



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, February 3, 2016 at 8:30 am
Tahoe City Public Utility District

NLTRA Mission

To promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

2015 Board of Directors

Wally Auerbach (Secretary)

Auerbach Engineering

Christy Beck

The Village at Squaw Valley

Sue Busby

Placer County BOS Appointee
Castle Peak Property Mgmt.

Brendan Madigan (Past Chair)

Alpenglow Sports

Valli Murnane

Tahoe X-Country

Eric Pilcher (Treasurer)

Moe's BBQ/Gear & Grind

David Tirman (Chair)

JMA Ventures, LLC

Samir Tuma

Kila Lake Tahoe

Brett Williams

Agate Bay Realty

Adam Wilson (Vice Chair)

Northstar California

Jennifer Merchant

Placer County Rep

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

A. Call to Order-Establish Quorum

B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

C. Agenda Amendments and Approval

D. Consent Calendar-MOTION (5 minutes)

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.

1. Board Meeting Minutes –January 6, 2016 (pg.1)

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee- January 25, 2016 (pg.6)

3. Marketing Committee – January 26, 2016 (pg.7)

4. Business Association and Chamber Collaborative – January 14, 2016 (pg.8)

5. Lodging Committee – No meeting in January

6. Conference Sales Directors Committee – No meeting in January

7. Finance Committee – January 21, 2016 (pg.9)

8. Financial Reports – No financial reporting is available at this time; Item F-2 will discuss proposed resolution

9. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in December

10. Appointment of Task Force to evaluate organization structure and funding of \$3,000 for facilitation and other expenses. (pg.10)

E. Strategic Discussion (60 minutes)

1. County Revenues and Expenditures/County Recreational Facility Master Plan – Andy Heath and Jennifer Merchant

F. Action Items (30 minutes)

1. MOTION: Extension of Agreement for Financial Audit with McClintock Accountancy for one year – Al Priester (Finance Committee Vote: 4-0)(pg.12)

2. MOTION: Discussion and possible approval of Fund Balance Allocation revisions to include up to \$15,000 for additional temporary Financial staff and revisions

to other allocations – Sandy Hall/Al Priester (Finance Committee Vote: 4-0) (pg.25)

3. **MOTION: Discussion and possible approval of Amendment to the 2015-16 Approved Agreement between the County of Placer and the North Lake Tahoe Resort Association – Sandy Evans Hall (pg.29)**
4. **MOTION: Discussion and possible approval of a policy outlining protocol for using \$100,000 TOT funds in Unrestricted Net Assets – Sandy Evans Hall (pg.52)**
5. **MOTION: Discussion and possible approval of a Legislative Platform – Sandy Evans Hall (pg.53)**
6. **MOTION: Discussion and possible approval of Tough Mudder Bid Proposal – JT Thompson, Judy Laverty, Jason Neary (Marketing Committee Vote: 7-0-1 abstention by Eric Brandt) (pg.56)**
7. **Discussion and Recommendation of North Lake Tahoe Expenditure Plan for Proposed Sales Tax Increase by Placer County Transportation Planning Authority – Ron Treabess (CI/T Committee Vote:13-0) (pg.72)**

Supplemental Staff Reports

G. Staff Reports (20 minutes)

1. Marketing – JT Thompson

- a. Destimetrics (pg.79)
- b. Event updates: Spartan Races, Amgen Women's, World Cup (pg.88)

2. Membership - Ginger Karl

- a. New Members
- b. Upcoming Events (pg.94)

3. CI/T – Ron Treabess

- a. Project Approval Update

4. Administration – Sandy Evans Hall

- a. Contract Compliance Update

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 (pg.96)**
6. **Executive Committee Report – January 19,2016 (pg.102)**
7. **Capital Investment/Transportation Activity Report – December (pg.104)**
8. **Dashboard – December (pg.108)**

H. Directors Comments (5 minutes)

I. Meeting Review and Staff Direction (5 minutes)

J. Closed Session if needed. Reconvene to Open Session

K. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (1/29/16)



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, January 6, 2015 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

MINUTES

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

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

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Ron Treabess, JT Thompson, Valerie Lomeli, Al Priester, and Judy Laverty

OTHERS IN ATTENDANCE: Cindy Gustafson, Jaime Wright, Joy Doyle, Samir Tuma, Stacie Lyans, and Randy Hill

A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8:36 am by David Tirman and a quorum was established

B. Public Forum: None

C. Agenda Amendments and Approval

M/S/C (Jennifer Merchant/Brett Williams) (7/0/0) motion to approve agenda with the exception of moving item F-5 to item I- for meeting review and discussion.

D. Consent Calendar-MOTION (5 minutes)

M/S/C (Adam Wilson/Jennifer Merchant) (7/0/0) motion to approve consent calendar.

1. Board Meeting Minutes – December 2, 2015

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee- No Meeting in December
3. Marketing Committee – No Meeting in December
4. **Business Association and Chamber Collaborative – December 10, 2015**
5. Lodging Committee – No meeting in December
6. Conference Sales Directors Committee – No meeting in December
7. **Finance Committee – December 17, 2015**
8. Financial Reports – No Financial Reports this month – October, November, and December Financials will be available in February
9. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in December

E. Strategic Discussion

1. Randy Hill update on CSD

- Randy Hill gave a short update of the CSD meetings he had with Tahoe City PUD, North Tahoe PUD and the Fire Districts. The two PUD Boards both agreed at their November meetings to tentatively plan a joint meeting to begin discussing the concept. The Fire Districts were opposed to the proposal.
- Two Board members from the TCPUD and NTPUD will be representatives to the preliminary meetings, before a joint meeting is agreed to.

2. Discussion and direction on desired outcomes of NLTRA Structure Task Force

Recommendations – Sandy Evans Hall

- Sandy gave a short presentation of the NLTRA Structure Task Force and requested any recommendations from the Board members. The following are some goals discussed at the June retreat:
 - Goals: provide opportunity for better Board understanding of roles and responsibilities.
 - Possible rebranding of the organization name.
 - Function: Master Plan, five-year goals and County agreement.
 - These functions would need to be considered in any new or revised structure.
 - Task Force recommendations to who should be on the task force. So far there are five volunteers:
 - Adam Wilson, David Tirman, Brett Williams, Cindy Gustafson, and Randy Hill
 - Direction from Board, Suggestions, and Comments.
 - Bring notes to board each month for discussion
 - Analyze current organization? Or, create a new organization? Refinement.
 - Is this the BEST structure? What opportunities are we missing?
 - What is our competitive set doing? Best practices?
 - Look to improve focus – ie: marketing
 - What is the awareness of the community of what the Resort Association does? Seems to be a disconnect.
 - How do we create better awareness
 - Have an organization expert to facilitate this process?
 - Size of group – be as broad as possible – a lot of heads, business associations, other agencies, regionally diverse
 - Concern of getting too big – lose efficiency of a task force – under 15?
 - Competitive analysis – look at other models
 - Consistent analysis needed
 - Seems like its more complicated than necessary – what brought us to this point?
 - This is an exercise to fine tune the organization?
 - Communication strategy – who and how do we tell our story to better engage the community?
 - Are we meeting the objectives required? What other structure might be more effective?
 - Look at feedback from the board retreat
 - No limits on what would be discussed
 - What are the opportunities and challenges that exist if we were to recreate our organization
 - Responsibility to make things blatantly obvious, transparent to the community
 - Chamber is a different entity – engage more with businesses, find out their needs
 - Chamber and Resort Association are tied together – what is the difference? Lack of clarity about what each does
 - How does the Chamber differ from business associations?
 - What are the opportunities for efficiencies between the various business organizations
 - Bring in cross section with broad representation but keep small 10 – 15?

- Bring in a facilitator for the process?
- Members of NLTRA, Business Association, non-members
- Have an inclusive process for people to participate
- Task force meet with focus groups, survey
- County would like to participate either as part of the task force or a focus group
- Set clear goals early

Action for Sandy: to reach out to the community to participate on the Task Force and bring a list to the board in February to approve.

F. Action Items

1. MOTION: Appointment of At Large Board Seat – Sandy Evans Hall

Board voted unanimously, Samir Tuma is appointed the At-Large seat.

2. MOTION: Election of Officers – Sandy Evans Hall

M/S/C (Brett Williams/Wally Auerbach) (6/1/0) motion to approve slate as listed; Chair – David Tirman, Vice Chair – Adam Wilson, Treasurer – Eric Pilcher, and Secretary – Wally Auerbach.

3. MOTION: Discussion and possible approval of Resolution naming signers on NLTRA and NLTMC accounts – Al Priester

M/S/C (Wally Auerbach/Adam Wilson) (7/0/0) motion to approve resolution naming signers; Sandy Evans Hall, Ron Treabess, John Thompson, and Al Priester on NLTRA and NLTMC accounts with updating Authorized Actions to read: Any two, CEO- Sandy Evans Hall and Finance Director – Al Priester may open or close any savings or checking account.

4. MOTION: Discussion and possible approval of Board Committee Participation – Sandy Evans Hall (1:31:50)

M/S/C (Wally Auerbach/Christy Beck) (7/0/0) motion to approve Board Committee participation with the addition to adding Jennifer Merchant to the Finance Committee as a Board Member. 1:32:00

5. MOTION: Discussion and possible approval of Spartan Race Bid Proposal – JT Thompson, Judy Laverty, Jason Neary 2:21:

M/S/C (Brett Williams/Wally Auerbach) (7/0/0) motion to approve Spartan Race Bid Proposal, to include more specificity in the proposal and a unilateral extension for NLTRA over a three year time period.

6. MOTION: Discussion and possible approval of Tough Mudder Bid Proposal – JT Thompson, Judy Laverty, Jason Neary

- The Board did not make a motion on this item.
- The Board felt this action should be approved by Marketing Committee before being brought to the BOD for approval.
- JT informed the Board that this item was brought to the Marketing Committee, but the Committee only approved \$20k, and JT was asking for additional \$30k from the BOD of a total. He will go back to the Marketing Committee for approval and bring back to the BOD in February.
- The Board feels this is a great event for North Lake Tahoe. The Board would like to see more information brought back to the Board at the February meeting.
- This item will be brought back to the BOD in February.

Action for JT/Marketing Committee: to provide an ROI of the Northstar event. Also include a summary of past year event data with comparison to prior years.

Supplemental Staff Reports

G. Staff Reports (20 minutes)

Action for Board: to review staff reports and email Staff with questions or comments.

1. Marketing – JT Thompson

a. Destimetrics

- December Destimetrics update:
 - As of Nov. 31, 2015, overall forecasting is looking to pace well for the next six months as we go into 2016.
 - January's "on the books" reservation numbers are lower (-7%) than last year's numbers.
 - Average Daily Rate (ADR) seems to be continuing its historic six month trend of a 1% to 3% decline but is being offset by an average occupancy increase of 7% over the last reporting period, and showing continued strong growth.

b. Event updates: Spartan Races, Amgen Women's, World Cup

- Spartan Race is in continued negotiations with the race organizers have brought additional marketing opportunities for the destination, but these negotiations have come with an additional financial outlay.
- Tough Mudder has been confirmed and will be at Northstar California Resort again in 2016. Exact details are not readily available as the contract is between the organizers and the resort itself.

2. Membership - Ginger Karl

a. New Members

b. Upcoming Events

3. CI/T – Ron Treabess

a. RFP for NLTE

4. Administration – Sandy Evans Hall

a. Contract Compliance Update

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 – December 22, 2015

7. Capital Investment/Transportation Activity Report – December

8. Dashboard and Financial Project Report – November

H. Directors Comments

- Tom Lotshaw informed the Board that the TRPA's has the new Tahoe in Depth. In mid-January TRPA's active transportation will be coming out and will be listing priority locations for transportation upgrades.
- Jennifer Merchant informed the Board that the Board of Supervisors will be at the North Tahoe Event center, January 24th and 25th.
- Jennifer Merchant also wanted to follow up regarding the Tiered Chamber of Commerce membership

Action for Ginger: to provide a copy of the tiered Chamber of Commerce membership to the February BOD meeting.

I. Meeting Review and Staff Direction

- Meeting Review: Discussion on a policy outlining protocol for using \$100,000 TOT funds in Unrestricted Net Assets (pg. 18)
 - Sandy Evans Hall informed the Board of draft of a policy outlining protocol for using \$100,000 TOT funds in unrestricted net assets.
 - This item will be brought to the Finance Committee in January for review and to the BOD in February for final approval.
- Staff Direction: Sandy will email the request letter from Jennifer Merchant to the Board. **4**

- Staff Direction: Revise the policy for using \$100,000 TOT funds in unrestricted net assets with the County Staff.
- Staff Direction: Follow up on the room blocks for Spartan.
- Staff Direction: Revise the bid proposal for Tough Mudder.
- Staff Direction: Ginger to provide a copy of the tiered Chamber of Commerce membership.
- Staff Direction: to reach out to the Board of the next steps regarding the NLTRA Structure

J. Closed Session (if necessary) Reconvene to Open Session: None

E. Adjournment:

- Meeting was adjourned at 11:25 am.

Submitted by
Valerie Lomeli
Executive Assistant
NLT Chamber/CVB/Resort Association



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Capital Investment/Transportation

MEETING DATE: January 25, 2015

COMMITTEE MEMBERS PRESENT: Will Garner, Rob Kronkhyte, Wyatt Ogilvy, John Pang, Tony Karwowski, Mike Staudenmayer, Cadence Matijevich, Adrian Tieslau, Jennifer Merchant, Dan Wilkins, Brian Stewart, Jaime Wright, and Andrew Ryan

COMMITTEE MEMBERS NOT PRESENT: Phil GilanFarr and John Bergmann

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action for Ron: to email Committee regarding new meeting time.

MOTIONS MADE/VOTE:

M/S/C (John Pang/Tony Karwowski) (10-0-0) Motion to approve agenda amendments

M/S/C (Dan Wilkins/Wyatt Ogilvy) (9-0-1) Motion to approve Capital Investment/Transportation Committee minutes for November 216, 2015 with the change on page 3, Northstar/Martis Valley Trail 1B-2, 3A, 3B to show \$25,000 in TOT funding & not \$500,000. (Samir Tuma Abstained)

M/S/C (John Pang/Mike Staudenmayer) (11/0/0) motion to approve Jamie Wright as Chair and Brian Stewart as Vice Chair.

BOARD APPROVAL/DIRECTION REQUESTED:

M/S/C (Dan Wilkins/Mike Staudenmayer) (13/0/0) motion to recommend the CI/T Committee support Eastern Placer County's participation in the proposed County-wide sales tax measure being put forth by the PCTPA. Funding for improving trails, transit services, and road maintenance in North Lake Tahoe would be an appropriate use of the sales tax. It is suggested the NLTRA work with PCTPA and Placer County to fund an additional polling effort, specific to North Lake Tahoe, in order to substantiate the electorate's preferences for preparation of the North Lake Tahoe expenditure plan for the proposed sales tax measures.



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Marketing
MEETING DATE: Jan 26, 2016
BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

FAM Discussion:

- 1) Discuss with partners and find out why they don't want to participate
- 2) Add this item to our February agenda

School of Thought Presentation:

Send out School of Thought Presentation to committee members.

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Moore/Brandt) (7/0) to approve the agenda as presented.
- 4.1 M/S/C (Moore/Priestland) (7/0/1 – Brandt abstained) to approve meeting minutes from November 17, 2015.
- 6.0 M/S/C (Priestland/Cademartori) (8/0) move up item I (School of Thought Advertising Presentation) and J (Expedia Lodging Partner Presentation) on the agenda.

BOARD APPROVAL/DIRECTION REQUESTED:

- 6.2 M/S/C (Moore/Cademartori) (8/0) to recommend for Board Approval that John Monson continues as Chair for Marketing Coop Committee until his terms ends on June 30, 2016.
- 7.2 M/S/C (Moore/Cordell) (7/0/1 – Brandt abstained) to approve the additional \$30,000 in funding for Tough Mudder Sponsorship.



