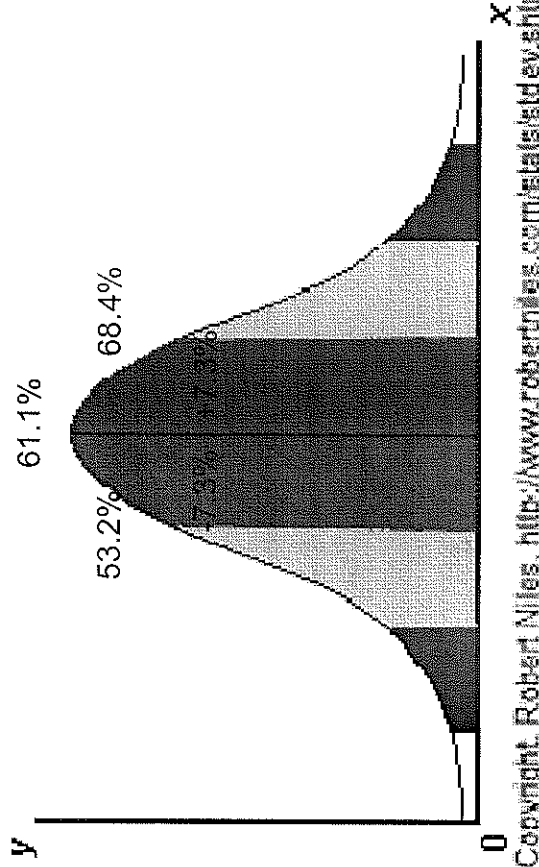
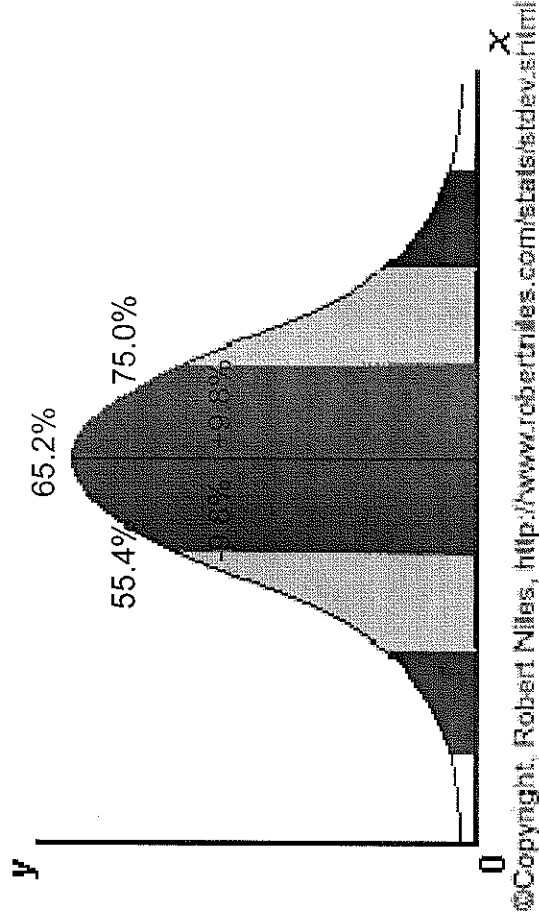
Conference Expense borne by Washoe – 73% for 2010/2011

Standard Deviation Based on Room Nights  
2008/2009 – 2010/2011

Standard Deviation Based on Room Revenue  
2008/2009 – 2010/2011

2010/2011 Placer Room Night Percentage is 76%

2010/2011 Placer Room Rev Percentage is 68%



Parity would be a revenue percentage that exceeded 73%. Since the 76% exceeds the +/- one standard deviation. This test is a pass.

