



Staff Report for Board

Subject: Scope of Work, Proposed Budget, Attachments

From: Sandy Evans Hall

Decision Considerations:

- The SOW and Budget have been approved by Marketing and Capital Investment/Transportation Committees in special sessions in May
- Public notice was given for committee meetings and board meeting
- Some small changes were recommended by the Marketing Committee and have been integrated into the document
- Key areas of changes are in the following areas:
 - Marketing: clarifying the roles of agencies School of Thought and Abbi; setting specific metrics for Key Performance Objectives; revising a Special Events Resource Guide with regional permitting authorities; the new website platform and metrics; changes in the Reno visitor information strategy; developing a more effective customer service training program
 - Transportation and Capital Investment: Transform the Integrated Work Plan to serve as the Capital Investment TOT Finance Plan; completion of a bike trail assessment plan to include maintenance and reconstruction; voucher system for the Ski Shuttle; discontinuation of Water Shuttle; development of a business plan for the NLTE
 - Administration/Management: Continued involvement in adoption of county area plans; completion of the update to the Tourism Development Master Plan
- Budget proposal begins with the County allotted \$6.2M NOT inclusive of county services; \$2,831,509 going to Marketing(45%); \$817,328 to Transportation, and \$2,551,163 for Capital Investments (55%).
- G & A expenses have been kept at the San Francisco CPI for February at 2.63%
- Personnel expenses were slightly higher than the CPI at 4.02% due to rising health care costs (12%) and increase in Workers Compensation Insurance (50%). All merit increases and incentive pay budgets were lowered by 50% to compensate and keep costs as close to CPI as possible

Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

Staff Recommendation: Approve and forward to County for negotiations

G1-1

Attachment A



north lake tahoe

Chamber | CVB | Resort Association

North Lake Tahoe Resort Association Scope of Work— FY 2015-16

On behalf of the members and businesses in the North Lake Tahoe area of Placer County, the North Lake Tahoe Chamber/CVB/Resort Association (NLTRA) values its relationship and partnership with Placer County. Following direction from the Master Plans of 1995 and 2004 as well as the 2011-2016 Strategic Goals, the NLTRA continues to advise the Board of Supervisors on the most effective investment of Transient Occupancy Funds (TOT) collected in the North Lake Tahoe area.

This successful investment strategy, leveraged wherever possible, in critical areas of destination marketing, transportation and infrastructure is essential to keep North Lake Tahoe competitive as a nationally and internationally known destination.

Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years. Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to ***“promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) *provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake activities to implement in full the NLTRA Master Plans; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise.

Tourism Division

2013-16 Strategic Goals

- Dominate the California market as a destination for alpine and Nordic skiing, biking and paddle sports
- Increase TOT by 20% over 2010/11 adjusted for inflation
- Increase occupancy during strike zones by 20% and annual occupancy by 10%
- By 2016, increase destination visitor market by 3% over 2012/13

Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, Social Media

The mission of the Tourism Division 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.”*

The NLTRA Tourism Division continues to position the North Lake Tahoe region as a premier resort destination location for leisure travelers, group and conference attendees and special event opportunities. A focus on human-powered sports is a key competitive advantage and one that is woven through all appropriate channels. Additionally, the NLTRA continues to use our adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing “Return on Investment” (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

The NLTRA works closely with two independent contractors for Public Relations (PR) and Advertising. School of Thought is our advertising agency based out of San Francisco and currently contracted with them through November 2015. They have also been very instrumental in assisting the NLTRA with the redesign of the GoTahoeNorth.com website. Our PR Agency, The Abbi Agency will also be taking the lead on all social media posting and in a change from last year will also be handling all of the social media ad buying.

Key Performance Objectives

- Track cost per visitor to the Web site
- Total number of unique visitors to consumer website to increase by 15%
- Increase the number of Web site clicks to lodging properties by 10% YOY
- Key analytical data on website KPO's will be conducted in coordination with both our Ad and PR agencies and will be included in monthly reporting
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual “member and partners” workshop to review marketing strategies, investments and performance indicators and solicit feedback and input
- Increase in Conference and Group room revenue by 5%

- Social conversation and engagement to grow by 15%
- Coordinate and escort a minimum of 12 Leisure Sales site visits and 2 FAM tours

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

Group/Conference Marketing and Sales

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations. The Conference Sales program will continue with a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business.

Key Performance Objectives

- The Conference Sales program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business by 5%.
- Continue to improve our competitive position, ease of navigation, and quality of content on the NLTRA's new web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation with the new Web site by 10% YOY.
- Increase total leads and total booked revenue by 5% YOY.

Leisure Marketing and Sales

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) domestic and international tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California, an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales will also

coordinate discussions and attempt to revive the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN).

Key Performance Objectives

- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels by 5% over 2014/15 FY.
- Increase our Travel Agent newsletter database outside the four hour drive market by 50%.
- Increase awareness and ridership on the North Lake Tahoe Express airport service by including this in a minimum of 5 Travel Agents/Tour Operators.
- Support efforts to brand and position North Lake Tahoe as a Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners by carrying over last year's goal of 20% increase from FY 2013/14 as a benchmark

Special Events, Projects and Promotions

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. Special Event staff continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the www.GoTahoeNorth.com web site and other internet marketing channels.

The Special Event department is also intricately involved in the acquisition of new, major events that support our Human-Powered Sports Initiatives. This includes effort to expand our relationship with current event producer partners, to acquire new events aligned with our strategic goals through specific sales channels, and to research new events direction and opportunities that provide regional benefit to our local businesses, residents and Placer County as a whole.

Key Performance Objectives

- Continue to fully integrate department expertise with community and resort sponsored and/or produced events.
- Work with regional permitting authorities to revise the **Special Events Resource Guide** for event producers and promoters, which includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.

- Assist area special events producers in the completion of final event reports, as required, tracking specific measurements to determine ROI of each event. Reporting due 45 days after completion of even.
- Work to develop or recruit one major special event with national and international television coverage, preferably in one of our initiative areas or during one of our strike zones.
- Continue with updates and revisions of the special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with business association and other event producers, return on investment and consistency with Resort Association goals.

Web Site Strategies and Key Performance Objectives

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. A new website platform and consumer interface will be launched just prior the start of the 2015/16 fiscal year. The new web site will allow us to increase our communication with consumer through varied platforms, to leverage our tourism servicing businesses and to streamline the conversion from traveler inspiration, to interest, to booking and beyond.

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort.

These include:

1. Total Unique Visitors
2. Average length of stay on the site / Bounce Rate
3. Cost Per Visitor
4. Percent of Direct and Bookmarked Visitors
5. Number of Repeat Visitors
6. Number of Lodging Referrals
7. Lodging Referrals as a Percent of Total Unique Visitors
8. Search Engine Referrals
9. Organic Search Engine Results
10. Number of newsletter sign-ups

*Research will be conducted on website KPO benchmarks for a new/redeveloped website and will be presented to the Marketing Committee for discussion in June 2015, and appropriate benchmarks will be established. Monthly reporting on these benchmarks will begin in July 2015.

Public and Media Relations

GI-6

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on www.GoTahoeNorth.com to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) coordinates the communication between traditional press and the online social media space; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

Key Performance Objectives

- Increase the Advertising Equivalency of public relations efforts by 10% over 2014/15.
- Increase reference to, and the exposure of, the NEW GoTahoeNorth.com web site in editorial stories and features about North Lake Tahoe by 20% over 2014/15.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com Web site by 15% over 2014/15.