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: January 14, 2016

COMMITTEE MEMBERS PRESENT: Adam Wilson (via-phone), Caroline Ross, Stacie Lyans, Stephen Lamb, Lisa Nigon, Brad Perry, Joy Doyle, Amber Burke, Chris Perry, Cody Hanson, and Ginger Karl

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

None

MOTIONS MADE/VOTE:

M/S/C (Joy Doyle/Brad Perry) (9/0/0) motion to approve agenda amendments with the exception of moving item G to F and all other items to follow.

M/S/C (Brad Perry/Stacie Lyans) (9/0/0) motion to approve Business Association and Chamber Collaborative meeting minutes from the December 10th, 2015.

M/S/C (Brad Perry/Amber Burke) (9/0/0) motion to approve North Tahoe Business Association \$10,000 marketing request.

M/S/C (Caroline Ross/Stacie Lyans/) (2/0/0) motion to approve advanced funds for an invoice for \$825 to the North Tahoe Arts for their "Call to Artist" campaign.



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Finance Committee

MEETING DATE: January 27, 2016

COMMITTEE MEMBERS PRESENT: Eric Pilcher, Mike Salmon (via-phone),
Ramona Cruz, and Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **Action for Emily/AI:** to email Jennifer inventory list in excel format.

MOTIONS MADE/VOTE:

M/S/C (Ramona Cruz/Jennifer Merchant) (4-0-0) motion to approve agenda amendments.

M/S/C (Ramona Cruz/Jennifer Merchant) (4-0-0) motion to approve Finance Committee minutes from December 17, 2015.

M/S/C (Ramona Cruz/Mike Salmon) (4/0/0) motion to accept the adjusted Attachment C Budget Amendment which indicates \$3,069,292, pending any adjustments made on January 22nd at the Monthly reporting meeting.

M/S/C (Ramona Cruz/Eric Pilcher) (4-0-0) motion to approve December CEO expenses.

BOARD APPROVAL/DIRECTION REQUESTED:

M/S/C (Ramona Cruz/Jennifer Merchant) (4/0/0) motion to recommend to keep McClintock Accountancy Corporation for one year extension.

M/S/C (Mike Salmon/Ramona Cruz) (4/0/0) motion to recommend fund balance allocation revisions to include up to \$15,000 for additional temporary Financial staff and revisions to other allocations.



Staff Report for Board

Subject: Organization Structure Task Force

From: Sandy Evans Hall - Feb 3, 2016

Decision Considerations:

- Attached is the list of people that have agreed to participate in the Organization Structure Task Force
- Lauren O'Brien with Swift Communications has agreed to facilitate the first meeting to provide direction for the process
- The first meeting is tentatively scheduled for the last week of February, with the 23rd, 24th, and 26th identified as potential dates. The first meeting is intended to last 3 hours and will be scheduled from 8 – 11 a.m. on the date that the majority is able to attend.
- Lauren's fees are estimated to be around \$1500 - \$2000. Additional costs could be breakfast goods and room rental and another \$1000 has been identified for these expenses.
- Funding for the \$3000 in costs for this process are available in the Capital Investment and Marketing Research and Planning accounts.

Staff Recommendation: Approve the Task Force members and use of Research and Planning for funding this process.



Proposed

Organization Structure Task Force

Name	Affiliation	Geographic Area	Email
Adam Wilson	Board Member	Northstar	apwilson@vailresorts.com
Alex Mourelatos	Past Board Member/Lodging	Tahoe Vista	amourelatos@gmail.com
Ambera Dodson	Chamber Ambassador	Tahoe City	ambera@silentaphotography.com
Andy Chapman	Former CMO/IVCBVB/Marketing Coop	Incline Village	andyc@gotahoe.com
Brett Williams	Board Member	Carnelian Bay	brett@agatebay.com
Caroline Ross	SV Business Assn	Squaw Valley	cross@squawvnc.com
Cindy Gustafson	TCPUD	Tahoe City	cindyg@tcpud.org
David Tirman	Board Member	West Shore	dtirman@jmaventuresllc.com
Duane Whitelaw	NTPUD	Tahoe Vista	dwhitelaw@ntpud.org
Jim Phelan	Past Board Member	Tahoe City	jim@tahoecitymarina.com
Joy Doyle	NTBA	Carnelian – Crystal Bays	joy@northtahoebusiness.org
Keith Vogt	Former NLTRA ED	Reno	Kdv37@att.net
Mike Geary	SVPSD	Squaw Valley	mgeary@svpsd.org
Mike Salmon	Finance - CFO	Truckee – Tahoe Donner	msalmon@tahoedonner.com
Mike Staudenmayer	Northstar CSD	Northstar	mikes@northstarcسد.org
Randy Hill	School Board	Tahoe Vista	Rw.hill@ltol.com
Stacy Caldwell	TTCF	Truckee	stacy@ttcf.net
Sandy Evans Hall	NLTRA CEO	All NLT	sandy@gotahoenorth.com



north lake tahoe

Chamber | CVB | Resort Association

**CONSULTANT SERVICES AGREEMENT
FOR USE OF PLACER COUNTY TOT FUNDS
McClintock Accountancy 2016 Financial Audit and Tax Returns**

THIS AGREEMENT is made at Tahoe City, California, as of December 15, 2015, by and between the North Lake Tahoe Chamber/CVB/Resort Association ("NLTRA"), and McClintock Accountancy ("Consultant"), who agree as follows:

1. **Services.** Subject to the terms and conditions set forth in this Agreement, Consultant shall provide the services described in Exhibit A Scope of Work/Service, time and payment schedule. Consultant shall provide said services at the time, place, and in the manner specified in Exhibit A.
2. **Payment.** NLTRA shall pay Consultant for services rendered pursuant to this Agreement at the time and in the amount set forth in Exhibit A. The payment specified in Exhibit A shall be the only payment made to Consultant for services rendered pursuant to this Agreement. Consultant shall submit all invoices for said services to NLTRA in a form acceptable to NLTRA according to the usual and customary procedures which Consultant uses for invoicing clients similar to NLTRA. Upon approval of said invoices, NLTRA will pay the Consultant directly. The amount to be paid Consultant for the services specified in Exhibit A shall not exceed \$17,500 Dollars unless a fee adjustment is agreed upon by both parties. The fee estimate in Exhibit A is based on anticipated cooperation from NLTRA personnel and the assumption that unexpected circumstances will not be encountered. If significant additional time is necessary, Consultant will discuss it with NLTRA and arrive at a new fee estimate before incurring additional costs.
3. **Facilities, Equipment and Other Materials, and Obligations of NLTRA.** Consultant shall, at its sole cost and expense, furnish all facilities, equipment, and other materials which may be required to furnishing services pursuant to this Agreement. Space will be made available at the offices of NLTRA for audit field work as needed.
4. **Exhibits.** All exhibits referred to herein will be attached hereto and by this reference incorporated herein.
5. **Time for Performance.** Time is of the essence. Failure of NLTRA or Consultant to perform their services within the time parameters set forth in Exhibit A could prove problematic. Both parties agree to cooperate and promptly communicate any issues or concerns identified in order to timely and efficiently complete the audit.

6. **Independent Contractor.** At all times during the term of this Agreement, Consultant shall be an independent Contractor and shall not be an employee of the NLTRA or County. NLTRA shall not have the right to control the means by which Consultant accomplishes services rendered pursuant to this Agreement.
7. **Competitive Bid Process.** In participating in this Agreement, to the extent Placer County TOT funding is expended by the NLTRA, or by a third party Consultant for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Consultant to utilize a competitive bidding process or procurement process. Documentation of each required process, or reason for exemption, will be submitted and include the method of award determination.
8. **Licenses, Permits, Etc.** Consultant represents and warrants to NLTRA that it has all licenses, permits, qualifications, and approvals of whatsoever nature, which are legally required for Consultant to practice its profession. Consultant represents and warrants to NLTRA that Consultant shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, and approvals which are legally required for Consultant to practice its profession at the time the services are performed.
9. **Time.** Consultant shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary for the satisfactory performance of Consultant's obligations pursuant to this Agreement. Neither party shall be considered in default of this Agreement to the extent performance is prevented or delayed by any cause, present or future, which is beyond the reasonable control of the party.
10. **Insurance.** Consultant shall file with NLTRA and County concurrently herewith a Certificate of Insurance, in companies acceptable to NLTRA, for the coverage shown in Exhibit B. All costs of complying with these insurance requirements shall be included in Consultant's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
11. **Contractor Not Agent.** Except as NLTRA may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of NLTRA or County in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied pursuant to this Agreement to Bind NLTRA or County to any obligation whatsoever.
12. **Assignment Prohibited.** Consultant may assign its rights and obligations under this Agreement only upon the prior written approval of NLTRA, said approval to be in the sole discretion of NLTRA.
13. **Personnel.** Notwithstanding the foregoing, if specific persons are designated as the "Project Team" in Exhibit A, Consultant agrees to perform the work under this agreement with those individuals identified. Reassignment or substitution of individuals or sub-consultants named in the Project Team by Consultant without the prior written consent of NLTRA shall be grounds for cancellation of the agreement by NLTRA, and payment shall be made pursuant to Section 15

(Termination) of this Agreement only for that work performed by Project Team members.

14. **Standard of Performance.** Consultant shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which Consultant is engaged in the geographical area in which Consultant practices its profession. All products of whatsoever nature which Consultant delivers to NLTRA pursuant to this Agreement shall be prepared in a substantial first class and workmanlike manner and conform to the standards or quality normally observed by a person practicing in Consultant's profession.
15. **Termination.**
 - A. NLTRA shall have the right to terminate this Agreement at any time by giving notice in writing of such termination to Consultant. In the event NLTRA shall give notice of termination, Consultant shall immediately cease rendering service upon receipt of such written notice, pursuant to this Agreement. In the event NLTRA shall terminate this Agreement:
 - 1) NLTRA shall pay Consultant for the services rendered by Consultant to the date of termination pursuant to this Agreement not to exceed the amount documented by Consultant as work accomplished to date; provided, however, that in no event shall any payment hereunder exceed the amount of the agreement specified in Exhibit A, and further provided, however, NLTRA and County shall not in any manner be liable for lost profits which might have been made by Consultant had Consultant completed the services required by this Agreement. In this regard, Consultant shall furnish to NLTRA such financial information as in the judgment of the NLTRA is necessary to determine the reasonable value of the services rendered by Consultant. The foregoing is cumulative and does not affect any right or remedy, which NLTRA and County may have in law or equity.
 - B. Consultant may terminate its services under this Agreement at any time by giving notice in writing of such termination to NLTRA.
16. **Non-Discrimination.** Consultant shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, or sex in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
17. **Records.** Consultant shall maintain, at all times, complete detailed records with regard to work performed under this agreement in a form acceptable to NLTRA, and NLTRA shall have the right to inspect such records at any reasonable time. Notwithstanding any other terms of this agreement, no payments shall be made to Consultant until NLTRA is satisfied that work of such value has been rendered pursuant to this agreement. However, NLTRA shall not unreasonably withhold

payment and, if a dispute exists, the withheld payment shall be proportional only to the item in dispute.

18. **Waiver.** One or more waivers by one party of any major or minor breach or default of any provision, term, condition, or covenant of this Agreement shall not operate as a waiver of any subsequent breach or default by the other party.
19. **Conflict of Interest.** Consultant certifies that no official or employee of the NLTRA or County, nor any business entity in which an official of the NLTRA or County has an interest, has been employed or retained to solicit or aid in the procuring of this agreement. In addition, Consultant agrees that no such person will be employed in the performance of this agreement without immediately notifying the NLTRA for determination of possible conflict of interest.
20. **Entirety of Agreement.** This Agreement and the engagement letter dated <date> contain the entire agreement of NLTRA and Consultant with respect to the subject matter hereof, and no other agreement, statement, or promise made by any party, or to any employee, officer or agent of any party, which is not contained in this Agreement, shall be binding or valid. If there are any conflicts between this Agreement and the aforementioned engagement letter, the engagement letter will govern.
21. **Alteration.** No waiver, alteration, modification, or termination of this Agreement shall be valid unless made in writing and signed by all parties, except as expressly provided in Section 15, Termination.
22. **Governing Law.** This Agreement is executed and intended to be performed in the State of California, and the laws of that State shall govern its interpretation and effect. 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.
23. **Notification.** Any notice or demand desired or required to be given hereunder shall be in writing and deemed given when personally delivered or deposited in the mail, postage prepaid, and addressed to the parties as follows:

NLTRA:

Attn: Sandy Evans Hall

Mail: P.O. Box 5459
Tahoe City, CA 96145

Phone (530) 581-8739

Email: Sandy@GoTahoeNorth.com

CONSULTANT:

McClintock Accountancy Corporation

Attn: Robert McClintock, CPA

Mail: P.O. Box 6179
Tahoe City, CA 96145

Phone: (530) 583-6994

Email:
Robert@McClintockAccountancy.com

Any notice so delivered personally shall be deemed to be received on the date of delivery, and any notice mailed shall be deemed to be received five (5) days after the date on which it was mailed.

Executed as of the day first above stated:

NORTH LAKE TAHOE CHAMBER/CVB/RESORT ASSOCIATION

By: _____ Date: _____

Printed Name/Title: Sandy Evans Hall, CEO

CONSULTANT: MCCLINTOCK ACCOUNTANCY CORPORATION

By: _____ Date: _____

Printed Name/Title: Robert McClintock, CPA

Exhibits

- A. Scope of Services including Time for Performance, Payment Schedule
- B. Insurance Requirements Agreement

EXHIBIT B

INSURANCE REQUIREMENTS AGREEMENT

1. **INSURANCE:**

CONSULTANT shall file with NLTRA concurrently herewith a Certificate of Insurance, in companies acceptable to NLTRA, with a Best's Rating of no less than A-VII showing.

2. **WORKER'S COMPENSATION AND EMPLOYERS LIABILITY INSURANCE:**

Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.

If there is an exposure of injury to CONSULTANT'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.

Each Worker's Compensation policy shall be endorsed with the following specific language:

Cancellation Notice - "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA."

Waiver of Subrogation - The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the NLTRA or Placer County, its officers, directors, officials, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this agreement by the CONSULTANT.

CONSULTANT shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of Workers' Compensation shall be filed forthwith with the NLTRA upon demand.

3. **GENERAL LIABILITY INSURANCE:**

- A. Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of CONSULTANT, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:
- (1) Contractual liability insuring the obligations assumed by CONSULTANT in this Agreement.
- B. One of the following forms is required:
- (1) Comprehensive General Liability;
 - (2) Commercial General Liability (Occurrence); or
 - (3) Commercial General Liability (Claims Made).
- C. If CONSULTANT carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:
- One million dollars (\$1,000,000) each occurrence
 - Two million dollars (\$2,000,000) aggregate
- D. If CONSULTANT carries a Commercial General Liability (Occurrence) policy:
- (1) The limits of liability shall not be less than:
 - One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
 - One million dollars (\$1,000,000) for Products-Completed Operations
 - Two million dollars (\$2,000,000) General Aggregate
 - (2) If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).
- E. Special Claims Made Policy Form Provisions:
- CONSULTANT shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of NLTRA, which consent, if given, shall be subject to the following conditions:
- (1) The limits of liability shall not be less than:
 - One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)

→One million dollars (\$1,000,000) aggregate for Products Completed Operations

→Two million dollars (\$2,000,000) General Aggregate

- (2) The insurance coverage provided by CONSULTANT shall contain language providing coverage up to one (1) year following the completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

Conformity of Coverages - If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies or all shall be Claims Made Liability policies, if approved by the NLTRA as noted above. In no cases shall the types of policies be different.