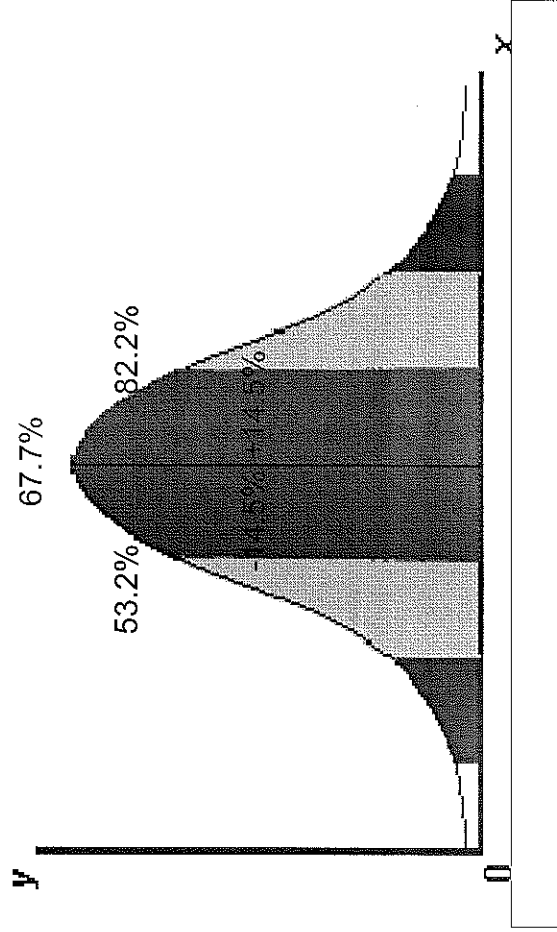
Parity would be a revenue percentage that exceeded 73%. Since the 68% is less than the +/- one standard deviation. This test is a fail and a second test must be conducted.

# Conference Equity Calculation

Conference Expense borne by Placer – 73% for 2010/2011

**SECOND TEST – THREE YEARS BACK/ONE YEAR FORWARD**  
Standard Deviation Based on Room Revenue  
2008/2009 – 2011/2012

2010/2011 Placer Room Rev Percentage is 68%



Parity would be a revenue percentage that exceeded 73%. Since the 82.2% is within the +/- one standard deviation. This test is a pass.



**Cardholder Name:** SANDRA EVANS HALL      **Statement Period:** 09/29/11 to 10/28/11  
**Account Number:** 5472-1601-9517-4925      **Statement Closing Date:** 10/28/11

Transactions						CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number	Amount		
<b>Transaction Activity</b>						
09-29	09-30	DOCKSIDE 700	TAHOE CITY	CA 265	\$86.23	✓
10-03	10-04	PAYMENT - THANK YOU		000	\$1,556.19	✓
10-06	10-07	VZWRLLSS*PREPAID REC	800-922-0204	CA 045	\$35.00	missing
10-13	10-13	PAYMENT - THANK YOU		000	\$291.99	✓
10-25	10-26	PAYMENT - THANK YOU		000	\$170.76	✓
10-24	10-27	JAKES ON THE LAKE	TAHOE CITY	CA 570	\$803.47	✓

2011 Year-to-Date Totals	
Total fees charged in 2011	\$25.00
Total interest charged in 2011	\$0.00

Year-to-Date Totals include interest and/or fee adjustments.

Interest Charge Calculation			
Your Annual Percentage Rate (APR) is the annual interest rate on your account.			
Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Interest Charge
PURCHASES	0.00%	\$0.00	\$0.00
CASH	22.99% (v)	\$0.00	\$0.00
(v) = Variable Rate			

2400x      (291.99) ✗      Sandy accidentally  
 5320-70x      35.00      paid this from  
 8300-70x      889.70      her pers. acct.  
 -----  
 632.71

*Thank you, Stephanie*  
 DOCKSIDE 700  
 700 NO. LAKE BLVD  
 TAHOE CITY, CA 96145  
 ph 530-581-0303

DOCKSIDE 700  
 700 NO. LAKE BLVD  
 TAHOE CITY, CA 96145  
 ph 530-581-0303

THANK YOU from everyone at Dockside 700  
 FOOTBALL SPECIALS ALL SEASON LONG!!!!

Guest Check  
 THANK YOU from everyone at Dockside 700  
 FOOTBALL SPECIALS ALL SEASON LONG!!!!