Community Marketing Program

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA's community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the ***Resorts and Towns of North Lake Tahoe*** component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted **Community Marketing Program Grant Funding Criteria**. An important focus of the Community Marketing Program is to provide funds to local business associations to assist with marketing collateral and/or events that increase the vitality of the various commercial core areas. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Business Association and Chamber Collaborative, with the final approval of all grant recommendations by the NLTRA Board of Directors. Starting in FY 2014-15 the County will contract directly with the NTBA and TCDA in the amount of \$10,000 each for their portion of the Community Marketing Program allocation. In order to maintain alignment with NLTRA marketing goals and initiatives, both business associations will continue working with the BACC in developing and implementing their programs, and provide an annual report including ROI.

Providing adequate funding is available this year, it is the intent to establish in-market media and promotional marketing in support of the Touch the Lake, Peak Your Adventure and High Notes Campaign. These efforts are to be coordinated with the Business Association Chamber Collaborative Committee (BACC). Similar to last year,

these funds would be leveraged to enhance our out-of-market consumer communication efforts targeted at specific campaigns and audiences.

Key Performance Objectives

- Increase in-market click-throughs to GoTahoeNorth.com by 20% over 2014/15.

Support for Other Marketing Programs

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the Placer County Visitor Council's California Welcoming Center.

Visitor Information Services

2011-16 Strategic Goals

- Develop and execute a customer service training strategy
- Assess regional needs for Visitor Information distribution and execute plan
- Increase net promoter scores by 20% over 2011/12 or up to 85

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information to enhance their stay. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience as will be measured by Net Promoter Scores through visitor intercept research, and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information. Visitor touch points are: Visitor Information Centers, lodging/property managers, visitor guides, web/mobile, TV/video and interaction with local businesses.

Visitor Information Centers

- Tahoe City
This center is open year-round, providing guests with information concerning North Lake Tahoe. It also provides referral services for North Lake Tahoe Chamber of Commerce members and gives them an opportunity to display collateral. The Center serves as a "front counter" for Chamber membership services and provides a variety of public services, such as ticket sales and a concierge program for a variety of area special events and activities. The Tahoe City Visitor Information Center moved to a new location during summer 2012. The expansion of the center allows for a gift shop, sponsorship opportunities, concierge services, library/book shop, local product sales, local gatherings, agency sharing and private business kiosks/displays.
- Reno

In fall of 2014 the NLTRA opened a 3-display kiosk in partnership with the RSCVA Visitor Center located in Downtown Reno. The NLTRA also stocks the Airport Shuttle racks located in the Reno Tahoe International Airport with Visitor Guides and Neighborhood maps.

- Kings Beach (summer only)

The NLTRA will have a presence at the Kings Beach State Park. A mobile operation utilizing a tent and brochure kiosks will be set up daily and stored in the North Tahoe Event Center.

- Auburn and Truckee California Welcome Centers (displays only)

The NLTRA has created and rents space for North Lake Tahoe specific displays in both locations. Both displays will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map.

Lodging Liaison

- The Information Services Director is responsible for meeting bi-annually with a majority of lodging properties in North Lake Tahoe to inform them of the services/benefits that the NLTRA provides. The Information Services Director is also responsible for sending lodging properties information concerning events and business opportunities.

Guide/Activity Maps, Web/Mobile, TV/Video and Local Business Outreach

- Official North Lake Tahoe Guide

The Official North Lake Tahoe Visitors Guide is produced bi-annually. This year we signed a three year contract to partner with Morris Visitor Publications to co-produce the Visitor Guide. This guide is distributed throughout North Lake Tahoe in lodging property guest rooms/vacation homes and Visitor Information Centers. The guide will also be located on GoTahoeNorth.com in a flippable, easy to read version. The print run for the Visitor Guide is 70,000 for the summer and 30,000 for the winter, the guides are sent out as the primary fulfillment piece upon request.

- Maps

The North Lake Tahoe map and Cross Country Ski map continue to be extremely popular with guests and visitors and is distributed through the Visitor Centers, and lodging properties in North Lake Tahoe.

- Web/Mobile

The information on GoTahoeNorth.com is made visitor friendly through the addition of a local transportation widget and making the mobile version more user friendly by appearing differently to in-market visitors. Cards, magnets and window clings with a QR code and our web address are distributed to lodging properties and Chamber members to increase in-market visitation to GoTahoeNorth.com. Content on the Mobile site has also been adjusted to the consumer depending on his/her location.

- TV/Video

TV and Video are available in the Tahoe City Visitor Center. We have formed a partnership with a local TV and video production company.

- Local Businesses Outreach

Local Businesses are being informed of Visitor Information offered by the NLTRA through: a 10-Day Event Calendar distributed weekly to all lodging properties and chamber members, Ski-Reports during the ski season, weekly updates in Biz Bytes and presentations at NLTRA Committee and other Organizational meetings.

Customer Service Training

The Customer Service Training has been created and was implemented in 2013 and 2014 twice annually. This was a free service performed at each business location by members of the NLTRA staff, encouraging friendly, knowledgeable, and resourceful service. The NLTRA is currently looking at how to create a more effective customer service training program to be implemented in fall of 2015 reaching more businesses.

Key Performance Indicators

- Track the number of visitors served (walk-ins, email inquiries, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served by 2% YOY using appropriate strategies as may be available.
1. Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers and provide a written synopsis in June 2016.
 - Increase in-market click-through's to GoTahoeNorth.com by 15%.

Transportation and Capital Investment Projects

2011-16 Strategic Goals

- Develop a fully integrated transportation system that will effectively link visitor destinations, recreation and lodging products.
- Increase ridership on service and recreational routes by 20%
- Review criteria, priorities, and application process for infrastructure projects
- Upgrade lodging and commercial environment on the North and West Shore with three new or re-developed projects
- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing
- Install 50 way finding signs in the North Lake Tahoe region by June 30, 2016

The mission of the Visitor Support Services (Transportation) and Capital Investment Development is consistent with the NLTRA Master Plans and 5-year Strategic Goals to *"Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe's Tourism-based Economy"*.

In late spring of 2015, the NLTRA will start revising the annual update of its **Capital Investment and Transportation Work Plan** and **Long Range Funding Plan**. While usually prepared in late winter, this year it is more timely to await the community outreach review of the 2015 Placer County North Tahoe Tourism Master Plan. The CIT

GI-10

Work Plan is an “action plan” for FY 2015-16 that includes project priorities, descriptions, lead agencies and identifies project partners. This year’s plan will suggest appropriate revisions to criteria to be applied to the funding request application process now being used in evaluation of project selection for TOT appropriations. It also estimates funding requirements, suggests time frames for project completion, and quantifies “flexible funding” requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2015-2022. Added to this year’s Work Plan will be information enabling it to serve as the Capital Investment TOT Finance Plan for the North Lake Tahoe Region.

Capital Investment Project Development

Consistent with the direction and goals of the soon to be adopted revised Tourism Master Plan, previously adopted NLTRA Master Plans, the 5-year Strategic goals, and the projects specifically listed in the proposed *FY 2015-16 Capital Investment and Transportation Work Plan*, the NLTRA will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Capital Investment Account.