4. ENDORSEMENTS:

Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- A. "The NLTRA and PLACER COUNTY, their officers, agents, employees, and volunteers are to be covered as insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- B. "The insurance provided by the CONSULTANT, including any excess liability or umbrella form coverage, is primary coverage to the NLTRA and PLACER COUNTY with respect to any insurance or self-insurance programs maintained by NLTRA and PLACER COUNTY and no insurance held or owned by the NLTRA and PLACER COUNTY shall be called upon to contribute to a loss."
- C. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA."

5. AUTOMOBILE LIABILITY INSURANCE:

Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

Covered vehicles shall include owned, non-owned, and hired automobiles/trucks.

6. PROFESSIONAL LIABILITY INSURANCE (ERRORS & OMISSIONS):

Professional Liability Insurance for Errors and Omissions coverage in the amount of not less than one million dollars (\$1,000,000) combined single limit for each occurrence and two million dollars (\$2,000,000) aggregate.

If CONSULTANT sub-contracts in support of Consultants work provided for in the agreement, Professional Liability Insurance for Errors shall be provided by the sub contractor in an amount not less than one million dollars (\$1,000,000) in aggregate.

The insurance coverage provided by the consultant shall contain language providing coverage up to one (1) year following completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims made policy.

7. Additional Requirements:

Premium Payments - The insurance companies shall have no recourse against the NLTRA, PLACER COUNTY and funding agencies, their officers and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.

Policy Deductibles - The CONSULTANT shall be responsible for all deductibles in all of the CONSULTANT's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.

CONSULTANT's Obligations - CONSULTANT's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this agreement.

Verification of Coverage - CONSULTANT shall furnish the NLTRA with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the NLTRA before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the CONSULTANT's obligation to provide them. The NLTRA reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Material Breach - Failure of the CONSULTANT to maintain the insurance required by this agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire agreement.

McCLINTOCK ACCOUNTANCY CORPORATION

ROBERT J. McCLINTOCK, CPA
MICHAEL R. GRIESMER, CPA
ALICE HAHN

SHARON FERREIRA, CPA
KENDALL GALKA, CPA

305 WEST LAKE BOULEVARD
P. O. BOX 6179
TAHOE CITY, CA 96145
TELEPHONE: 530-583-6994
FAX: 530-583-5405

17400 NORTHWOODS BLVD.
BUILDING B, SUITE 105
P. O. BOX 2468
TRUCKEE, CA 96160
TELEPHONE: 530-587-9221
FAX: 530-587-4946

October 28, 2015

Board of Directors
North Lake Tahoe Resort Association
PO Box 1757
Tahoe City, CA 96145

Dear Board of Directors:

We are pleased to confirm our understanding of the services we are to provide for North Lake Tahoe Resort Association for the year ended June 30, 2016.

We will audit the statement of financial position of North Lake Tahoe Resort Association as of June 30, 2016, and the related statements of activities and changes in net assets, functional expenses (if necessary) and cash flows for the year then ended, and the related notes to the financial statements.

Our audit will be conducted for the purpose of forming an opinion on the basic financial statements taken as a whole.

Audit Objective

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with U.S. generally accepted auditing standards and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audit of the Association's financial statements. Our report will be addressed to the Board of Directors of the Association. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified, we will fully discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

Audit Procedures

Our procedures will include tests of the documentary evidence supporting the transactions recorded in the accounts and may include direct confirmation of assets by correspondence with selected financial institutions and others. We may request written representations from your

attorneys as part of the engagement. At the conclusion of our audit, we will also request certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluation the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from errors, fraudulent financial reporting, misappropriation of assets, or violations of laws or governmental regulations that are attributable to the Association or to acts by management or employees acting on behalf of the Association.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements, or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform you of any material errors that come to our attention, and we will inform you of any fraudulent financial reporting or misappropriation of assets that come to our attention. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any losses that might be incurred during any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Association and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures.

An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate internal control related matters that are required to be communicated under professional standards.

Other Services

We will prepare the Association's federal income tax return for the year ending June 30, 2016. We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants.

We will also assist in preparing the financial statements of the Association in accordance with U.S. generally accepted accounting principles based on the information provided by you.

The other services may also include updating the property and equipment ledger, if applicable, or updating other account reconciliations, but otherwise are limited to the financial statement and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to

perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

Management Responsibilities

Management is responsible for establishing and maintaining internal controls, including monitoring ongoing activities, for the selection and application of accounting principles, and for the fair presentation in the financial statements in conformity with U.S. generally accepted accounting principles.

Management is responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. Management is also responsible for providing us with access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, additional information that we may request for the purpose of the audit, and unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Management is responsible for adjusting the financial statements to correct material misstatements and for confirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Association involving (a) management, (b) employees who have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. You are also responsible for informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Association received in communication from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws and regulations.

The Association agrees to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Audit Administration

Robert McClintock is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. Michael Griesmer is the tax partner and is responsible for supervising the tax return preparation and signing the return or authorizing another individual to sign it.

The Association agrees that your management will type all cash or other confirmations we request, will locate any invoices selected by us for testing, and will prepare in advance schedules and

analyses to support the balance sheet account balances and selected revenue and expense transactions.

We plan to conduct and complete our fieldwork during October 2016, or as mutually agreed to in advance. Our desire is to have all reconciliations and other bookkeeping matters complete prior to our arrival. If we find that significant bookkeeping work will be required in order to complete the review process, we will notify you in advance before proceeding with this work. Bookkeeping work that you authorize us to perform will be billed at our normal hourly rates.

Our fees for these services will be based on the actual time spent at our standard hourly rates, plus and out-of-pocket costs such as report reproduction, typing and postage. Based on our estimate, the fee for the audit work will be \$15,500, and will include financial statement review services for the North Lake Tahoe Marketing Cooperative. Those services are outlined in a separate letter. Fees for the preparation of the Association's federal and state exempt returns will be \$2,000.

We agree to the same fees for the year ending June 30, 2017. Certain financial institutions are now charging a nominal fee for confirmation of account balances. We will include those charges, if applicable, on our invoices in addition to our fees noted above.

Our fee for preparing the income tax return(s) covers preparation of the forms. It does not include meetings and planning activities such as year-end planning. It does include the first hour of responding to tax authority notices as long as you get us the notice right away.

Other work not identified above, such as special projects, will be billed at our normal hourly rates or in accordance with agreed-upon terms prior to the commencement of the work.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know.

If the foregoing is in accordance with your understanding, please sign the enclosed copy of this letter and return it to us.

Very truly yours,

McClintock Accountancy Corporation

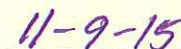
McCLINTOCK ACCOUNTANCY CORPORATION

You are hereby authorized to proceed with the services outlined above.

NORTH LAKE TAHOE RESORT ASSOCIATION


Signature


Title


Date



Staff Report for Board

Subject: Proposed 2014-15 Fund Balance Allocation

From: Sandy Evans Hall – Feb 3, 2016

Decision Considerations:

- The Board of Directors approved the preliminary amount of \$416,298 at its October 2015 Board Meeting. Attached is the initial proposal.
- Since October, there have been over \$500,000 remitted to Placer County from the NLTRA unrestricted net assets and Transportation account as well as unused funds returned from TCPUD.
- The majority of the funds listed above will be allocated to Capital Investments to fully fund the approved projects for this current grant cycle as well as provide additional funds for the next grant cycle.
- \$15,000 has been recommended by the Finance Committee at its January meeting to use for temporary accounting assistance to clean up the journal entries that were not done for July – September. This is necessary in order to be able to have year-to-date revenue and expenditure data upon which to base management decisions for the remainder of the fiscal year.
- This \$15,000 is proposed to be funded by \$7,500 from the Marketing Fund Balance allocation and \$7,500 from the Capital Investment portion.
- Conference Sales and Leisure Sales were reduced to provide the \$7,500 for the temporary accountant position.
- A work plan from the Finance Department is attached to explain the work left to be done to achieve 100% QuickBooks reporting for all departments.
- An additional \$20,000 is proposed to be allocated to polling in North Lake Tahoe for the expenditure of a half-cent sales tax measure that is being planned for November 2016 by the Placer County Transportation Planning Association.

Staff Recommendation: Approve the fund balance allocation and temporary position in the Finance Department



Proposed Fund Balance of TOT for 2015/16

Fund Balance Source	Fund Balance Amount	Original Approved Allocation in October	Amount	Current Proposed Allocation	Amount
Unspent funds, excess TOT and Interest	\$416,298	Marketing	\$133,000	Marketing	\$125,500
Net Asset Reduction	\$262,262	Transportation	\$71,030	Transportation	\$71,030 \$20,000
Transportation Funds	\$205,202	Capital Investments	\$212,268	Capital Investments	\$212,268 \$502,214
Funds from TCPUD	\$62,250			Personnel	\$15,000
TOTAL	\$946,012	TOTAL	\$416,298	TOTAL	\$946,012

Marketing Allocation \$125,500

Mexico Marketing	\$35,000
China marketing	\$10,000
Bike Tahoe	\$ 4,000
CRM Upgrade	\$10,000
Computer Hardware	\$ 2,000
Adtl Domestic FAMS	\$ 2,500
Adtl International FAMS	\$ 5,000
Email Marketing Initiative	\$10,000
Adtl Destination Video	\$15,000
Conference Sales Calls	\$17,000
Leisure Sales Coop with VCA and NCOT	\$15,000

Transportation Allocation \$91,030

CHP Deposit for summer traffic mgmt.	\$10,000
Winter Night Rider	\$61,030
Polling for Sales Tax	\$20,000

Capital Investments Allocation \$714,482

Current Approved Projects	\$502,757
Next Project Grant Cycle	\$211,725

Personnel – Marketing and Capital Investments \$15,000

Finance Department	\$15,000
--------------------	----------



2014/15 Fund Balance Proposal

October 1, 2015

Marketing & Sales	\$133,000
------------------------------	------------------

See attached detail of marketing programs

Transportation

Summer Traffic Management, advance deposit	\$10,000
--	----------

Winter Night Rider – change to TART from Airport Mini-Bus	\$61,030
---	----------

Capital Investments

Add to the pool of undesignated funds for project allocation	<u>\$212,268</u>
--	------------------

TOTAL	\$416,298
--------------	------------------

Fund Balance Breakdown:

\$ 37,000 DPW Snow removal unspent
\$ 69,825 TART – Baseline unspent
\$ 3,400 TART – Peak Season unspent
\$279,573 TOT Revenues above projections
\$ 26,500 Interest
\$416,298 TOTAL Fund Balance

North Lake Tahoe Resort Association and Marketing Cooperative
Identification of Uncompleted Accounting Tasks and Workplan to Resolve
As of January 27, 2016

Recognizing that over 1000 hrs of accounting work was not completed during the period of August 15, 2015 to November 1, 2015 and that best efforts by current staff over the past 2.5 months has caught-up with only 50% of the uncompleted work, the Finance Committee at their January 21, 2016 meeting elected to recommend that the NLTRA Board approve a request for \$15,000 to be allocated to hiring additional accounting resources to expedite the completion of catch-up accounting work. Following is a list of work to be done and an estimate of hours required and costs to be incurred.

NLTRA

Accounts Receivable	
Collections	10
Recon w/Customer on underpayments	15
Effective Integration of Weblink w/Quickbooks	20
Accounts Payable	
Correct Class Allocations (Jul-Nov)	80
Establish auto-pay on recurring	20
Integration of ACT to QB for Commission Calculations	20
Payroll	
Correct Recording (Jul-Sep)	6
Perform Allocations (Jul-Sep)	6
Month-End Journal Entries (Jul-Sep)	12
Effective integration of Quickbooks POS for class accounting	20
Clear Suspense Accts	40
Input Budget for F/Y 15/16	40
Review Financials w/YTD and Budget Data w/Department heads.	10
Rewrite Procedures to conform to actual	20
Confirm conformance with SOP for Jul-Nov transactions	20
Subtotal Hours	<u>339</u>

NLTMC

Accounts Payable	
Recon w/Primary Vendor (SOT) on outstanding bills.	4
Clear Suspense Accts	5
Input Budget for FY 15/16	10
Review Financials w/YTD and Budget Data w/Department heads.	2
Rewrite Procedures to conform to actual	10
Confirm conformance with SOP for Jul-Nov transactions	5
Subtotal Hours	<u>36</u>

Total Hours	375
Estimated Hourly Rate	\$ <u>40</u>
Total Cost	<u>\$ 15,000</u>



Staff Report for Board

Subject: Contract with Placer County

From: Sandy Evans Hall

Decision Considerations: The Third Amendment and Restatement of Agreement, between County of Placer and NLTRA, is reflective of the fund balance made up of unspent 2014/15 funds, interest earned, excess 2014/15 TOT over projection, decrease in the NLTRA unrestricted net assets, funds in the restricted net assets for transportation and returned funds from the TCPUD.

- Additional amendments include the following:
- Adjustment to the timing for reimbursement of fund balances in TOT departments from 45 days after the end of the fiscal year, to 45 days following Board approval of the independent financial audit.
- County will provide quarterly infrastructure and/or capital maintenance expenditures (list of invoice payments, journal transfers and fund balances) 30 days following the end of a quarter.
- Bike Trail Assessment Plan approval has been postponed from March 1, 2016 to June 30, 2016.
- Scope of Work: A redline version is provided showing the changes made to reflect the fund balance allocations, tasks and key performance indicators.
- A paragraph has been added under Administration outlining the Not To Exceed \$15,000 for temporary accounting services.

Staff Recommendation: Approve this Third Amendment and Restatement of Agreement as presented with specific dates or direction regarding the North Lake Tahoe Express actions.

ATTACHMENT A
North Lake Tahoe Resort Association
Scope of Work for FY 2015-16 (Amendment)RED-LINE

The importance of tourism to the economic health of North Lake Tahoe and Placer County is well established. Accordingly, the adopted mission of the North Lake Tahoe Resort Association (Resort Association) is to ***“Promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based upon the Agreement between Placer County and the Resort Association, the services provided by the Resort Association are summarized as follows:

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

The Resort Association shall implement this Scope of Work through its Administration, Tourism, Visitor Information Services and Transportation and Capital Improvement departments. For each of these departments, the Resort Association shall develop detailed budgets and work plans which directly support the North Lake Tahoe Tourism and Community Investment Master Plan. Each budget and work plan shall identify the objectives of the plan, strategies and tactics to accomplish those objectives, quantifiable performance measurements by which the effectiveness of the identified strategies and tactics will be evaluated and the resources required to achieve the objectives. The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department's respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by October 8, 2015. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

ADMINISTRATION

The Resort Association is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the Resort Association's administration and management team shall be to manage the corporation and oversee the services and programs operated by the corporation. The Resort Association's Administration will be responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, contract management, legislative advocacy, partnership management, and participation in tourism-based economic development programs and initiatives.

Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for employee meals, travel, lodging and transportation on or before October 7, 2015.
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy governing the use of corporate credit cards on or before October 7, 2015.
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for business entertainment purposes, which shall include policy governing the purchase of alcoholic beverages for both clients and employees.
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.
- Keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.
- Based on recommendation of the North Lake Tahoe Resort Association Finance Committee and Board of Directors, additional funds of up to \$15,000 are necessary to contract for short-term supplemental accounting services to assist the current Chief Financial Officer in bringing the organization's financial records into conformance with acceptable internal control and accounting practices as well as compliance with reporting and accountability required in the Placer County-North Lake Tahoe Resort Association contract. Tasks to be completed include reconciliation of bank statements, preparation of accounts payable and receivable, and accurate reporting of monthly and quarterly financial statements and accounting records. Funding for the expense will be allocated in equal \$7,500 portions from the Marketing Account and Infrastructure Account.
- Prepare and post agendas and any support materials for all meetings of the Resort Association Board of Directors and/or Resort Association Committees no later than 10 AM on two (2) business days prior to the date of a meeting of the Board or Committee.
- Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.
- Complete a review and update of the North Lake Tahoe Tourism Community Investment Master Plan, including adoption of an updated plan by the Placer County Board of Supervisors on or before October 20, 2015. As specified in Attachment A-1, Research and Planning funds in the amount of \$31,000 has been allocated for this task in FY 2015-16.
- The North Lake Tahoe Resort Association proposes to utilize the existing Research & Planning budget to hire a facilitator to assist in organizing discussion and outcomes related to possible restructuring of the organization to better

achieve desired goals, with a focus on implementing the Tourism Master Plan. The effort is expected to be complete prior to the end of the fiscal year so that proposed changes can be implemented at the beginning of FY 2016-17. No additional funding is required.