TABLE: Porch 18:2 - 5 Guests  
 Your Server was Stephanie  
 9/29/2011 2:18:20 PM - ID #: 0062486

TABLE: Porch 18:2 - 5 Guests  
 Your Server was Stephanie  
 9/29/2011 1:47:30 PM - ID #: 0062486

ITEM	QTY	PRICE
Half Pound Matty Burger	1	\$9.95
- Cheddar		\$1.00
- Dijon		\$0.50
Veggie Wrap	1	\$6.95
Lunch Mandarin Chicken Sa	1	\$8.95
Lunch Mandarin Chicken Sa	1	\$8.95
Lunch Special	1	\$9.95
Cup Soup Of The Day	1	\$3.95
D-Cookie	(2@)	\$2.95
Hones T	(3@)	\$2.25
HOUSE ICED TEA	(2@)	\$2.25

Subtotal	\$67.35
Total Taxes	\$4.88
Grand Total	\$72.23
Amount Due:	\$72.23

WEDNESDAY NIGHTS: Jack's Jams Open Mic!  
 EVERYDAY is Happy Hour! 4-6pm  
 Guest Check

ITEM	QTY	PRICE
Half Pound Matty Burger	1	\$9.95
- Cheddar		\$1.00
- Dijon		\$0.50
Veggie Wrap	1	\$6.95
Lunch Mandarin Chicken Sa	1	\$8.95
Lunch Mandarin Chicken Sa	1	\$8.95
Lunch Special	1	\$9.95
Cup Soup Of The Day	1	\$3.95
D-Cookie	(2@)	\$2.95
Hones T	(3@)	\$2.25
HOUSE ICED TEA	(2@)	\$2.25
Subtotal		\$67.35
Total Taxes		\$4.88

Grand Total \$72.23  
 Amount Due: \$72.23

Credit Purchase  
 Name : HALL/SANDRA  
 CC Type : MasterCard  
 CC Num : xxxx xxxx xxxx 4925  
 Reference : 37875  
 Approval : 051366  
 Server : Stephanie  
 Ticket Name : Porch 18:2

Payment Amount: \$72.23  
 Tip: 14.00  
 Total: \$86.23

*Sandra J Hall*  
 x CUSTOMER COPY

I agree to pay the amount shown above.

WEDNESDAY NIGHTS: Jack's Jams Open Mic!  
 EVERYDAY is Happy Hour! 4-6pm

**Grand Total: \$429.63**

*Jake's*

Also our pricing on domestic beer bottles is \$3.75  
Bud, Coors Light, Miller lite

Domestic Draft beer is \$4.00  
Bud light, Coors

Bottled non domestic is \$5.00  
Stella, Bohemia, Corona, Heineken

Micro brew Draft beer is \$6.00

We can offer you a special deal on wine as well. Instead of just house  
two extra choices to you at the same price as house wines @ \$6.00.

Stone Cellars Chardonnay, Stimson Merlot, Giocato Pinot Grigio, an  
latter two are offered normally for \$8.00.

A good average price between beer and wine is \$5. I would plan on :  
That would give us an estimate of \$300.

Tax: \$24.75  
Gratuity: \$ 60.0

**Liquor Total: \$384.75**

**Total estimate  
Food + Liquor = \$814.38**

Please let me know what you think, what type of bar you would like  
make any changes.

Thank you,  
Danielle

--  
Danielle McCord  
Banquets Manager  
Jake's On The Lake  
(p) 530-583-0188  
(f) 530-583-0203  
P.O.Box 6925, Tahoe City, Ca 96145  
[www.jakestahoe.com](http://www.jakestahoe.com)

"Like" us on Facebook! Click the logo below to check out our page.



JAKE'S ON THE LAKE

Server: Banquets                      DOB: 10/24/2011  
07:42 PM                                10/24/2011  
Table 401/1                             1/10001  
  
M/C                                        1048583  
Card #XXXXXXXXXXXX4925  
Magnetic card present: HALL SANDRA  
Approval: 008970

Amount:                   \$ 803.47

+ Tip: \_\_\_\_\_

= Total: 803.47

x *Sandra Hall*

Customer Copy



**Finance Committee Follow-up on Previous Action Items**

<b>Assigned</b>	<b>Date</b>	<b>Action</b>	<b>Status</b>	<b>Date Completed</b>
Kim	10/4/11	File for an extension for the 2010/11 federal income tax return.	Done	10/7/2011
Sandy/Lisa	10/4/11	Choose a preparer for the 2010/11 federal and state tax returns.	Done	11/15/2011
Lisa/Kim	11/1/11	Complete checklist for 2010/11 federal tax return.	Working on	
Staff	11/1/11	Prepare an area-wide wage comparison.	Spring 2012	
Kim	11/1/11	A rolling list of follow-up items will be included in future Finance Committee packets.	Done	12/2/2011