In recognition of the need for maintenance of tourist-serving Capital Investment projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals, the NLTRA will continue making available a reserve account funding to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Capital Investment Account funds which require application, committee review, and NLTRA Board of Directors approval and concurrence from the Placer CEO.

A recommendation for trail maintenance needs was prepared in FY 14-15. Upon review it was determined that a complete multi-use bike trail assessment plan will be prepared during FY 15-16 to further substantiate all funding to be required for completion, maintenance and long-term reconstruction of the trail system.

As greater needs and more requests for limited TOT funding are being made each year, a review of criteria used and the application process will continue to be evaluated to help determine priorities for appropriating project funding recommendations. All agencies and community groups will be informed of a call for projects and educated on the “once-a-year” call for projects system which will be held for the second year in Fall 2015.

Key Performance Objectives

- Achieve measurable progress in the implementation of approved Capital Investment projects for which funds have been approved and budgeted in the FY 2015-16 CIT Work Plan.
- Develop Capital Investment TOT Finance Plan for inclusion in FY 15-16 CIT Work Plan

GI-11

Attachment A1

FY 2015-2016 RESEARCH AND PLANNING PROJECTS

Transportation Services

- Legislative Advocacy
 - California-Houston Group
 - Up to \$5,000
- Advance Transportation Project Studies-Transit Vision
 - Education Outreach
 - Community Funding Survey
 - Technical Data
 - Up to \$7,000
- Master Plan Revision/Work Plan including:
 - Technical Editing
 - Graphic Display
 - Reproduction
 - Community Outreach
 - Up to \$8,000
- North Tahoe Transportation Summit #4
 - Up to \$3,000
- Data Collection and Analysis for Transit and Transport /Services
 - Skier Shuttle
 - NLTE
 - Up to \$9,000

Total Transportation R&P=\$32,000

Capital Investment

- Legislative Advocacy
 - California-Houston Group
 - Up to \$5,000
- Advanced Infrastructure Project Studies
 - Kings Beach Wayfinding
 - Tahoe City Wayfinding
 - Scope for Bike Trail Assessment Plan
 - Human Powered Facilities
 - Transit Vision Infrastructure Data
 - Up to \$17,000
- Data Collection and Analysis for Infrastructure Project Analysis
 - Up to \$10,500
- Master Plan Revision/Work Plan including
 - Technical Editing
 - Graphic Display
 - Reproduction
 - Community Outreach
 - Up to \$13,000
- Community Planning Studies Participation
 - Kings Beach Promenade & Pier
 - Mountain Biking Trails
 - Water Trails
 - TC Ped/Auto Improvement
 - Up to \$4,500

Total Capital Investment R&P=\$50,000

G11-12

ATTACHMENT A-2 (05-30-15) FY 2015-16 Proposed Transportation Programs and Services

	Approved 14-15	Proposed 15-16
Traffic Management		
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$20,000
T-18 Summer Traffic Management (Existing)	22,000	22,000
Sub-Total Traffic Management Programs	\$ 42,000	\$42,000
Transportation/Transit Programs		
Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)	48,700 *	
T-1		
T-2 Enhanced Winter Transit Service TART, Highway 267 (Existing)	86,500 *	
T-3 Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl (Existing)	29,000	29,000
T-4 Winter Regional Coordinated Ski Shuttle and Voucher Program (Existing)	30,000 **	30,000
T-5 Winter Nighttime Transit Service (Existing)	247,420	275,730
Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	164,800 *	171,900 *
T-9		
T-11 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	155,000	151,000
T-12 Year Round Highway 89 Hourly Service (Fall & Spring) (Existing)	135,200 *	
T-15 Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE (Existing)	110,000	110,000
T-16 TART Baseline Svc. Shortfall	279,300 *	530,100
Sub-Total Transit Programs	\$ 1,285,920	1,297,730
Transportation & Transit/Management Total	\$ 1,327,920	\$1,339,730
*Services provided by Placer County including Baseline	\$ 714,500 *	723,200 **
Services provided by other providers to be paid by NLTRA	\$ 613,420 **	\$616,530 **

** \$21,200 provided to Placer; \$8,800 provided to others (TMA)

G1-13

**Tourism Marketing Budget
Attachment A3**

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
PROGRAM EXPENSES					NLTRA 970,000
Training/Seminars	10,000		1,400	11,400	IVCBVB 610,000
Marketing Cooperative/Media	860,000	110,000		970,000	TOTAL \$ 1,580,000
Collateral Programs			3,826	3,826	
Community Marketing Programs	80,000			80,000	COOPERATIVE DIRECT EXPENSES
Conference NTPUD/Event Center		8,000		8,000	Public Relations/Social Media 166,000
Special Event Sponsorship				-	Leisure Sales 110,000
Ironman	400,000				Conference Sales 200,000
USA Cycling	85,000				Website/Content Management 50,000
WinterWonderGrass	15,000				Consumer Marketing 776,000
Autumn Food & Wine	20,000				
Human Powered Sports Initiative	15,000				COOPERATIVE PROGRAM EXPENSE
World Cup	20,000				Sierra Ski Marketing Council 80,000
SUBTOTAL- Special Events	555,000			555,000	Regional Air Service Committee 100,000
Trade Shows	10,000				Wedding Promotion 15,000
Event Development	10,000				DestiMetrics 13,000
SUBTOTAL- Trade Shows	20,000			20,000	VisitingLakeTahoe.com 40,000
Other Programs			1,800		Photography 20,000
Cross Country	3,000				Fulfillment 10,000
High Notes	20,000				TOTAL \$ 1,580,000
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	

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, following committee and board action

GI-14

NLTRA
 FY 2015-2016 TAHOE TOT BUDGET- Preliminary
 ATTACHMENT C - May Preliminary Budget
 5/7/2015

MARKETING	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET
RESORT ASSOCIATION CONTRACT:				RESORT ASSOCIATION CONTRACT:			
Personnel/Overhead Cap - Direct Costs	796,581	763,686	765,319	Personnel/Overhead Cap - Direct Costs	99,743	98,630	87,012
G+A Cap - Indirect Costs	537,599	523,784	525,343	G+A Cap - Indirect Costs	64,055	62,392	62,106
Research and Planning	10,000	7,000		Research and Planning	32,000	32,000	30,000
Direct Marketing/Programs	1,407,329	1,252,302	899,555	(Detail in Attachment A-2)			
Community Marketing Fund	30,000	30,000	50,000	Memberships	5,000	5,000	5,000
Special Events Marketing Fund	50,000	50,000	50,000	Traffic Management	42,000	42,000	48,000
				Transit Programs- Non-County (Detail in Attachment A-3)	574,530	547,420	494,000
SUBTOTAL - RESORT ASSOC CONTRACT	2,831,509	2,626,772	2,290,217	SUBTOTAL - RESORT ASSOC CONTRACT	817,328	787,442	726,118
Fund Balance Carryforward	45.67%	50.99%	52.12%	Fund Balance Carryforward	13.18%	15.29%	16.52%
TOTAL - RESORT ASSOC CONTRACT	2,831,509	2,688,272	2,735,217	SUBTOTAL - RESORT ASSOC CONTRACT	817,328	787,442	726,118
County Services	45.67%	50.40%	46.80%	County Services	13.18%	14.76%	12.42%
	308,195	306,173	266,736		917,694	931,702	1,083,402
TOTAL CONTRACT	3,139,704	2,994,445	3,001,953	TOTAL CONTRACT	1,735,022	1,719,144	1,809,520
	38.59%	43.51%	40.31%		21.33%	24.98%	24.30%

Note: Proposed budget numbers include a preliminary assumption of a 12% increase to health and welfare benefits.