- In consultation with the County Executive Office, prepare an annual legislative platform for Board of Directors approval no later than February 11, 2016. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY 2015-16.

Performance Indicators:

- Compliance with all requirements of the Placer County/Resort Association Agreement.
- Completion of the tasks identified above on or before specified deadlines.

TOURISM

The mission of the Tourism department is to *"promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level."*

To accomplish its mission, the Tourism department shall provide services, activities and functions in the following program areas:

- 1) Marketing, Advertising, Promotions and Brand Development/Management which at a minimum shall include:
 - a) In-Market Marketing, Advertising and Promotions
 - b) Out-of-Market Marketing, Advertising and Promotions
 - c) Public and Media Relations
 - d) Social Media
 - e) Consumer Website (GoTahoeNorth.com)
- 2) Group and Conference Sales
- 3) Leisure Sales
- 4) Special Events

1) Marketing, Advertising and Promotions

Develop and execute comprehensive marketing, advertising and promotions programs designed to maximize the exposure and promotion of North Lake Tahoe as the premier international mountain resort destination in the Western United States. These programs shall focus on increasing the number of visitors coming to North Lake Tahoe and the duration of stay for each visitor. These programs shall be based upon the results of both quantitative and qualitative market research and shall be monitored and reported on regularly.

a) In-Market Marketing, Advertising and Promotions **Tasks:**

- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. Such plan shall focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.
- Conduct at least one member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2016-17 in-market integrated media, marketing and promotions plan.
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.

Performance Indicators:

- Increase visitor participation in specific in-market marketing initiatives by 10% as compared to FY 2014-15.

b) Out-of-Market Marketing, Advertising and Promotions

Tasks:

- In consultation with the Resort Association's Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located outside of the North Lake Tahoe area. Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY 2014-15.
- Increase number of travelers arriving by air by 3% as compared to FY 2014-15.
- Increase mid-week occupancy by 5% as compared to FY 2014-15.
- Increase occupancy in the months of September 2015 and June 2016 by 5% as compared to the prior year.

c) Public and Media Relations

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.
- Generate positive editorial coverage in national and regional publications and communications channels.
- Conduct media familiarization trips throughout the course of FY 2015-16.
- Provide assistance to writers on assignment in North Lake Tahoe.
- Generate and update content for the media center on GoTahoeNorth.com.

- Integrate messaging between traditional media and online media.
- **Create four new Human Powered Sports videos.**

Key Performance Indicators:

- Advertising equivalency of public relations efforts increased by 10% over FY 2014-15.
- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20% over FY 2014-15.
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 15% over FY 2014 -15.
- **Increase video click-through's from our media platforms to our website by 15% over FY 2014-15.**

d) Social Media

Tasks:

- Utilize social media to increase public awareness of North Lake Tahoe.
- Utilize contests, quizzes and campaigns to increase followers and engage viral community.
- Post scenic photography to inspire visitation and attract new followers.

Key Performance Indicators:

- Number of social media followers increased by 15% over FY 2014-15.
- Increase number of YouTube viewers by 20% as compared to FY 2014-15.
- Increase number of Instagram photos posted by 25% as compared to FY 2014-15.

- e) Website - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of North Lake Tahoe. Consumers should be able to access and fully utilize all features of the site when connecting to the site via a mobile device, including the ability to book lodging and other activities directly from the site.

Tasks:

- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
- 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.
- **Integration of email marketing through the website with upgrade of current CRM database.**

Performance Indicators:

- Total unique visitors to site increased by 5% over FY 2014-15.
- Average length of stay on the site increased by 40 **20%** over FY 2014-15.
- Reduce bounce rate of the site by 10% as compared to FY 2014-15.

- Percent of direct and bookmarked visitors increased by 3% over FY 2014-15.
- Number of repeat Visitors increased by 15% over FY 2014-15.
- Number of lodging referrals increased by 5% over FY 2014-15.
- Lodging referrals as a percentage of total unique visitors increased by 5% over FY 2014-15.
- Organic search increased by 10% over FY 2014-15.
- Number of newsletter sign-ups increased by **5 8%** over FY 2014-15.

2) **Group and Conference Sales**

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

Tasks:

- Development and implementation of an integrated media, marketing and promotions plan.
- Promote the Placer County portion of North Lake Tahoe at industry trade shows.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, conventions, seminars, meetings, training and similar gatherings.

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by **5 7%** over FY 2014-15.
- Increase total leads and total booked revenue by 5% over FY 2014-15.
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2014-15.

3) **Leisure Sales**

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

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) direct to consumer; 2) travel agents; and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.

- Host at least ~~two~~ **four** travel trade FAMs per year, **one** with a summer focus and **three** with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.
- Brand and position North Lake Tahoe as a top Nordic destination through cooperative efforts with Nordic resorts, suppliers and partners.
- **Conduct sales calls to major *domestic* travel companies that include, but not limited to Tour Operators, Travel Agencies and Receptive Tour Operators.**
- **Increase brand awareness in Mexico consumer and travel industry.**
- **Increase brand awareness in Chinese travel market.**

Performance Indicators:

- Conduct at least 20 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 5% over FY 2014 -15.
- Increase newsletter database of travel agents located outside the four hour drive market by 50% over FY 2014 - 15.
- Increase in TOT collections by 2% by FY 2015-14.
- Increase the number of Nordic passes sold by 20% as compared to FY 2013 – 14 & FY 14 – 15.
- **Inclusion of NLTRA lodging product in 2 Mexican tour operator brochures.**
- **Increase website traffic from Mexico by 15% year over year.**
- **Increase website traffic from the China market to bring it into the top 25 geo locations. Currently #46.**

4) **Special Events**

This program is intended to support the development, implementation and promotion of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The program shall focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to Resort Association initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports.

Tasks:

- In collaboration with Placer County and with input from the regional permitting authorities, update the *Special Events Resource Guide*. The guide shall include an overview of local special event regulations, permitting processes and a description of the special events services and support available through the Resort Association.
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Prior to submitting a bid to host and/or sponsor any special event that would utilize public right of way or otherwise impact the provision of public services,

- coordinate with all potentially impacted public agencies to determine if adequate resources exist to support the event.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

Performance Indicators:

- One or more new events with national and international television coverage held during a strike zone in FY 2015-16.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.
- Return on Investment reports for each sponsored event completed within 45 days after the event.
- Updates to *Special Events Resource Guide* completed by January 30, 2016.

VISITOR INFORMATION SERVICES

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

Tasks

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 70,000 copies; winter guide distribution shall be 30,000 copies.
- Develop, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.
- Develop, publish and distribute a minimum of 10,000 North Lake Tahoe Cross Country Ski Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4th weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.

- The Director of Visitor Services shall meet bi-annually with the majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Conduct bi-annual customer service training with staff at 25% of local businesses, with a target of providing training to 250 employees. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- Complete an assessment of opportunities for additional exposure and resource availability through gateways such as the Sacramento airport and California Welcome Centers; by February 28, 2016, provide a written synopsis of the assessment and recommendations for actions to be implemented in FY 2016-17.

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 2014-15.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by 2% over FY 2014-15.
- Completion of customer service training as specified above.
- Completion of gateway opportunity assessment/recommendations synopsis by February 28, 2016.

CAPITAL IMPROVEMENTS AND TRANSPORTATION

The mission of the Capital Improvements and Transportation department is to “*Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe’s Tourism-based Economy*”. The Resort Association shall serve in an advisory capacity to Placer County in identifying the Capital Improvements, Transit and Transportation services that are necessary to enhance the tourism-based economy in North Lake Tahoe.

Capital Improvements Tasks:

- Based upon quantitative and qualitative research and analysis, develop a long-range (2015 – 2022) plan for the funding of necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy. This plan shall be approved by the Resort Association Board of Directors and submitted to the County Executive Office no later than June 30, 2016. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.
- Complete an in-depth, comprehensive situational assessment and funding plan for bike trails in the North Lake Tahoe region- **that is compatible with County bike trail planning efforts**. The plan shall include, at a minimum, the following components: an assessment of the condition of existing trails; an analysis of the need for additional trails; a recommendation of amenities that should be added to existing trails and/or included when additional trails are

constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails. As specified in Attachment A-1, funding for this task is included within the \$17,000 total Research and Planning funds allocated for FY 2015-16 Advance Project Studies.

- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding; forward the funding recommendations of the Capital Investment/Transportation Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration; execute and manage a contract for each approved project.
- Regularly monitor and report on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe. As specified in Attachment A-1, Research and Planning funds in the amount of \$4,500 have been allocated for this task in FY 2015-16.

Capital Improvements Performance Indicators:

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.
- By June 30, 2016, the number of new wayfinding signs installed since 2011 totals 50.
- Resort Association Board approval of Multi-Use Bike Trail Assessment Plan on or before ~~March 1~~ June 30, 2016, pending further direction from CEO.
- Resort Association Board approval of capital improvements long-range funding plan by June 30, 2016.

Transportation Tasks:

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

North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services. As specified in Attachment A-1, Research and Planning funds in the amount of \$7,000 have been allocated for this task in FY 2015-16.

- The Placer County Transportation Planning Agency is doing County-wide polling to substantiate the electorate's opinion of a proposed transportation sales tax measure. The proposal is to have a return to source for revenues collected in Eastern Placer County. As the County-wide polling is very minimal in Eastern Placer, the need for specific polling to establish voter transportation expenditure preferences if sales tax measure is passed is necessary for voter education and preparation of an Eastern Placer County expenditure plan required by PCTPA. As specified in Attachment A-1, Research and Planning funds in the amount of \$20,000 have been allocated for this task in FY 2015-16.
- Based upon quantitative and qualitative research and analysis, provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service. As specified in Attachment A-1, Research and Planning funds in the amount of \$9,000.00 have been allocated for this task in FY 2015-16.
- Placer County's TART bus system initiated Night Rider service during the winter season. TART will operate the service into the future. There will be an increased cost of \$61,030 with expectation of improved service and accountability. These funds are shown to be an allocated increase in Attachment A-2.
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach.
- The funding for the entire CHP program has always been included in the fiscal year starting on July 1. As the program actually begins in late June and requires an advance deposit of \$10,000, the recommendation for accounting purposes is to start splitting the required funds between the two fiscal years in which the CHP services are provided. The requested \$10,000 in FY 2015/16 will be spent in June 2016, and the remainder of funding needed for FY 2016/17 summer will be requested in the FY 2016/17 budget. The additional \$10,000 is shown as an allocation in Attachment A-2.
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY 2015-16 winter traffic management services in Tahoe City.
- Conduct on-site monitoring of FY 2015-16 winter traffic management services in Tahoe City.
- Execute and manage a contract with Truckee North Tahoe Transportation Management Agency to provide management services for the operation of the 2015 Summer Night Rider shuttle service.

- Collaborate with the Truckee North Tahoe Transportation Management Agency and the Tahoe Transportation District to complete an updated business plan for the scheduled airport shuttle service program by October 30, 2015. Such plan shall be approved by the Resort Association Capital Investment/Transportation Committee and Board of Directors.
- By November 30, 2015, release a Request for Proposals (RFP) for operations of the scheduled airport shuttle service program. Such RFP shall be based upon the approved business plan for the scheduled airport shuttle service program.
- By March 1, 2016, award a contract for the scheduled airport shuttle service to the program provider selected as a result of the RFP process.
- Conduct and report on the results of regular monitoring of all transit/transportation services contracted by the Resort Association (either directly or through a funding partnership).

Transportation Performance Indicators:

- Increase passengers per vehicle service hour by 2% as compared to FY 14-15 for each Transit and Transportation service/program.

ATTACHMENT A-1 (Amend.) FY 2015-16 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET

	MARKETING	TRANSIT AND TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
Master Plan Revision/Work Plan	\$10,000.00	\$8,000.00	\$13,000.00	\$31,000
Technical Editing				
Graphic Display				
Reproduction				
Community Outreach				
Organization Structure Review				
Legislative Advocacy				
California - Houston Group		\$5,000.00	\$5,000.00	\$10,000
Advance Project Studies - Transit Vision				
Education/Outreach		\$27,000.00		\$27,000
Community Funding Survey				
Technical Data				
Advance Project Studies - Infrastructure				
Kings Beach Wayfinding			\$17,000.00	\$17,000
Tahoe City Wayfinding				
Bike Trail Assessment Plan				
Human Powered Sports Facilities				
Transit Vision Infrastructure Data				
North Tahoe Transportation Summit #4		\$3,000.00		\$3,000
Data Collection and Analysis for Transit/Transportation Programs and Services				
Skier Shuttle		\$9,000.00		\$9,000
Airport Shuttle Service (North Lake Tahoe Express)				
Data Collection and Analysis for Capital Improvement Projects				
Participation in Community Planning Studies			\$10,500.00	\$10,500
Kings Beach Promenade and Pier			\$4,500.00	\$4,500
Mountain Biking Trails				
Water Trails				
Tahoe City Ped/Auto Improvement				
Total:	\$10,000.00	\$52,000.00	\$50,000.00	\$112,000

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

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

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

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

ATTACHMENT A-2 (Amend.) FY 2015-16 LAKE TAHOE TOURISM TRANSIT AND TRANSPORTATION PROGRAMS AND SERVICES

Program #	Traffic Management	NLTRA Contract	County Tourism Services	Total
T-17	Winter Traffic Management*	\$ 20,000	\$ -	\$ 20,000
T-18	Summer Traffic Management**	\$ 22,000	\$ -	\$ 22,000
	Summer Traffic Management FY 2016-17 Deposit**	\$ 10,000		
	Sub-Total Traffic Management Programs	\$ 52,000	\$ -	\$ 52,000
Transportation/Transit Programs				
T-3	Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl*	\$ 29,000	\$ -	\$ 29,000
T-4	Winter Regional Coordinated Ski Shuttle and Voucher Program*	\$ 8,800	\$ 21,200	\$ 30,000
T-5	Winter Hourly Nighttime Transit Service* (\$61,030 addition for TART operation)	\$ 336,760	\$ -	\$ 336,760
T-9	Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City*	\$ -	\$ 171,900	\$ 171,900
T-11	Summer Hourly Nighttime Transit Service -Squaw, Hyatt, Tahoma**	\$ 151,000	\$ -	\$ 151,000
T-15	Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE**	\$ 110,000	\$ -	\$ 110,000
T-16	TART Baseline Transit Services	\$ -	\$ 530,100	\$ 530,100
	Sub-Total Transit Programs	\$ 635,560	\$ 723,200	\$ 1,186,860
	Transportation & Transit/Traffic Management Total	\$ 687,560	\$ 723,200	\$ 1,410,760