* - There was a County Services Reserves Fund Balance Carryover in previous years but was not calculated or recorded on past contracts.

G1-15

TAHOE CAPITAL IMPROVEMENTS	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET	TOTAL CONTRACT	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET
RESORT ASSOCIATION CONTRACT:				RESORT ASSOCIATION CONTRACT:			
Personnel/Overhead Cap- Direct Costs	99,743	95,205	87,012	Personnel/Overhead Cap - Direct Costs	996,067	957,521	939,343
G+A Cap - Indirect Costs	74,110	72,201	71,013	G+A Cap - Indirect Costs	675,764	658,377	658,462
Research & Planning	50,000	49,000	52,000	Research and Planning	92,000	88,000	82,000
(Detail in Attachment A-2)				Direct Marketing/Programs	1,407,329	1,252,302	899,555
Maintenance Reserve: Tourism Serving Facilities	0	0	150,000	Community Marketing Fund	30,000	30,000	50,000
Capital Improvements - Requires BOS Approval	2,327,310	1,520,903	1,018,080	Special Events Marketing Fund	50,000	50,000	50,000
(County retains until BOS Approval)				Memberships	5,000	5,000	5,000
				Traffic Management	42,000	42,000	48,000
				Transit Programs- Non-County	574,530	547,420	494,000
				Maintenance Reserve: Tourism Serving Facilities	0	0	150,000
				Capital Improvements - Requires BOS Approval	2,327,310	1,520,903	1,018,080
SUBTOTAL - RESORT ASSOC CONTRACT	2,551,163	1,737,309	1,378,105	SUBTOTAL - RESORT ASSOC CONTRACT	6,200,000	5,151,523	4,394,440
Fund Balance Carryforward	41.15%	33.72%	31.36%	Fund Balance Carryforward	100.00%	100.00%	100.00%
		121,171	1,005,372		0	182,671	1,450,372
SUBTOTAL - RESORT ASSOC CONTRACT	2,551,163	1,858,480	2,383,477	SUBTOTAL - RESORT ASSOC CONTRACT	6,200,000	5,334,194	5,844,812
County Services	41.15%	34.84%	40.78%	County Services	100.00%	100.00%	100.00%
		270,090	252,620	County-wide Systems Charges/General Liability	1,495,979	1,548,477	1,602,758
County Services Fund Balance				County Services Fund Balance	421,364	*	*
TOTAL CONTRACT	2,821,253	2,169,082	2,636,097	TOTAL CONTRACT	8,135,165	6,882,671	7,447,570
	34.68%	31.52%	35.40%		100.00%	100.00%	100.00%

GI-16



Rev. 7.30.14

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2014-15 Special Event Grant Funding Program

Purpose:

The North Lake Tahoe Chamber/CVB/Resort Association has an established Special Event Grant Funding Program. The purpose of this program is to provide seed money for marketing and promotional support for special events targeted at visitors to the region that assist in establishing local and regional business revenue; provide local and regional public relations and media exposure and generates overnight visitation.

Criteria for Eligibility

Special Event grant applications are available to community organizations or businesses, located in Eastern Placer County, with an event or program that meets the following criteria:

- Drives overnight visitation
- Targeted at visitors to the region and generates local business revenue
- Revenue and other benefits generated must accrue principally to areas within **Eastern Placer County** since the funding for this grant program comes from Placer County Transient Occupancy Tax (TOT).
- Generates opportunities for public relations, local and regional media exposure
- If an event which has been previously funded, or has been declined funding, has a full date change and refocus of the event it will be considered a new event and can apply for grant funding

Special event grants are designed to provide marketing and promotional support including, but not limited to, the design, development and distribution of marketing collateral, promotional efforts, and/or advertising efforts which help generate local and regional business revenue including Sales Tax and Transient Occupancy Tax.

Grant Eligible Expenses

- Geographic area advertising: TV, radio, print, Internet
- Production and printing of promotional materials: Brochures, flyers, posters
- Production and printing of directional/informational signage
- Marketing and promotion in support of events which benefit more than one geographic area of the region, or the region as a whole

Grant Ineligible Expenses - Not a complete list

- Capital Investments
- Salaries
- Operational overhead: Rent, utilities, telephone
- Vehicle expense: Fuel, payments, maintenance, etc.
- Food, beverage, entertainment, transportation
- Supplies, equipment, security, clean up, facility rental



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Special Event Grant Funding Criteria for Eligibility

Event must score a minimum of TEN points to move forward in the application process

1. Does your event take place in **Eastern** Placer County? Yes =2 No = 0 # _____

2. Does the event have potential to generate overnight lodging tax in Placer County?
Yes = 3 No = 0 # _____

3. Do you have a lodging partner Yes _____ No _____ (No points)

If so, please list the name(s) _____

4. What is your estimate of total attendance? _____

0-249 = 0 Points # _____

250-499 = 1 Point # _____

500-999 = 2 Points # _____

1,000+ = 3 Points # _____

5. Where/when does your event take place?

On the Lake - January 1- June 15th Yes = 3 # _____

On the Lake - August 15-Dec 15th Yes = 1 # _____

Off the Lake - April 15- December 15 Yes =3 # _____

6a. Does this event take place during NLTRA's most desirable target dates?
(This is commonly referred to as "Strike Zones.")

January 4-13 Yes = 2 # _____

April 15-June 15 Yes = 2 # _____

October 1-December 15 Yes = 2 # _____



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6b. What day(s) of the week does the event take place? _____

Is your event a multi-day event or series? Yes=2 No=0 # _____

7. Is your event a first year event?

Year 1 Yes = 2 # _____

Year 2-3 Yes = 1 # _____

Year 4+ Yes = 0 # _____

8. Does your event have the ability to generate broader statewide, national or international media coverage?

Yes =3 No = 0 # _____

9. Does your event showcase one or more of the following?

A. Paddle sports, biking, hiking, Nordic skiing, disc golf or golf

Yes=2 # _____

B. Music, Art, Cultural Events

Yes=2 # _____

10. Will this event take place without funding from this program?

_____ Yes _____ No

TOTAL AVAILABLE POINTS 22

TOTAL POINTS THIS APPLICATION # _____

11. Does your event compete or coincide with an existing event? If so, please list the competing event date, title and location.

12. What percentage of your overall budget is your grant request? Total % _____

Completed by _____ Title _____ Date _____

61-19



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**Grant Funding Application 2014-15
Revised July 30, 2014**

Grant Program Process and Deadlines:

Grant deadlines apply within the fiscal year (July 1, 2014 - June 30, 2015)

• **Process**

- Complete application by deadline. **Please contact the NLTRA to confirm that they have received the application.**
- All applications are reviewed by NLTRA staff then reviewed by the Special Events Grant Task Force for allocation recommendations. The grant allocation recommendations must then be approved by the Board of Directors of the North Lake Tahoe Resort Association, typically as a Consent Calendar item on a regular Board agenda.
- You will be notified by Staff as to your application status after the NLTRA Board has made recommendations on funding.
- Once approved, the applicant sets a meeting with the NLTRA's Special Event Manager to review the events' marketing plan and discuss action plans.
- Grant funds will be paid upon receipt of the Event Final Report and will reimburse itemized expenses and receipts for all appropriate expenses up to the grant total. Some events may need some funds before the final event report can be written. In these cases, the NLTRA can pay vendors from the granted funds. This will be reviewed on a case by case basis.
- Event Final Report is due to the North Lake Tahoe Chamber/CVB/Resort Association within 60 days of the event.

Dates:

- **Applications Deadline : Friday, September 19, 2014 Email preferred.**
- **Presentations to Task Force: October 8, 2014 Time: TBA**
- **Recommendations to Board of Directors: Nov 5, 2014**
- **Applicant Notification: November 6, 2014**

Please send application and invoices to:

Judy Laverty

Special Event Programs Manager

North Lake Tahoe Chamber/CVB/Resort Association

PO Box 5459

Tahoe City, CA 96145

Day Phone: 530-581-8702

Judy@GoTahoeNorth.com Fax: 530.581.8702



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Special Event Grant Application
Fiscal Year 2014/2015

Dollar amounts to be awarded:

There is a total of \$50,000 funding available for fiscal 2014-2015.

Grant Program Recipient Obligations:

Recipients of the Special Event Grants must comply with the following:

1. The North Lake Tahoe Chamber/CVB/Resort Association logo OR the N Logo (used for out of market materials) must be used on printed promotional materials, including brochures, flyers, ads, and on signage as appropriate. **Use of Association logos MUST BE APPROVED IN ADVANCE BY NLTRA STAFF TO ENSURE PROPER LOGO IS UTILIZED. Association logos will be supplied to producer by NLTRA staff.**
2. The North Lake Tahoe Chamber/CVB/Resort Association shall be named as an additional insured if grant funds are to be used to help support a special event. General liability and liquor liability insurance limits must be at least \$1,000,000 for each occurrence, damage to rented premises and personal injury.
3. Event producers must be prepared to provide the NLTRA with copies of all approved event permits and licenses, as may be required by local or state agencies, upon the request of the NLTRA.
4. Grantee agrees to a minimum of one meeting with the NLTRA Special Events Program Manager to review:
 - The event plan, marketing and promotional strategies.
 - Event Final Report to ensure all information requested at the initial meeting is covered in the final report. Once the Event Final Report is approved by staff, grant funds will be released.
5. Accountability and Documentation of the Event Final Report:
All grant recipients must file a complete Event Final Report to the office of the NLTRA prior to the release of grant funds to reimburse appropriate expenses. (See Section B for Final Event Report requirements).

SECTION A:

Special Event Application:

The following information must be provided to complete the application process. To ensure your application is qualified for the review process, please carefully profile your proposal against the eligibility criteria as listed in the **Special Event Grant Funding Criteria**.

1. The event must be held in the North Lake Tahoe area, defined as Eastern Placer County.
2. The timing of the event is encouraged to follow the principle as set forth in the **North Lake Tahoe Tourism and Community Investment Master Plan**.
 - In an effort to reduce pressure on tourism, community resources and infrastructure during periods of peak visitation, the NLTRA should help develop and promote special events during “strike zone” areas of opportunity.
3. Events that generate local, regional and national exposure and public relations value are encouraged.

Date Submitted:		Award (Office use) _____	
1. Event Date:	Event Name:	Grant Amount Requested \$	
2. Have you applied for NLTRA funds for this event in the past? If so, when?			
3. Name of Applicant Organization:			
4. Contact Name:			
Mailing Address:		City/State	Zip:
Telephone:		Email:	
Website:			
5. When was organization founded?		Is organization non-profit?	
6. Purpose/Mission of organization			
7. Tax ID Number			
8. What is your organization’s annual net revenues (less expenses):			
9. What is your event planning/production experience. Please be specific.			

10. Narrative description and purpose of the event? Use additional sheet if necessary.

11. How is your special event consistent with your organization's mission or purpose?

12. How does your event enhance visitation to the area or improve the visitor experience?

12. Submit (attach) complete proposed event budget.

13. If not provided in event budget, please provide (attach) complete marketing and promotional plan.

Please list budgeted spend for each category, below.

Newspaper/Magazine \$

Internet/Website \$

Radio \$

TV \$

Rack Cards \$

Printed Collateral \$

Direct Mail \$

Print Advertising \$

Social/PR \$

14. Grant Amount Requested: \$ _____

15. Percentage of total event budget requested _____ %

16 Proposed or committed funding from other sources including sponsorship. Please be specific.

17. Description of how the success of your event will be measured:

Signature

Date

Print Name and Title

SECTION B:

Final Event Report:

The following information must be submitted before grant funds can be released. Required report must be submitted to the office of the North Lake Tahoe Chamber/CVB/Resort Association. Please attach additional documentation and materials, as necessary. Although each event is unique, many measurements of success are standard. Your specific measurements of success will be clearly defined at your initial meeting with NLTRA staff.

Please attach your Profit & Loss report, itemized expenditures and receipts for reimbursable items

Your Final Event Report should also include the following information:

EVENT NAME	SUBMITTED BY	
Did you include your event on www.GoTahoeNorth.com calendar?	Yes	No (Please circle)
Did you use NLT Chamber e-mail blast service?	Yes	No
Did you use "Cool-Deals" to generate event/lodging packages?	Yes	No
Please provide samples of all marketing materials.		
RESULTS		
Did your event generate overnight lodging tax?	Yes	No
If so, approximately how many room nights did your event generate in Eastern Placer County?		
How did you measure this information?		
How many unique visitors did your website produce?		
Other measurements (online surveys, Facebook, Pinterest, YouTube hits, etc).		
Public Relations results?		
Total attendees: _____		
Participants _____		
Spectators _____		
If applicable, how does this compare to previous years attendance?		
What would you do differently to make this event even more successful in the future?		

61-26



SPECIAL EVENT/PROGRAM GRANT FUNDING AGREEMENT

THE ASSOCIATION (“Association”) or its AGENT and **PRODUCER** (“Producer”) enter into this Special Event/Marketing Program Grant Funding Agreement (“Agreement”) to provide the terms under which the Association will provide funding for that Agent/Program described here in below.

RECITALS

- A. The Association is a non profit public benefit corporation empowered by the County of Placer to designate producers of special events which will enhance and promote the development of the tourism business in the North Lake Tahoe region and to provide funding for eligible activities of such Producers; and
- B. Producer is an organization proposing to promote and produce the special event/program described in the Agreement (“Event/Program”) and has requested a grant of funding by the Association;

NOW, THEREFORE, the parties to the Agreement agree as follows:

1 NATURE OF THE EVENT/PROGRAM. Producer plans to produce the Event/Program described below, which the Association has determined is an event/program, which would enhance economic conditions in the North Lake Tahoe region.

- a. Name of Event/Program _____
- b. Date of Event/Program _____
- c. Place of Event/Program _____
- d. Description of Event/Program:

2. ASSOCIATION FUNDING: The Association agrees to contribute to Producer the funding to assist Producer in paying certain marketing/promotional costs for the Event /Program as follows:

A. Amount of Funding \$ _____

B. Specific limitations on Use of the Funding: Must be used for out of area marketing and advertising with receipts from vendors to document the above.

61-27

GENERAL CONDITIONS ON USE OF FUNDING. The Producer agrees that no part of the Funding provided to it by the Association under this Agreement shall be used for any purpose except that described in Section 2.b., above, and that without limitation no part of the Funding shall be used for Producer's operational costs or overhead (including without limitation, rent or other office or facility occupancy cost), debt payment, capital improvement investment, transportation project, professional fees or salaries.