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

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

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

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

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

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

ATTACHMENT A-3 (Amend.) FY 2015-16 LAKE TAHOE TOURISM MARKETING BUDGET

NLTRA Budget		Marketing	Conference	Visitor Info	TOTALS	North Lake Tahoe Marketing Cooperative Budget	
Placer County TOT Revenue		\$ 2,340,986	\$ 333,600	\$ 289,923	\$ 2,964,509	Revenue Sources	
Training Seminars		\$ 10,000			\$ 10,000	NLTRA	970,000
Community Marketing Programs		80,000			80,000	Fund Balance addition	109,500
						IVCBVB	610,000
						TOTAL	\$ 1,689,500
PROGRAM EXPENSES						COOPERATIVE DIRECT EXPENSES	
Training/Seminars				1,400	1,400	Public Relations/Social Media	148,000
Marketing Cooperative/Media		860,000	110,000		970,000	Leisure Sales	157,500
Non-media Marketing Coop		92,500	17,000		109,500	Conference Sales	217,000
Collateral Programs				3,826	3,826	Website Content Management	42,000
Conference NTPUD/Event Center			8,000		8,000	Consumer Marketing	811,696
Special Events							
Ironman Sponsorship		400,000					
USA Cycling \$85,000							
Tough Mudder		50,000					
WinterWonderGrass Sponsorship		15,000					
Autumn Food & Wine Sponsorship		20,000					
Amgen Tour of California Sponsorship		27,000					
World Cup \$20,000							
Sky Run Sponsorship		10,000					
Tahoe Summit La Cross Sponsorship		5,000					
SUBTOTAL- Special Events		527,000			527,000		
Trade Shows / Event Development		12,000					
SUBTOTAL- Trade Shows		12,000			12,000		
Other Programs				1,800	1,800		
Cross Country/Nordic		5,000					
Special Events Web Portal		7,500					
Human Powered Sports Series		5,000					
High Notes		10,000					
Performance Review		6,000					
BACC Product Campaigns		70,000					
SUBTOTAL- Other Programs		103,500			103,500		
TOTAL		\$ 1,685,000	\$ 135,000	\$ 7,026	\$ 1,827,026		

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

ATTACHMENT A-3 **FY 2015-16 LAKE TAHOE TOURISM MARKETING BUDGET**

NLTRA Budget	Marketing	Conference	Visitor Info	TOTALS	North Lake Tahoe Marketing Cooperative Budget
Placer County TOT Revenue	\$ 2,207,986	\$ 333,600	\$ 289,923	\$ 2,831,509	Revenue Sources
					NLTRA 970,000
					IVCBVB 610,000
					TOTAL \$ 1,580,000
PROGRAM EXPENSES					
Training/Seminars	10,000		1,400	11,400	
Marketing Cooperative/Media	860,000	110,000		970,000	
Collateral Programs			3,826	3,826	
Community Marketing Programs	80,000			80,000	148,000
Conference NTPUD/Event Center		8,000		8,000	110,000
Special Events					200,000
Ironman Sponsorship	400,000				Website Content Management 40,000
USA Cycling Sponsorship	85,000				Consumer Marketing 811,696
WinterWonderGrass Sponsorship	15,000				
Autumn Food & Wine Sponsorship	20,000				
World Cup Sponsorship	20,000				
Human Powered Sports Initiative	15,000				
Event Recruitment/Trade Shows	10,000				
SUBTOTAL- Special Events	565,000			565,000	
Trade Shows	10,000				
SUBTOTAL- Trade Shows	10,000			10,000	
Other Programs			1,800		
Cross Country	3,000				
High Notes	20,000				
Performance Review	6,000				
BACC Product Campaigns	70,000				
SUBTOTAL- Other Programs	99,000			99,000	
TOTAL	\$ 1,624,000	\$ 118,000	\$ 7,026	\$ 1,747,226	\$ 1,592,596

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

ATTACHMENT B
FY 2014-15 and FY 2015-16 PAYMENT SCHEDULE – Amendment #3

DRAFT

FY 2015-16 PAYMENT NUMBER	PAYMENT DUE DATE	PAYMENT TO RESORT ASSOCIATION	PAYMENT TO COUNTY
1.	Sept. 1, 2015	\$814,010	\$735,960
2.	Oct. 1, 2015	\$271,350	\$245,320
3.	Nov. 2, 2015	\$271,350	\$245,320
4.	Dec. 1, 2015	\$271,350	\$245,320
5.	Jan. 1, 2016	\$271,350	\$245,320
6.	Feb. 1, 2016	\$271,350	\$245,320
7.	March 1, 2016	\$306,475	\$1,050,832
8.	April 1, 2016*	\$376,725*	\$245,320
9.	May 2, 2016	\$271,350	\$245,320
10.	June 1, 2016	\$271,350	\$245,320
Totals (1) (2)		\$3,256,160	\$2,943,840₍₃₎₍₄₎

- (1) FY 2014-15 Lake Tahoe Tourism Budget includes a total of \$5,334,193.85 for the RESORT ASSOCIATION contract. FY 2015-16 Lake Tahoe Tourism Budget includes a total of \$6,200,000 for the RESORT ASSOCIATION contract.
- (2) Payment schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (3) Apportionment to Capital Improvements/Transportation Account held in the County Treasury.
- (4) Services provided by or under contract with COUNTY and funded through RESORT ASSOCIATION contract will be allocated to and paid from the County Treasury through a journal transfer process.
- (*) \$105,375 FY 2014-15 fund balance share of the April 1, 2016 payment shall be made in accordance with CONTRACT, Section 5. E., Payment Schedule.

NOTE: FOR NLTRA BOARD MEETING PURPOSES ONLY, PLEASE NOTE THAT DATA WAS NOT AVAILABLE AS OF JAN. 28 PREPARATION OF THIS DOCUMENT FOR FY 2014-15 FUND BALANCE TO BE REMITTED BY NLTRA TO PLACER COUNTY AND ADDED TO PAYMENT #7 TO COUNTY TREASURY. FIGURE TO BE ADDED AND AMENDED AT BOARD MEETING.

ATTACHMENT B
FY 2014-15 and FY 2015-16 PAYMENT SCHEDULE – Amendment #2

FY 2014-15			
<u>PAYMENT NUMBER</u>	<u>PAYMENT DUE DATE</u>	<u>PAYMENT TO RESORT ASSOCIATION</u>	<u>PAYMENT TO COUNTY</u>
1.	Sept. 1, 2014	302,552	126,742
2.	Oct. 1, 2014	302,552	126,742
3.	Nov. 1, 2014	364,052	247,912.85
4.	Dec. 1, 2014	302,552	126,742
5.	Jan. 1, 2015	302,552	126,742
6.	Feb. 1, 2015	302,552	126,742
7.	March 1, 2015	302,552	126,742
8.	April 1, 2015	302,552	126,742
9.	May 1, 2015	302,552	126,742
10.	June 1, 2015	302,552	126,742
11.	July 1, 2015	302,552	126,742
12.	Aug. 1, 2015	302,548	126,741
Totals (1) (2)		\$3,692,120	\$1,642,073.85₍₃₎₍₄₎

FY 2015-16			
<u>PAYMENT NUMBER</u>	<u>PAYMENT DUE DATE</u>	<u>PAYMENT TO RESORT ASSOCIATION</u>	<u>PAYMENT TO COUNTY</u>
1.	Sept. 1, 2015	\$814,010	\$735,960
2.	Oct. 1, 2015	\$271,350	\$245,320
3.	Nov. 2, 2015	\$271,350	\$245,320
4.	Dec. 1, 2015	\$271,350	\$245,320
5.	Jan. 1, 2016	\$271,350	\$245,320
6.	Feb. 1, 2016	\$271,350	\$245,320
7.	March 1, 2016	\$271,350	\$245,320
8.	April 1, 2016	\$271,350	\$245,320
9.	May 2, 2016	\$271,350	\$245,320
10.	June 1, 2016	\$271,350	\$245,320
Totals (1) (2)		\$3,256,160	\$2,943,840₍₃₎₍₄₎

- (1) FY 2014-15 Lake Tahoe Tourism Budget includes a total of \$5,334,193.85 for the RESORT ASSOCIATION contract. FY 2015-16 Lake Tahoe Tourism Budget includes a total of \$6,200,000 for the RESORT ASSOCIATION contract.
- (2) Payment schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (3) Apportionment to Capital Improvements/Transportation Account held in the County Treasury.
- (4) Services provided by or under contract with COUNTY and funded through RESORT ASSOCIATION contract will be allocated to and paid from the County Treasury through a journal transfer process.

ATTACHMENT C **FY 2015-16 RESORT ASSOCIATION TOT BUDGET AMENDMENT #2 - DRAFT**

MARKETING	PROPOSED BUDGET	TRANSPORTATION	PROPOSED BUDGET	CAPITAL IMPROVEMENTS	PROPOSED BUDGET	PROPOSED TOTAL
RESORT ASSOCIATION CONTRACT:						
Personnel/Overhead Cap - Direct Costs	796,581	Personnel/Overhead Cap - Direct Costs	99,743	Personnel/Overhead Cap- Direct Costs	99,743	996,067
G+A Cap - Indirect Costs	537,599	G+A Cap - Indirect Costs	64,055	G+A Cap - Indirect Costs	74,110	675,764
Contract Accounting Temp	7,500			Contract Accounting Temp	7,500	15,000
Research and Planning	10,000	Research and Planning (Detail in Attachment A-1)	52,000	Research & Planning (Detail in Attachment A-1)	50,000	112,000
Direct Marketing/Programs (Detail in Attachment A-3)	1,532,829	Memberships	5,000	Maintenance Reserve: Tourism Serving Facilities	0	1,537,829
Community Marketing Fund	30,000	Traffic Management	52,000			82,000
Special Events Marketing Fund	50,000	Transit Programs (Detail in Attachment A-2)	635,560	Capital Improvements - Requires BOS Approval	3,041,792	3,727,352
SUBTOTAL - RESORT ASSOC CONTRACT	\$ 2,964,509	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 908,358	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 3,273,145	\$ 7,146,012
	41%		13%		46%	
						28-Jan-16

PLEASE NOTE THAT THE CAPITAL IMPROVEMENTS LINE ITEM OF \$3,041,792 DOES NOT YET INCLUDE FY 2014-15 FUND BALANCE. THIS FIGURE SHOULD BE AVAILABLE FOR ADDITION BY JAN. 29, OR NO LATER THAN THE NLTRA BOARD MEETING. THE ADDITION OF THIS FIGURE WILL ALSO INCREASE THE CONTRACT TOTAL.

ATTACHMENT C **FY 2015-16 RESORT ASSOCIATION TOT BUDGET**

MARKETING	BUDGET	TRANSPORTATION	BUDGET	CAPITAL IMPROVEMENTS	BUDGET	TOTAL
RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		
Personnel/Overhead Cap - Direct Costs	796,581	Personnel/Overhead Cap - Direct Costs	99,743	Personnel/Overhead Cap- Direct Costs	99,743	996,067
G+A Cap - Indirect Costs	537,599	G+A Cap - Indirect Costs	64,055	G+A Cap - Indirect Costs	74,110	675,764
Research and Planning (Detail in Attachment A-1)	10,000	Research and Planning (Detail in Attachment A-1)	32,000	Research & Planning (Detail in Attachment A-1)	50,000	92,000
Direct Marketing/Programs (Detail in Attachment A-3)	1,407,329	Memberships	5,000	Maintenance Reserve: Tourism Serving Facilities	0	1,412,329
Community Marketing Fund	30,000	Traffic Management	42,000			72,000
Special Events Marketing Fund	50,000	Transit Programs (Detail in Attachment A-2)	574,530	Capital Improvements - Requires BOS Approval	2,327,310	2,951,840
SUBTOTAL - RESORT ASSOC CONTRACT	\$ 2,831,509	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 817,328	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 2,551,163	\$ 6,200,000
	46%		13%		41%	



February 3, 2016

**Subject: Discussion and Possible Approval of Policy Outlining Protocol for Using
\$100,000 TOT Funds in Unrestricted Net Assets**

From: Sandy Evans Hall

Packet information will be sent under separate cover prior to the Board meeting.



Staff Report for Board

Subject: Legislative Platform

From: Sandy Evans Hall 2-3-16

Decision Considerations:

- This Legislative Platform is based on the Platform that was revised and approved by County Staff and the Board of Directors in 2015
- In addition the staff looked at the Placer County Legislative Platform and added support for the specific Lake Tahoe items noted in items 5. a. – d.

Staff Recommendation: Approve Legislative Platform for 2016



North Lake Tahoe Chamber Resort Association

2016 Legislative/Regulatory Platform Key Principles

1. Encourage and seek legislation that facilitates orderly economic expansion and growth of the tourism industry and other economic initiatives. Support and seek opportunities to increase revenues that provide for the Resort Association and Placer County's tourism and economic initiative goals.
2. Oppose legislation that significantly impedes or prohibits tourism businesses in North Lake Tahoe. Oppose legislation and regulation that result in increased costs to tourism businesses in North Lake Tahoe.
3. Support legislation that protects the North Lake Tahoe environmental quality of life, its diverse natural resources, wildlife habitat and lake clarity while also enhancing the socio-economic quality of life of the residents.
4. Encourage and seek legislation that provides funding for redevelopment, public transportation, environmental mitigation programs, trails and other infrastructure development.
5. Support Placer County position on the Lake Tahoe specific proposals listed below:
 - a. Lake Tahoe Total maximum Daily Load Implementation (TMDL)
Seek or support legislation to : (1) minimize further water quality regulation and unfunded mandates, with an emphasis on minimizing administrative, monitoring and inspection requirements that do not directly lead to cleaner storm water; (2) facilitate implementation of local fee programs to support storm water quality program implementation and; (3) continue and increase state and federal funding assistance for TMDL compliance and storm water program implementation.
 - b. Lake Tahoe Restoration Act
See or support funding for restoration efforts to preserve and protect Lake Tahoe.
 - c. Lake Tahoe Environmental Improvement Program

Advocate and support legislation for state agency regulations and grant eligibility criteria that would provide funding for environmental restoration, environmental redevelopment activities and expansion of multi-modal transportation systems in the Lake Tahoe Basin.

d. Lake Tahoe Transit Federal Operating Assistance

Seek or support the Tahoe Metropolitan Planning Organization's efforts to have the Tahoe Basin receive a special designation* as an urbanized area for the purpose of receiving funds.

*population of 190,000 in 37 square miles



**Tough Mudder North Lake Tahoe
June 11-12, 2016
Sponsorship Proposal**

Date: February 3, 2016
To: Board of Directors
From: JT Thompson, Tourism Director
Judy Laverty, Special Events Director
RE: Tough Mudder 2016 Sponsorship for review and possible action

Marketing Committee Approval: M/S/C (Moore/Cordell) 7/0/1 – Brant abstained to approve the additional \$30,000 in funding for this sponsorship.

Staff is requesting the below sponsorship package to be discussed for possible action for the Tough Mudder event which is scheduled to be held at Northstar California Resort, June 11-12, 2016. As we have discussed previously, the North Lake Tahoe Resort Association is very interested in developing a sponsor partnership with Tough Mudder to bring focus to Tough Mudder North Lake Tahoe for years to come. We feel strongly that this partnership will bring additional visibility to the event itself, and to North Lake Tahoe as a world class human powered sports destination.

With that in mind, we would like to submit the following proposal for sponsorship for your consideration:

- Cash Sponsorship Fee \$50,000
- Social, PR & Messaging Campaign In Kind
- The North Lake Tahoe CVB is working with Placer County lodging properties to secure room blocks for your athletes and attendees
- NLTRA will design and launch an internal landing page on GoTahoeNorth.com showing an overview of the event with direct links to lodging properties
- NLTRA will work to generate additional cash sponsorships from other regional partners subject to Tough Mudder approval of such partnerships.

Tough Mudder North Lake Tahoe (Page2)

Economic Impact of 2015 event:

- Total Attendance: 13,554
- 87% of attendees stayed overnight for a total of 32,074 person nights
- Average daily spend of \$233 per person
- Total direct economic impact to the region of \$7,473,242

Full 2015 ROI report attached

Budgeted funds of \$20,000 have already been approved from Special Events line item. We are requesting a reallocation of an additional \$30,000 in funding from other events that have been recently cancelled. No reserve funds will be utilized for this sponsorship.