SEE ADDITIONAL CONDITIONS ON USE OF FUNDING #18

3. RETURN OF FUNDING: Should the Event/Program be canceled or postponed for a period of six months or more after the above-stated Date of Event, immediately upon such cancellation or postponement, Producer shall return to Association all of the Funding which has not been spent by Producer. Producer shall thereafter reapply to the Association for the amount of the returned Funding or any other amount of funding for the Event/Program.
4. UNAUTHORIZED USE OF FUNDS: Should Producer use any portion of the Funding for any purpose not authorized under this Agreement, Producer shall repay the amount of the Funding spent for an unauthorized purpose to the Association immediately upon demand by the Association, or upon Producer being informed of the fact that the expenditure was unauthorized.

If such expenditure as made by mistake, whichever is earlier, together with interest thereon at the rate of ten percent (10%) per annum payable on the total amount of unauthorized expenditures from the Date of Funding described above until the date it is repaid to the Association and the parties to this Agreement agree that such payment of interest shall be in the nature of liquidated damages, not a penalty, and that the unauthorized use of the Funding will caused the Association damages by incurring expense in funding and collecting the repayment, as well as by loss of use of the Funding while held and improperly used by Producer, the exact amount of such damages being difficult to determine. Should Association be required to incur any attorneys fees or other cost to recover from Producer any amount of the funding spent for unauthorized purpose, or any amount required to be returned under Section 4., above, regardless of whether any court action or other proceeding is filed or brought, Producer shall also pay to Association, immediately upon its demand, full reimbursement of all such fees and costs.

5. FINANCIAL REPORTING: **Within 90 days after the completion of the Event/Program, Producer will deliver to the Association a final financial report ("Final Accounting") certified by an owner or officer of the Producer covering all of the funding, and copies of receipts for which the funds were used.**
6. Producer shall also submit a report of tracked room nights, a summary of public relations advertising equivalency (ROI), web traffic reports and any other mechanisms used to track attendance and room nights.

61-28

7. RECORDS: Producer shall maintain at all times complete records detailing the use of the funding, copies of which records shall be made available to the Association's representative at the Producers office, during regular business hours, upon (24) hours notice.
8. INDEMNITY: Producer agrees to indemnify and hold harmless Association, its members, directors, employees, agents, attorneys and representatives, from and against any and all expenses, liabilities, damages and claims ("Claims") arising from Producer's use of the Funding provided under this Agreement or from any other term or provision of the Agreement, including without limitation, all attorneys, accountants, and other professional fees incurred by Association in defense of any action, suit or other proceeding which may be brought against the Association as a result of any action or inaction of Producer, and producer further agrees that it will pay or satisfy any judgment which may be rendered against Association arising from such claims.
9. ASSIGNMENT: Neither Producer nor Association shall assign any rights or obligations arising from this Agreement without the prior written consent of the other party. Any purported assignment in violation of this paragraph shall be void and of no effect.
10. SOLE AGREEMENT/AMENDMENT: This document represents the entire agreement between Association and Producer and supersedes any and all or prior agreements, negotiations or proposals related to the subject matter of this Agreement. This Agreement shall not be amended except by written agreement signed by both parties. No consent to any departure by Producer from the limitations on use of the Funding contained in this Agreement shall be effective unless in writing and signed by an officer of Association and then only in the specific instance and for the specific purpose given.
11. ATTORNEY FEES: Should any party bring any action or proceeding to enforce or interpret this Agreement, the prevailing party in such action or proceeding shall be entitled to an award of its attorneys fees incurred therein, in addition to any other relief awarded. This Agreement shall be governed by and construed in accordance with the laws of the State of California.
12. NOTICES: All notices to the parties shall be in writing and shall be sent to the following addresses:

ASSOCIATION: Judy Laverty
North Lake Tahoe Resort Association
Box 5459
Tahoe City, CA 96145

PRODUCER: Name:
Address:
City & Zip:
Phone Number:

61-29

13. NO THIRD PARTIES BENEFITED: This Agreement is made for the purpose of setting forth certain rights and obligations of Association and Producer in connection with the Funding and is for the sole protection of the parties hereto and no other person or entity shall have any rights hereunder or by reason hereof. THESE FUNDS ARE NON TRANSFERABLE.
14. NO PARTHERSHIP: Nothing in this Agreement is intended to create, or shall be interpreted as creating, any partnership, joint venture or other relationship between Association and Producer. Association shall not have responsibility for any aspect of the Event/Program and references to the Association shall not be included in any advertising or other publication to any party without the Association's prior express written consent.
15. SUCCESSORS: This Agreement shall bind and shall inure to the benefit of Association and Producer and their respective successors, heirs, legal representatives and assigns, as applicable, subject to the provisions of Section 9, above.
16. SEVERABILITY: No provision of this Agreement that is held to be inoperative, unenforceable or invalid shall affect the remaining provisions, and to this end all provisions of this Agreement are hereby declared to be severable.
17. COUNTERPARTS: This Agreement may be executed in counterparts and it shall not be necessary that the signature of each party appear on more than one counterpart. All counterparts together shall constitute one document.
18. **ADDITIONAL CONDITIONS OF USE OF FUNDING:**
 - a. **The Association logo and web address shall be included in all Event collateral, posters, web sites, social media, etc. The Association to be mentioned as a sponsor of the event wherever possible.**
 - b. **Producer to provide Association with media and promotional plan so Association may help to promote Event/Program.**
 - c. **Producer to provide a link to Association Web Page (www.GoTahoeNorth.com) if Producer is developing an event web page.**
 - d. **For tracking purposes, Producer to report to Association where Producer used Association toll free telephone numbers Or utilized www.GoTahoeNorth.com Cool Deals.**
 - e. **Producer to train the Association Visitor Information staff on Event Program so as to enable the Association staff to correctly promote the Event/Program.**

61-30

Producer to forward to the Association, a fully executed copy of this Agreement, and a current, acceptable Certificate of Event/Program Insurance prior to the release of Funds.

PRODUCER:

ASSOCIATION:

By _____

By _____

Title _____

Title _____

Telephone No. _____

Telephone No. _____

By _____

By _____

Signature

Title _____

Title _____

Telephone No. _____

Telephone No. _____



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EVENT GRANT FUNDING EVALUATION/SCORING SHEET (Rev. 11/12)

Date of Grant Review _____ Funding Requested _____ Recommended _____

Event Name _____ Event Date _____

Date(s) of Event _____ Number of Days of Event _____

Presented By _____ Company _____



	POINTS	SCALE
Event scheduled for strike zone period	_____	0-20
Ability to sell overnight accommodations & generate TOT within Placer County	_____	0-20
Media plan submitted with application	_____	0-10
Marketing plan submitted with application	_____	0-10
Ability to create regional and beyond media exposure	_____	0-10
Clear description of how event will be evaluated for success (TRACKING)	_____	0-10
Sponsorship potential and funding sustainability within three years	_____	0-10
Event Producer Expertise	_____	0-5
First year event or new development/expansion with existing event	_____	0-5
TOTAL POINTS	_____	(100)

Projected number of event participants? _____ Spectators? _____

How many years has the NLTRA funded this event? _____

Is this the final year for funding? Yes _____ No _____

GI-32



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EVENT GRANT FUNDING EVALUATION/SCORING SHEET (Rev. 11/12)