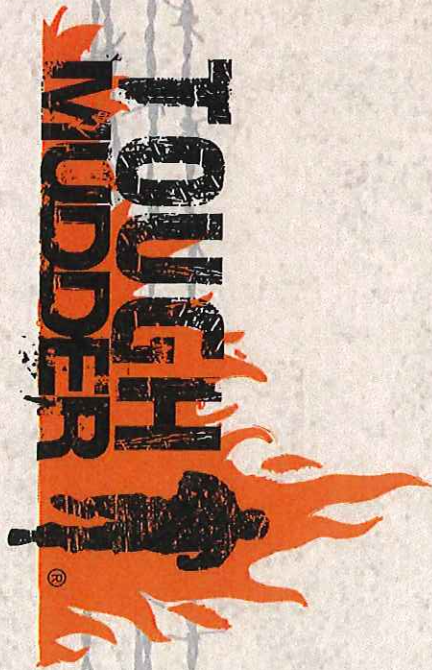
In return for the cash sponsorship fee, and other in-kind services, the NLTRA will receive the following benefits:

- Tough Mudder to promote our region through their database messaging.
- Tough Mudder to promote our internal landing page on GoTahoeNorth.com with a direct link from ToughMudder.com.
- The "N" North Lake Tahoe and/or Placer County logo to be included on ToughMudder.com and other promotional areas where appropriate.
- NLTRA email messaging will not duplicate the Tough Mudder Race messaging, rather will feature such activities as running, cycling, swimming, conditioning and cross training that would align with training/acclimation for Tough Mudder World Championships. The content of the messaging will be agreed upon by Tough Mudder and the NLTRA in advance.
- A 10 x 10 Vendor Booth for the duration of the event.

TOUGH MUDDER TAHOE

POST EVENT REPORT

JUNE 2015



TOUGH MUDDER TAHOE

Context

Tough Mudder held an event at Northstar California Resort in Truckee, California, for the fourth year. The event took place on Saturday, June 13, 2015 and Sunday, June 14, 2015. This report outlines the demographics and travel behavior of TM Tahoe 2015 participants.

Data Collection

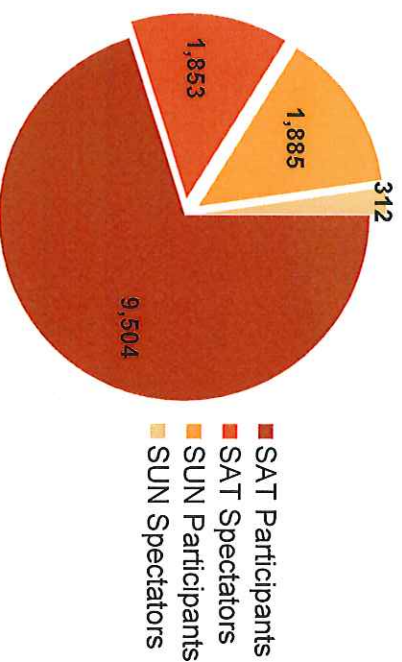
Tough Mudder conducted two surveys after the TM Tahoe 2015 event.

1. A post-event survey was sent to all participants immediately after the event asking general questions related to customer satisfaction, obstacle innovation and participant demographics.
2. A second survey was sent to all participants the Wednesday following the Event asking questions around travel behavior, daily spend and specific questions around participant experience in the community.

Key Learnings

Tough Mudder drives new visitors to the North Lake Tahoe area and participants were very satisfied with their overall event experience.

Total Attendance: 13,554



Venue:

Northstar California Resort
5001 Northstar Drive
Truckee, CA 96161

Dates:

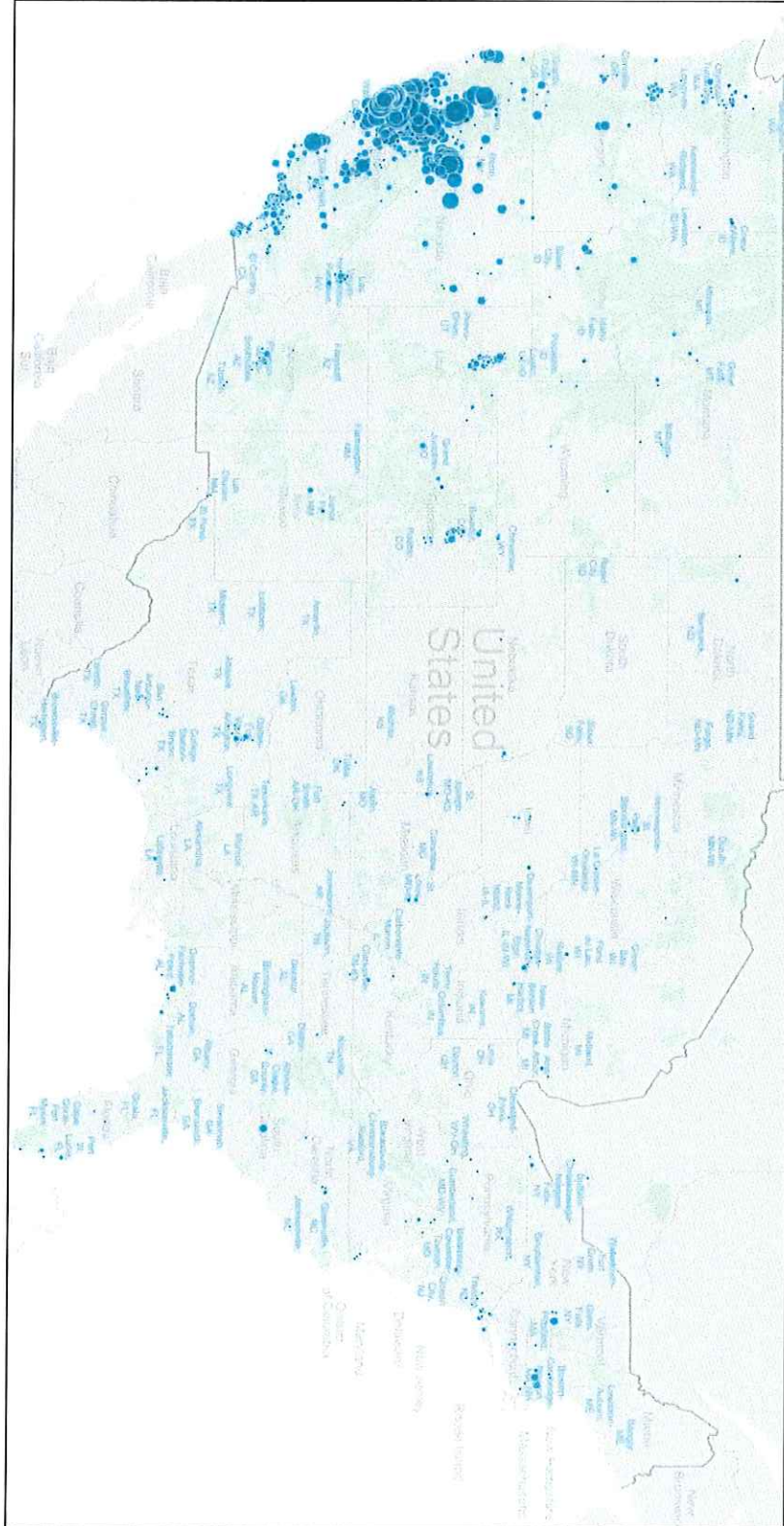
June 13, 2015
June 14, 2015

COURSE MAP

TOUGH MUDDER TAHOE

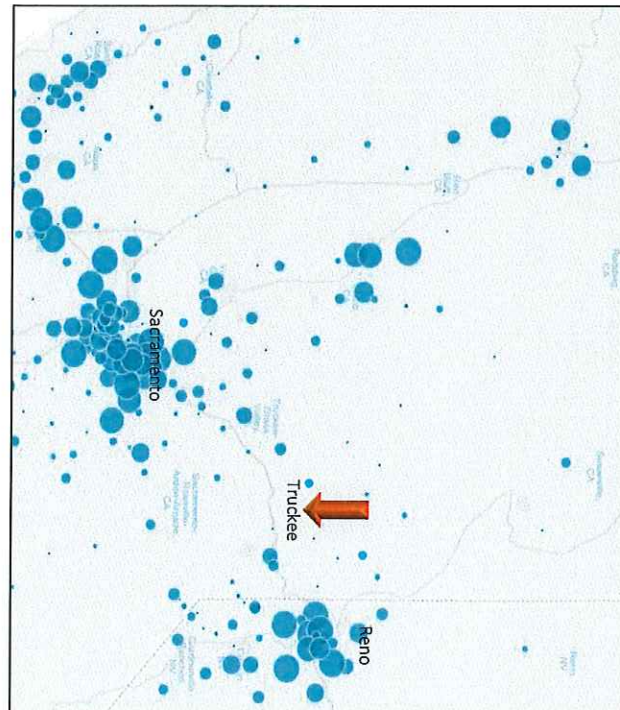
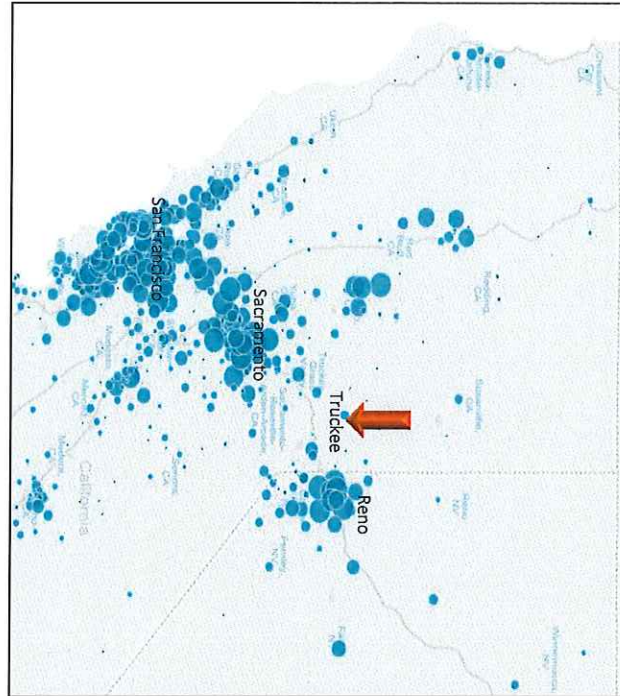


US HEAT MAP



TOUGH MUDDER TRIATHLON

REGIONAL HEAT MAPS



TOUGH MUDDER TAOE

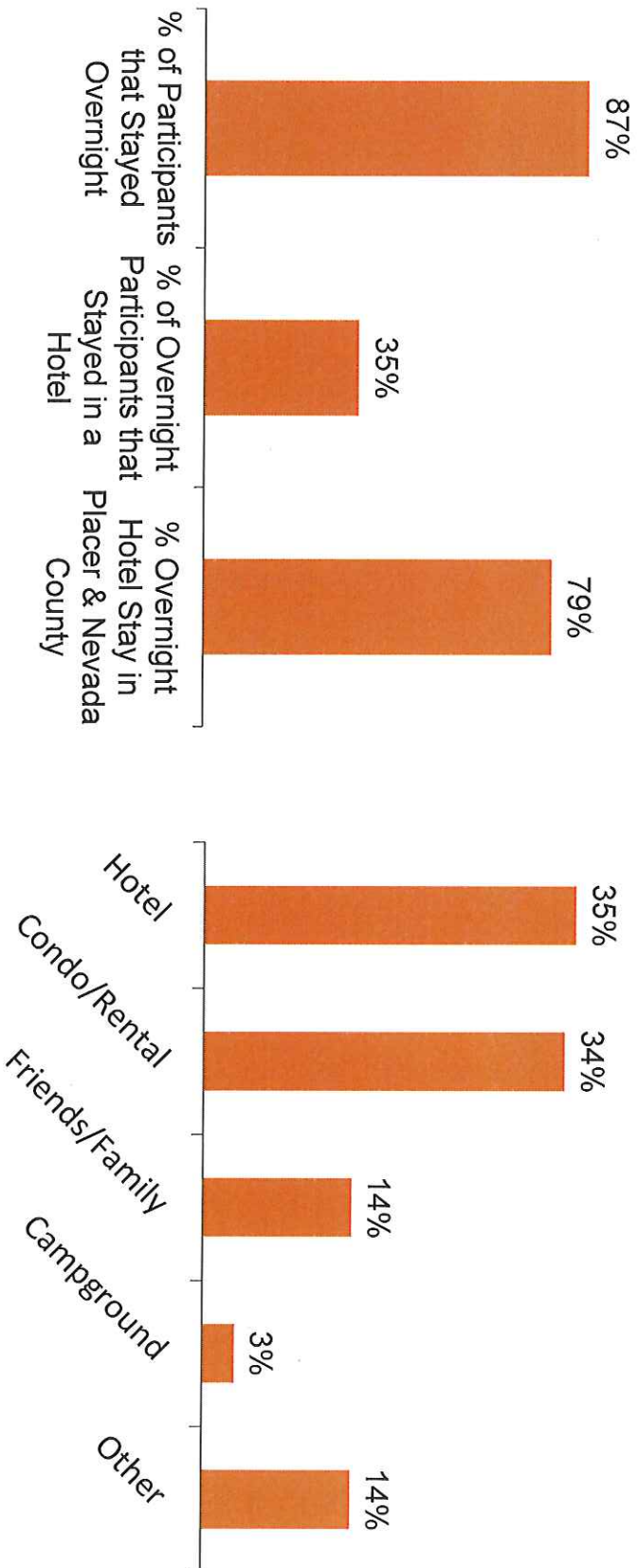
OVERNIGHT STAYS

TOUGH MUDDER Tahoe

8% of Tough Mudder participants were residents of Placer or Nevada County in California.

Over **87%** of Tough Mudder participants stayed overnight for the event.

The average travel party size of participants was **5.3**.
The average length of stay for overnight participants was **2.72** nights.



TOUGH MUDDER TAHOE

15% of participants had never traveled to the North Lake Tahoe area before the Tough Mudder Tahoe 2015 event.

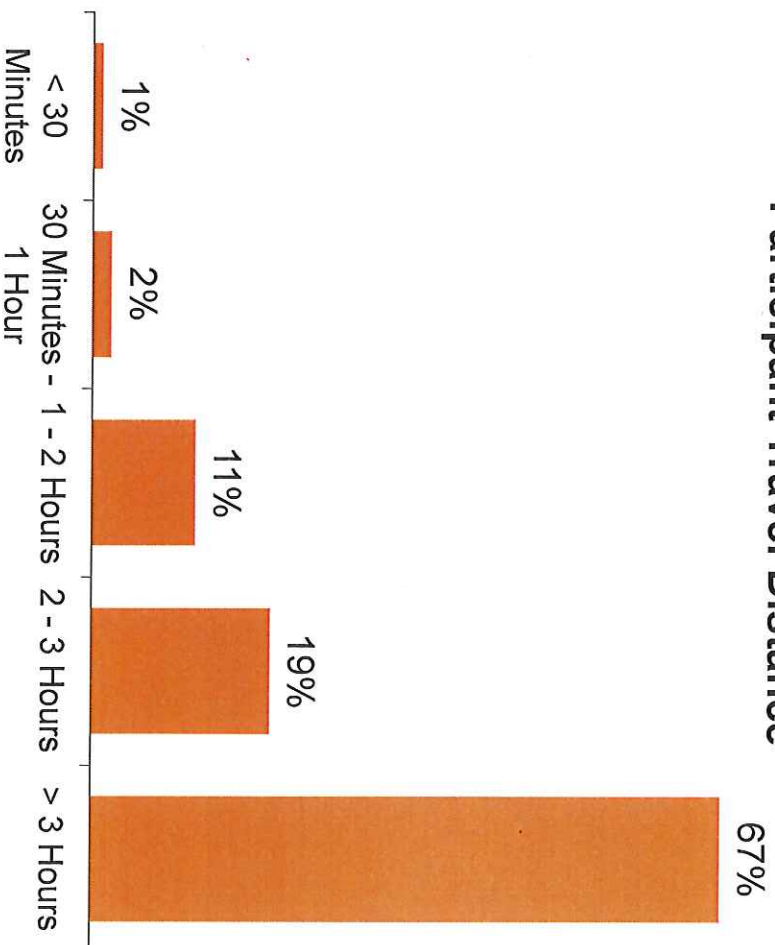
82% of participants are likely to return to the North Lake Tahoe area within the next year.

The top states that purchased tickets for this event were **California, Nevada, Oregon, Utah and Colorado.**

1% of survey respondents **traveled internationally** to participate in the event.

9% of survey respondents flew to participate in the event.

Participant Travel Distance

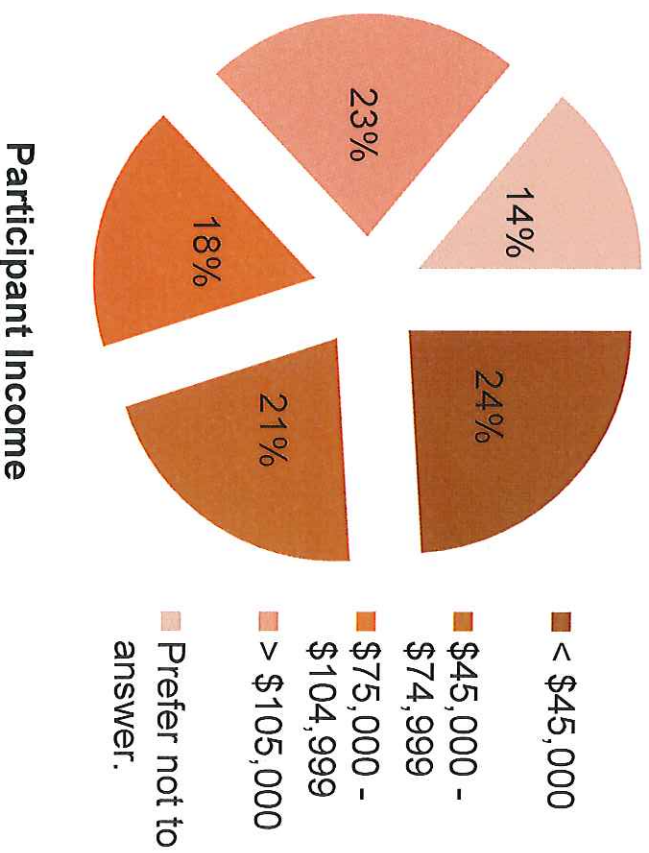
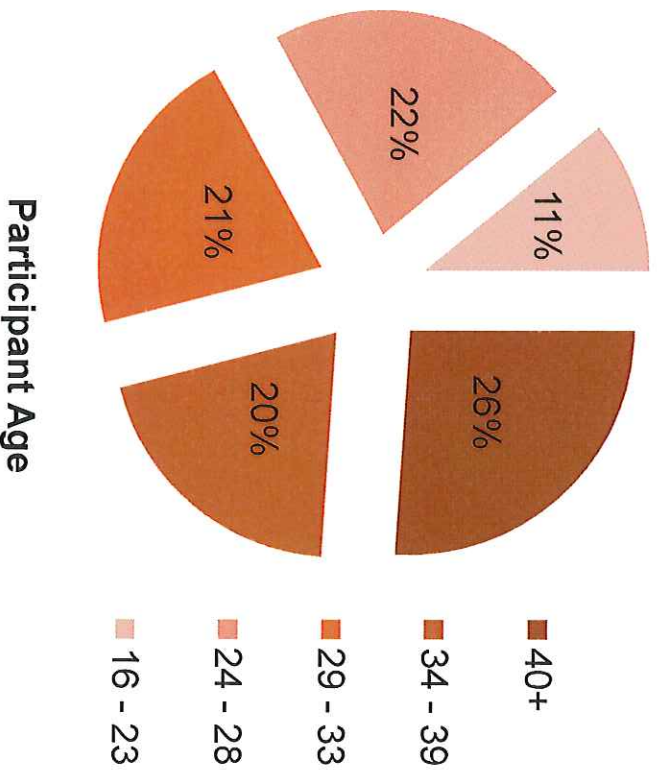


TRAVEL TIME

TOUGH MUDDER TAHOE

74% of TM Tahoe participants are under 40, and at least **41%** earn over **\$75K** per year.

TM Tahoe participants were **61%** male and **39%** female.



VOLUNTEER OUTREACH

TOUGH MUDDER TAHOE

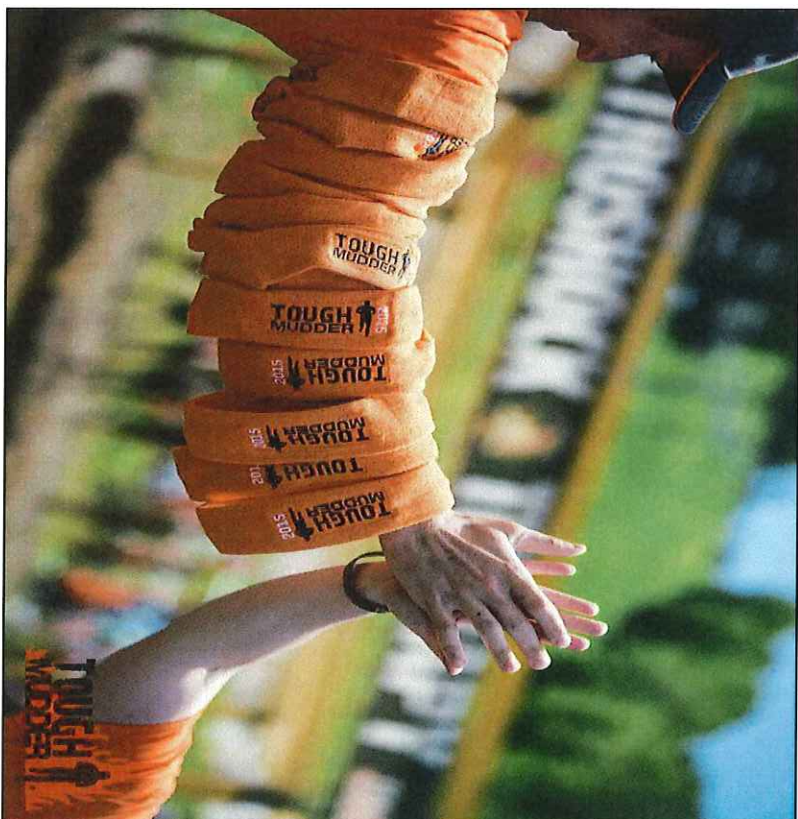
Total Volunteers: **341**

Total Hours Volunteered: **3,173**

Total Volunteers who participated
in the Event: **263**

*"Throughout both event days, I
was made to feel valued and part
of a professional team pulling off a
great experience for a whole
bunch of people."*

—TM Tahoe 2015 Volunteer



LOCAL PARTNERSHIPS

TOUGH MUDDER TAHOE

NORTHSTAR CALIFORNIA

97° 53' HIGH LOW WEATHER VIDEO PHOTOS VIDEO

About Northstar Village Bike & Hike Summer Passes Trip Planning Lessons Golf & Activities Groups Winter

Trip Planning

- Location Packages
- Lodging
- 15-16 Epic Pass Season Passes
- 15-16 Lift Tickets
- Getting Here
- On-Site Transportation
- Private Charter Transportation
- Events Calendar
- Hours of Operation

Tough Mudder

June 13, 2015 - June 14, 2015

Time: All Day

Add to Calendar/Outlook

Northstar is once again excited to host Tough Mudder this summer on June 13 & 14, 2015.

Tough Mudder is a team-oriented, 10-12 mile (18-20 km) obstacle course designed to test physical strength and mental grit. Tough Mudder puts camaraderie over finisher rankings and is not a timed race but a team challenge that allows participants to experience exhilarating, yet safe, world-class obstacles they won't find anywhere else. Registration and additional event details can be found on the Tough Mudder website, www.ToughMudder.com.

Plan Your Trip

Arrival Date:

Departure Date:

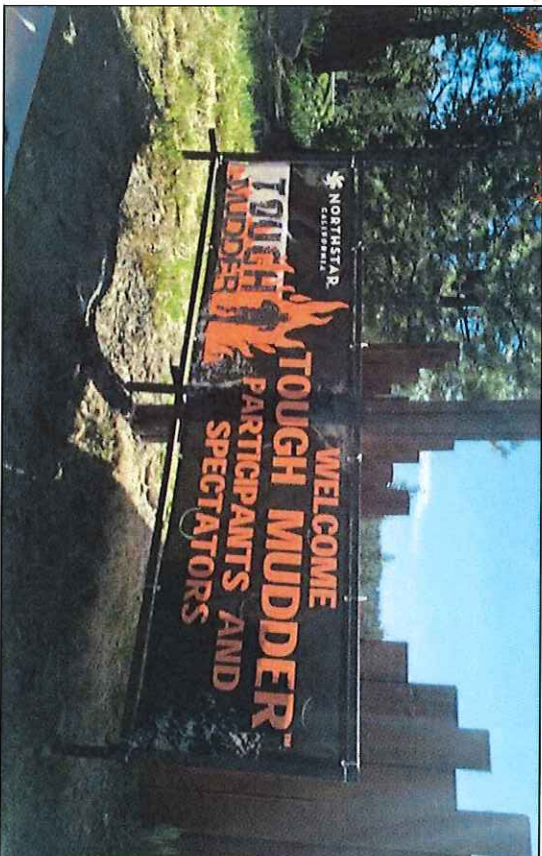
Adults: Kids:

Lodging:

Book online or call 1.800.GO.NORTH or 530.522.1010 to speak with a local expert.

Tough Mudder Tahoe 2015 Lodging Partners:

Tahoe Mountain Resorts Lodging
The Village at Squaw
Squaw Valley Lodge
Donner Lake Village
Hotel Truckee Tahoe
Plump Jack Squaw Valley Inn
Tahoe Biltmore
Tahoe Vistana Inn
Granlibakken Tahoe
Northstar Lodging



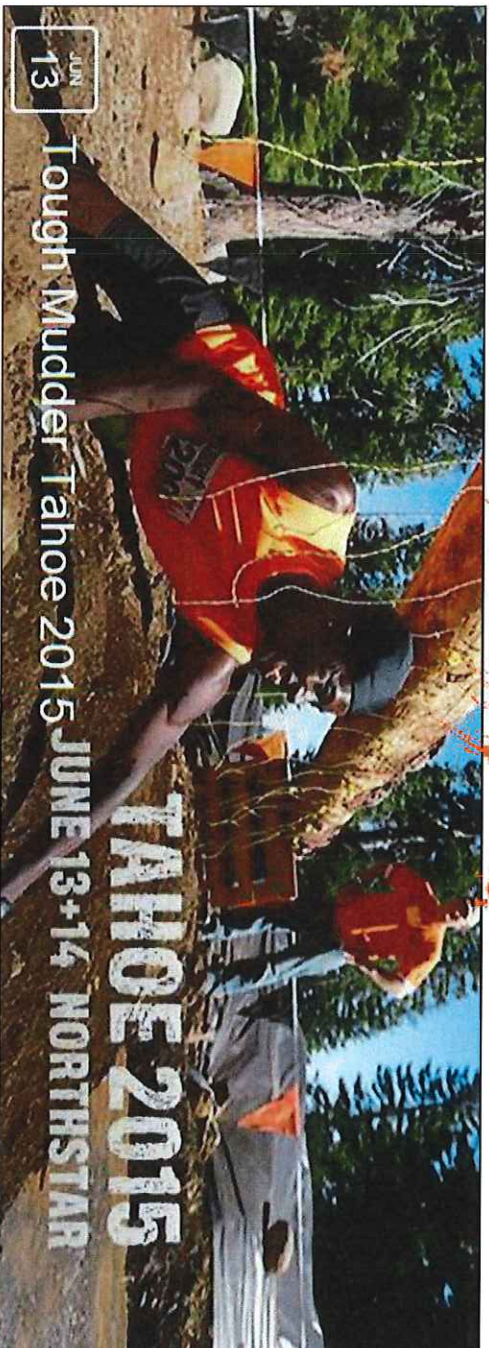
Tahoe Biltmore
June 25 at 1:30am

Such a great event and we were happy to be a Lodging partner this year. Congrats to all the Tough Mudders!

Like Comment Share

DIGITAL MEDIA: FACEBOOK

TOUGH MUDDER TAHOE



The Tough Mudder global brand has over **4,000,000** likes on Facebook, allowing extended viewership of all shared material.

Tough Mudder's posts reach an average of **3,400,000** unique accounts per week.

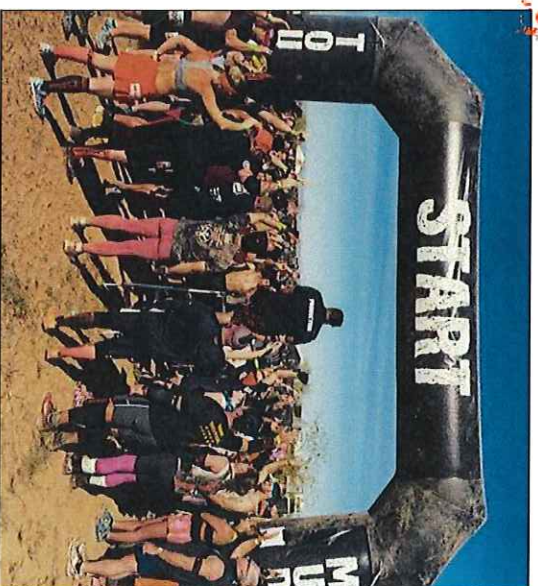
Posts surrounding the Tough Mudder Tahoe 2015 event on the brand page reached over **1,300,000** people.

The Tough Mudder Tahoe 2015 event page reached over **250,000** people and the event album had over **4,000** likes, comments and shares.