Date of Grant Review _____ Funding Requested _____ Recommended _____

Event Name _____ Event Date _____

Date(s) of Event _____ Number of Days of Event _____

Presented By _____ Company _____



	POINTS	SCALE
Event scheduled for strike zone period	_____	0-20
Ability to sell overnight accommodations & generate TOT within Placer County	_____	0-20
Media plan submitted with application	_____	0-10
Marketing plan submitted with application	_____	0-10
Ability to create regional and beyond media exposure	_____	0-10
Clear description of how event will be evaluated for success (TRACKING)	_____	0-10
Sponsorship potential and funding sustainability within three years	_____	0-10
Event Producer Expertise	_____	0-5
First year event or new development/expansion with existing event	_____	0-5
TOTAL POINTS	_____	(100)

Projected number of event participants? _____ Spectators? _____

How many years has the NLTRA funded this event? _____

Is this the final year for funding? Yes _____ No _____

61-33

Video Upload Views (during period)

Overall Video Views (creation through end of period)
Subscribers/Friends

Foursquare

Number of Tips Posted
Number of Followers (at end of period)
% Increase Followers During Time Period
Number of Venue Check Ins

GTN Blog

Number of Stories Posted
Number of Social Shares
Incoming Referrals via Facebook
Twitter
TripAdvisor
Internal Referrals via GTN Homepage
Blog Page Views

Media/Public Relations

Oct - March 15 - 16 Oct - March 14-15

Total Public Relations Spend

--	--

Media Trade Shows

Number of trade shows attended
Number of appointments
Number of qualified media in attendance

Media Missions

Number of media missions
Number of coop partners
Number of media contacts

Media Familiarization Tours (FAMs)

Number of FAMs
Number of qualified media participating
Number of publications represented

Press Releases

Number of press releases issued
Number of press releases downloaded from website

Number of Media Inquiries

--	--

Number of Media Interviews

--	--

Placements

Total number of placements
Regional vs. National
Domestic vs. International
Percent of LA
Percent of Northern CA

Number of Impressions

--	--

Advertising Equivalency

--	--

% of Positive Media Placement

--	--

% of Media Coverage Reaching Target Audience

--	--

% of Media Coverage Including Website Address

--	--

Events

Conference/Group Sales

Conference Coop Budget Amount

Oct - March 15 - 16

Oct - March 14-15

- Direct Paid Media Dollars
- Added Value Media Dollars
- Coop Programs Investment (NLT Coop)
- Partner Leveraged Dollars

Leads

- Number of leads
- Lead room nights

Booked Business

- Number of bookings
- Booked room nights
- Booked attendance
- Booked Room Revenue

Lost Business

- Number of lost opportunities
- Lost room nights
- Lost attendance

Arrived Business

- Number of bookings
- Number of booked room nights
- Number of booked attendees
- Booked attendees spending

Personnel productivity metrics

- Number of leads-sales person A
- Number of leads -sales person B
- Number of bookings-sales person A
- Number of bookings-sales person B
- Number of booked room nights-sales person A
- Number of booked room nights-sales person B

Travel Trade/Sales

Oct - March 15 - 16

Oct - March 14-15

Total Travel Trade Spend

--	--

Leisure Trade Shows

- Number of trade shows attended
- Number of Coop shows

Number of Sales Missions (call center trainings)

- Domestic
- International

Leisure Familiarization Tours (FAMs)

Number of Site Inspections

Wholesale Product Placements

- Domestic Brochure Placement
- International Brochure Placement
- Number of NLTRA Pages with Domestic Suppliers
- Number of NLTRA Pages with Internatinal Suppliers
- Number of Properties Featured on Domestic Websites
- Number of Properties Featured on International Websites



Staff Report for Board

Subject: Chamber Dues Increase

From: Ginger Karl, Membership Manager

Decision Considerations:

- Reasons to raise dues: keep up with cost of living increases for expenses, raise rates to a more competitive rate for resort chambers, massive overhaul and increases in levels of service and programs to benefit members
- 2014-2015 Budget Original Number-\$116,884
- 2014-2015 Budget Reforecast-\$108,624
- 2014-2015 through April Actual-\$109,929.84
- With May & June membership revenue not yet recorded and 15 New Members in the month of May, I will hit the aggressive 2014-2015 Original Budget Number of \$116,884 for this year.
- Dues increases are raising revenue approximately \$20,000
- 2015-2016 Membership Revenue Number is set at \$135,000

Strategic Plan/Master Plan Alignment:

By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership. At this time, the board will evaluate whether to retain the Chamber of Commerce as a component of the organization.

- Establish an annual dues increase of 2-4% to keep up with the cost of business/Evaluate and recommend a membership cost structure that more closely aligns with other resort communities

Staff Recommendation: Approve

G2-1

Membership Investment Proposed Increase for FY2015/16

2014/2015	2015/2016				
\$135 (Non-Profit Organizations)	\$140	89	\$12,460	3.70%	
\$235 (Business 1-5 Employees)	\$245	161	\$39,445	4.25%	
\$260 (Business 6-10 Employees)	\$270	129	\$34,830	3.85%	
\$365 (Business over 10 Employees)	\$380	39	\$14,820	4.10%	
	\$365	9	\$3,285	1.07%	
	\$450	4	\$1,800		
	\$565	3	\$1,695		
	\$575	9	\$5,175		
	\$780	1	\$780		
	\$2,350	1	\$2,350		
	\$2,925	1	\$2,925		
	\$3,400	1	\$3,400		
	\$5,750	1	\$5,750		
	\$8,100	1	\$8,100		

Large Corporations Negotiable with Sponsorship Opportunities

\$136,815 Ave. 3.39%

G2-2



Staff Report for Board

Subject: Recommended approval of Co-op Marketing Agreement

From: JT Thompson, Tourism Director

Decision Considerations:

- 1) Staff is requesting the approval of the revised 2015-16 North Lake Tahoe Marketing Cooperative Participation Agreement, with the following revisions made to go into effect July 1, 2015:
 - 1.6 – BUDGET ADMINISTRATOR: The NLTRA will perform all bookkeeping and accounting services and an annual independent review of the NLTMC financial accounts.
 - i. This review replaces the annual audit which was considered to be a financial burden, with a financial review producing the same results.
 - 5. TERM: It is further agreed by the Participants that either party hereto may request a review/modification of this agreement upon a 60 day written notice to the other.
 - i. This replaces the three year term of the agreement and allows it to live in perpetuity giving either party the option to change the agreement with a 60 day notice.

63-1

**NORTH LAKE TAHOE MARKETING COOPERATIVE
PARTICIPATION AGREEMENT**

This NORTH LAKE TAHOE MARKETING COOPERATIVE PARTICIPATION AGREEMENT ("**Agreement**") dated as of the first day of July ~~2012~~ 2015 is entered into by, between and among the Participants (as defined below).

RECITALS:

WHEREAS, the Participants are comprised of public non profit corporations which receive Transient Occupancy Tax ("**TOT**") funds from their respective local political jurisdictions for the purposes of marketing the North Lake Tahoe (Exhibit A) region and desire to join together to contribute funds to market and position the region as one tourism destination through a North Lake Tahoe Marketing Cooperative ("**NLTMC**").

WHEREAS, the Participants desire to develop and implement on the terms and conditions set forth herein a NLTMC marketing plan to support the North Lake Tahoe hospitality industry by establishing an overall resort destination identity.