DIGITAL MEDIA: INSTAGRAM



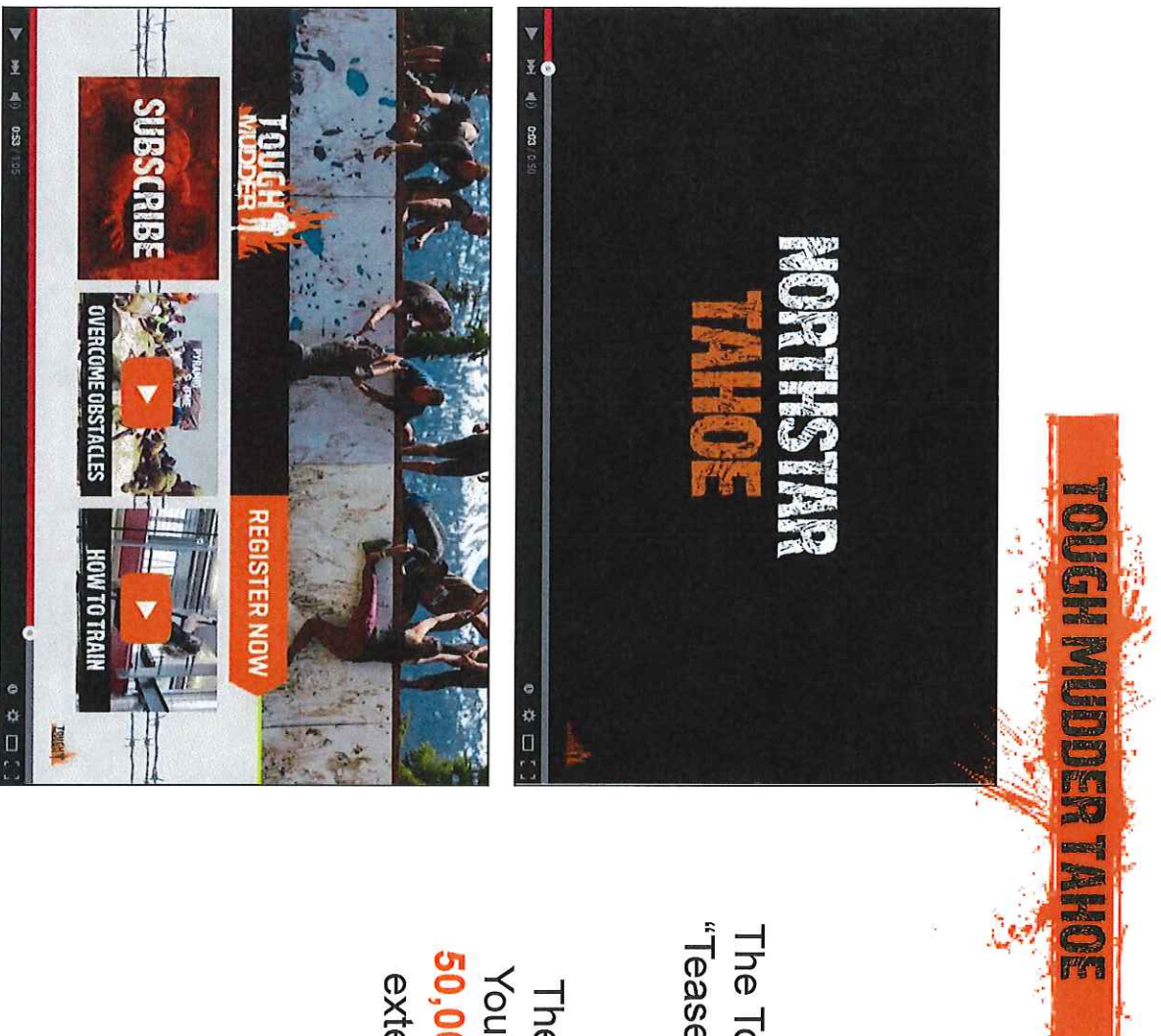
TOUGH MUDDER TAHOE



#toughmuddertahoe was tagged over **5,000** times.

The Tough Mudder global brand has over **125,000** followers on Instagram, allowing extended viewership of all shared material.

DIGITAL MEDIA: YOUTUBE



The Tough Mudder Tahoe 2015 “Teaser” video was viewed over **13,000** times.

The Tough Mudder brand YouTube channel has over **50,000** subscribers, allowing extended viewership of all shared material.





February 3, 2016

**Subject: Discussion and Recommendation of North Lake Tahoe Expenditure Plan
For Proposed Sales Tax**

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

That after discussion, the Board of Directors approve recommending Eastern Placer County's participation in the proposed County-wide transportation sales tax measure being considered for the November ballot by Placer County Transportation Agency. The motion should include:

- that the PCTPA proposed sales tax expenditure plan identify that North Tahoe revenues from the sales tax, if passed, would be used for improving trails, transit services, and additional road maintenance,
- that NLTRA work with PCTPA, Placer County and the Resort Triangle Transportation Vision Coalition (RTTVC) to fund and conduct an additional North Lake Tahoe polling effort to substantiate the voter's priorities for transportation related expenditures (trails, transit, roads) for the PCTPA sales tax expenditure plan and other potential funding sources,
- that, if passed, Placer County be the recipient of the transportation sales tax revenues from PCTPA for distribution in Eastern Placer County utilizing a local advisory committee for recommendations.

Background:

- The Placer County Transportation Planning Agency (PCTPA), after two years of study and extensive community outreach has developed a comprehensive draft transportation plan for Placer County, which includes information from the North Tahoe/Truckee Transportation Vision Plan.
- The County plan estimates that \$3 billion will be needed over the next 30 years for County-wide investment in major highways, local streets and roads, transit and rail improvements, and pedestrian/bicycle projects.
- Of the \$3 B, approximately \$1.75 B will come from developer fees, gas tax, and matching funds, leaving a \$1.25 B funding gap.
- The local funding source being explored to fill the \$1.25 B funding gap is a half-cent County-wide Transportation Sales Tax that would expire no later than 30 years from passage. The annual revenue generated would be \$41.6 million.
- This will require a 66% voter approval for passage.
- Eastern Placer County voters could affect the vote by about 1%.

- An initial draft sales tax expenditure plan has been developed indicating how different County locales would spend the generated sales tax. (attached)
- It shows that, if passed, about 3% of the revenues collected could come to North Tahoe.
- This initial plan identifies the North Tahoe needs as potholes, transit improvements, and trails, based on outreach, the North Tahoe/Truckee Transportation Vision Plan, and the North Lake Tahoe Tourism Master Plan.
- County-wide voter surveys have been done by PCTPA, each showing a higher level of potential voter approval.
- A potential final voter survey will be accomplished during February.
- PCTPA decision whether to move forward with a November ballot measure will occur in March or April.
- At that time, the current sales tax expenditure plan will be updated by PCTPA for voter education. (attached)
- It does not need specificity at this time, but rather identification of types of transportation related expenditures and approximations of what funding amounts various jurisdictions would receive
- It will contain state law requirements, strong taxpayer safeguards including an oversight committee with independent audits and an annual report to the taxpayers.

Decision Considerations:

- If placed on the November ballot and passed, the vote of Eastern County (1%) will probably not be a factor.
- The estimated annual 3% designated for North Lake Tahoe (\$1.25 M) is not a substantial portion of the annual County-wide \$41.6 M.
- The Resort Triangle Transportation Vision Coalition has unanimously approved a recommended expenditure plan at its January 7th meeting. (Attached)
- It provides a greater level of detail than PCTPA says is necessary at this time.
- Key recommendations in the RTTVC plan for North Lake Tahoe include:
 - Placer County to receive the funds and disburse for NLT and Eastern Placer.
 - Recommended percentages for annual fund allocations to be 45% transit (\$570,000), 45% trails (\$570,000), and 10% for roadwork (\$125,000).
 - Increased winter service frequency will be expanded from hourly to every half-hour during peak ridership periods.
 - Off-season, free fare, evening transit service operating from 6:00 pm until 9:30 pm.
 - Fully implement bike trail system to enhance transportation and recreation opportunities.
 - Class 1 trails system maintenance and construction remains highest priority to residents and visitors.
 - General average per mile trails costs for maintenance and construction are stated.
 - Total potential trail costs for completed system and annual maintenance are stated:
 - Routine and Annual Maintenance for 62 miles is \$654,720/year.
 - Routine Snow Removal for 20 miles is \$400,000/year.
 - New construction to complete Class 1 is \$51,000,000 (4 miles/year= \$6 M/yr.)
 - Reconstruction for 62 miles is \$20,827,040 (2.4 miles/year= \$806,000/year)

- Provide additional County roadwork maintenance/repairs to be determined by Department of Public Works.
- Any recommendations of how to proceed with a North Lake Tahoe expenditure plan by the NLTRA Board will be shared with the RTTVC and forwarded to the Placer County CEO, and then on to PCTPA for incorporation into the County-wide expenditure plan providing educational materials to the voters.

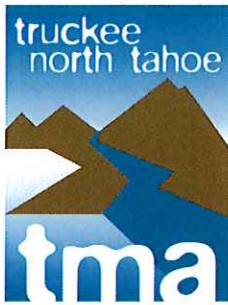
Capital Investment/Transportation Committee Recommendation:

- Discussion including agreement with PCTPA that the level of detail in the RTTVC recommended North Lake Tahoe expenditure plan was more than is needed at this time
- The Committee agreed with the plan recommendation for types of transportation related expenditures (trails, transit, road maintenance)
- Recommended additional North Lake Tahoe polling effort to substantiate voter preferences for priority expenditure within focuses of trails construction and maintenance, transit improvements, and additional road maintenance.
- This voter polling would be valuable in addition to previous community and visitor outreach, as well as various studies completed.
- Agreed that Placer County should be the recipient of the North Lake Tahoe sales tax revenues and disburse those with recommendations of a local appointed advisory group.
- Committee unanimously (13-0-0) passed a motion to recommend that the CI/T Committee support Eastern Placer County's participation in the proposed County-wide Transportation Sales Tax measure being put forth by Placer County Transportation Planning Agency. Funding for improving trails, transit services, and road maintenance in North Lake Tahoe would be an appropriate use of the sales tax. It is suggested that the NLTRA work with PCTPA, Placer County, and the Resort Triangle Transportation Vision Coalition to fund an additional polling effort, specific to North Lake Tahoe, in order to substantiate the electorate's preferences for preparation of the North Lake Tahoe expenditure plan for the proposed sales tax measure.

PCTPA DRAFT TRANSPORTATION SALES TAX EXPENDITURE PLAN

Category	Project	Percentage	Total Amt (in millions)	Annual Amt (if applicable) in millions
MAJOR HIGHWAY PROJECTS				
	I-80/SR 65 Interchange Phases 1-3	44%	\$ 550.0	
	SR 65 Widening		\$ 280.0	
	Placer Parkway		\$ 20.0	
	SR 49 Signal Synchronization		\$ 25.0	
	Interchange Program		\$ 30.0	
	I-80/SR 174		\$ 95.0	
	I-80/Rocklin Road			
	I-80/Horseshoe Bar			
	SR 65/Nelson Lane			
	Financing for Early Construction		\$ 100.0	
TAHOE PROJECTS				
	Potholes, transit, trails in Tahoe	3%	\$ 37.5	\$ 1.25
RAIL/TRANSIT				
	Senior/Disabled Transit Enhancements	12%	\$ 150.0	
	Capital Corridor Rail and Bus Rapid Transit		\$ 50.0	
			\$ 100.0	
BICYCLE/PEDESTRIAN PROJECTS				
	Countywide	5%	\$ 62.5	
LOCAL PROJECTS				
Potholes, road maintenance, local congestion hot spots, matching funds for local transportation priorities	City of Auburn	30%	\$ 375.0	\$ 12.50
	City of Colfax		\$ 13.5	\$ 0.45
	City of Lincoln		\$ 7.5	\$ 0.25
	Town of Loomis		\$ 43.3	\$ 1.40
	City of Rocklin		\$ 7.5	\$ 0.25
	City of Roseville		\$ 47.7	\$ 1.60
	Placer County		\$ 109.6	\$ 3.70
			\$ 145.9	\$ 4.90
COMPETITIVE PROJECTS PROGRAM				
	Countywide	5%	\$ 62.5	
ADMINISTRATION				
		1%	\$ 12.5	\$ 0.42
Total Program		100%	\$ 1,250	

Version 12.aug.15



Resort Triangle Transportation Vision Coalition

Placer County-Wide Transportation Sales Tax

Recommendations for Sales Tax Distribution and Expenditures at North Lake Tahoe

Based on the Placer County Transportation Planning Agency's efforts to determine whether to move forward with a ½ cent Transportation Sales Tax ballot measure in November, 2016, the Resort Triangle Transit Vision Coalition, consisting of government entities, organizations, and citizens of North Lake Tahoe, has developed a recommended expenditure plan for the North Lake Tahoe/Eastern Placer County portion of the potential Sales Tax Revenue that would be generated within this area. These recommendations are being provided for Placer County approval to further define how the "return to source" funds for the Tahoe area, as stated in PCTPA's draft countywide transportation sales tax expenditure plan, would be used. This draft plan, through coordination with Placer County, the RTTVC, and PCTPA suggests the Tahoe area transportation related projects include transit improvements, trails completion and maintenance, and additional road maintenance. The anticipated Tahoe amount of the 30-year sales tax revenue would be about \$37.5 million or \$1.25 million each year.

While the specific expenditure of the North Lake Tahoe funds still requires further definition, the recommendations for distribution and expenditure of the tax revenues has been compiled over the past three years. That effort has included accomplishment of a regional transit vision, which includes transit needs, priorities, and costs. Many organizations, area governments, private businesses, transportation consultants and interested individuals have participated in this effort. Outreach, to this time, has been informal on-line surveys, annual Transportation Summits, consultant studies, including analysis of competitive Resort areas transit programs, and the recently completed update to the North Lake Tahoe Tourism Master Plan, which utilized extensive community outreach.

The Bicycle and Multi-Purpose Trail system continues to remain one of the highest priorities for completion and maintenance throughout the area. The Class 1 trail system consists of 62 miles, 28 that are constructed or under construction, and 34 still needing to be undertaken. Funding will be necessary for trail maintenance, new construction, and rehabilitation over the years. Specific trail priorities and costs are currently being determined, but general costs required to define the tax expenditures have been developed and utilized in this recommendation.

Recommendations include:

- **Distribution of Sales Tax Revenue**
 - Recommendation that Placer County should be the entity to receive and disperse the sales tax revenue from PCTPA for the North Lake Tahoe /Eastern Placer Area.
 - Local advisory groups, such as TNT/TMA, RTTYC, and the NLTRA Capital Investment/Transportation Committee should be appointed to recommend projects for expenditures.

- **Expenditure Plan Revenue Percentage Allocations**
 - Based on various outreach efforts throughout the past year, the recommendation for expenditure percentages is 45% transit, 45% trails, 10% roads.
 - These efforts have included the NLTRA/LSC SurveyMonkey on-line community questionnaire about sales tax expenditures, as well as completed transit and trail needs studies.
 - Percentages will continue to be further substantiated.
- **Transit Priorities**
 - Approximately \$570,000/year from 45% of sales tax revenue.
 - Increased service frequency during winter will be expanded from hourly to every half-hour during the morning and afternoon peak ridership periods on the following routes:
 - Between Tahoe City and North Stateline
 - Between Tahoe City and Squaw Valley
 - Between North Stateline and Northstar Village
 - Off-season, free-fare, evening transit service operating from approximately 6:00 pm until 9:30 pm, including expanded service on the West Shore.
 - These service increases would require addition of two new buses.
 - These additional services would increase existing service ridership by 26%.
 - Other priorities in the Transit Vision will require additional funding beyond the sales tax,
- **Bicycle and Multi-Purpose Trail Program**
 - Approximately \$570,000/year from 45% of sales tax revenue.
 - Fully implement comprehensive bike trail system to enhance transportation and recreation opportunities.
 - Class 1 trail system maintenance and construction remains highest priority to residents and visitors.
 - Sales Tax revenues may be better suited for trail system maintenance as there are more potential funding sources for initial new construction of trails.
 - General average per mile trail costs:
 - Routine Maintenance is \$5,200/mile/yr. (28 miles existing, 62 miles eventual)
 - Routine Snow Removal is \$20,000/mile/yr. (20 miles eventually)
 - Annual Maintenance is \$2,800/mile/yr. (28 miles existing, 62 miles eventual)
 - Contract Annual Maintenance is \$2,560/mile/yr. (28 miles existing, 62 miles eventual)
 - New construction is \$1.5-\$1.6 million/mile. (34 miles)
 - Reconstruction every 20-25 years is \$360,000/mile (62 miles eventual)
 - Total potential trail costs:
 - Routine and Annual Maintenance for 62 miles is \$654,720/year.
 - Routine Snow Removal for 20 miles is \$400,000/year.
 - New construction to complete Class 1 is \$51,000,000 (4 miles/year= \$6 M/yr.)

- Reconstruction for 62 miles is \$20,827,040 (2.4 miles/year=
\$806,000/year)
 - The maintenance and construction of the total trail system will require funding from additional sources as the system continues to grow toward completion.
- **Road Maintenance**
 - Approximately \$125,000/year from 10% of sales tax revenue.
 - This amount would be to provide additional County road maintenance/repairs which could include additional snow removal.
 - Projects and priorities to be determined by County Department of Public Works.