WHEREAS, to develop and implement this marketing plan the Participants agree to establish a Cooperative Marketing Committee ("**CMC**") and to elect representatives to serve on the CMC to coordinate this cooperative effort.

NOW, THEREFORE, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Participants agree as follows:

AGREEMENT:

1. DEFINITIONS.

1.1 Participants: The term "**Participants**" shall refer to the following organizations:

(i) The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, a Nevada non-profit corporation ("**LTIVCBVB**");

(ii) North Lake Tahoe Resort Association, a California public benefit non profit corporation ("**NLTRA**");

63-2

1.2 North Lake Tahoe Marketing Cooperative: The NLTMC as established by the Participants as a cooperative agreement.

1.3 Cooperative Marketing Committee: The committee established by the Participants to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize a Regional Cooperative Marketing Plan ("Plan") and oversee Plan implementation, using the budget resources identified and approved by the Participants. The CMC shall oversee the Plan by providing direction and oversight to the Plan Administrator. The Plan shall not be effective unless and until approved by the Boards of each Participant.

Subject to Section 8, below, each Participant will select four individuals to serve as voting members of the CMC ("**Voting Member**") CMC meetings shall be noticed and conducted in accordance with the Nevada Open Meeting Law and in accordance with those requirements of NLTRA's agreement with Placer County, and held at least once each quarter, or as needed, at the discretion of the CMC Chairperson, based on marketing initiatives or programs requiring CMC discussion, direction, or action in the form of a vote.

1.4 CMC Chairperson: The Chairperson ("**Chair**") to be elected on an annual basis by a majority of the voting members of the CMC, subject to conditions in Section 9, Paragraph 1.

1.5 Plan Administrator. The NLTRA shall provide a person to serve as the NLTMC Plan Administrator ("**Administrator**") throughout the term of this Agreement, at the discretion of the CMC. The Administrator shall manage the CMC approved Plan implementation. The Administrator shall update the CMC at all regularly scheduled meetings and provide additional updates as required, depending on programs or as directed by the CMC Chair. The Administrator shall be responsible for (i) identifying and retaining the services of such persons, firms and organizations to provide creative and other necessary support to develop and implement the Mission Statement and the Plan; (ii) identifying and implementing sales and marketing projects to achieve the goal of the Mission Statement and Plan and set forth in sections 2 and 3 of this Agreement, respectively; (iii) identifying and supporting strategies, organizations and businesses that are cooperative with, or further the Mission Statement and the Plan. In addition, the Administrator shall authorize invoices and payments consistent with the Plan and ensure financial accountability to both the CMC and the Participants.

1.6 Budget Administrator The person designated by the LTIVCBVB to act as Budget Administrator, at the discretion of the CMC. The role of the Budget Administrator is to (i) ultimately authorize payments in accordance with the approved CMC Budget subsequent to plan administrator approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC. The NLTRA will perform all bookkeeping and accounting services and an annual independent audit review of the NLTMC financial accounts.

1.7 Limited Partners. New Limited Partners (LP) may be accepted at any time upon the approval of all existing Participants in the NLTMC, provided that the new LP agrees in writing to terms and conditions as specified by existing participants and as warranted by the extent of financial contributions.

2. MISSION STATEMENT. The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. REGIONAL COOPERATIVE MARKETING PLAN The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. FUND CONTRIBUTION. Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. Each Participant agrees to annually contribute a minimum of 45% of their total marketing budgets. This percentage is subject to review and adjustment on an annual basis to coincide with the budgeting process for both participants. The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds.

5. TERM. This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term. Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be

maintained at a level of at least 75% of the contribution, of each Participant, at the time of notice of intent to cancel. It is further agreed by the Participants that ~~the term of this agreement shall be three years. The Agreement may be renewable for one or more additional three year terms, as may be agreed, in writing, by the Participants. either party hereto may request a review/modification of this agreement upon a 60 day written notice to the other.~~

6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of Directors of each Participant, to include the Executive Director ("CEO") of each Participant, at least one (1) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member

shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant board of directors.

9. VOTING AND VOTING PROCEDURES. All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members of which a minimum of two (2) people will be present from each participating organization. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 Chair. The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. The term of the Chair shall be one (1) year. The position shall rotate between the participants on a yearly basis.

10. MISCELLANEOUS.

10.1 Binding Effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 Entire Agreement. This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 Governing Law. This Agreement will be governed by, interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 Severability. The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

10.5 Counterpart. This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

The Participants have executed this Agreement to be effective as of the date first written above.

10.6 NRS Compliance This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

10.7 Precedence In Conflicting Documents. It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

10.7.1 Conference Equity. To meet concerns voiced by Placer County staff and lodging properties, the NLTRA board has agreed to measure certain criteria annually and provide this information as contractually determined to Placer County. The conference equity calculation agreed upon by NLTRA and Placer County is as follows:

1. Conference room nights booked by County will be used as the basis for determining expense parity. This accounts for the natural disparity in room inventory and fluctuations in room rates.
2. A three-year rolling average of Conference Expense to Conference Revenue Percentage experienced by County as well as a three-year rolling average of Conference Expense to Room Revenue will be calculated.
3. If the results of the calculations fall within one standard deviation, based on a statistical inference, parity is achieved. If a lack of parity continues for a period of three years, then an expanded data set will be tested to include four years back and one year forward. If a lack of parity is determined for the expanded test data, then NLTRA and Placer County staff will meet to determine next steps.

10.8 Governance. Representatives from the respective marketing committees and boards who are elected to serve on the NLTMC will have responsibility and authority to represent their respective constituents in regards to marketing direction and expenditures. It will be the responsibility of those NLTMC board members to fully represent the perspective of their constituents and to report back to their respective committees and boards of any action taken on their behalf. If there is majority disagreement with any particular representative regarding votes taken or decisions made,

then that representative may be asked to step down from their position on the NLTMC board with a majority vote of their representative body.

**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT
VB ASSOCIATION**

By: _____

By: _____

Its: _____

Its: _____

Date: _____

Date: _____

EXHIBIT A

”North Lake Tahoe” Geographic definition

The North Lake Tahoe Marketing Cooperative will brand “North Lake Tahoe” which will encompass the specific and general areas encompassing the following communities:

Incline Village
Crystal Bay
Kings Beach
Tahoe Vista
Carnelian Bay
Tahoe City
West Shore
Squaw Valley
Northstar
Greater Truckee
Alpine Meadows
Donner Summit



June 3, 2015

Subject: Approval of Funding Agreement with North Lake Tahoe Partners for FY 2015-16 North Lake Tahoe Express (MOTION)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approves the FY 2015/16 Funding Agreement between the Tahoe Transportation District (TTD), the Truckee North Tahoe Transportation Management Association, and the eight funding partners to provide the 15/16 North Lake Tahoe Express Service.
- The approval also includes notification to TTD that all new contracts supported by TOT funding will require an appropriate competitive bid process,

Decision Considerations:

- The **attached** annual Funding Agreement between the NLTE partners defines the funding amounts to be provided by each of the partners, including \$110,000 of approved TOT.
- At its May 8th meeting, the TTD Board approved a 1-year amendment to its existing contract with Airport Mini Bus for the NLTE shuttle service (**See attached TTD memo and contract amendment**)
- The Capital Investment/Transportation Committee, the NLTRA Board, and the Placer County Board of Supervisors have each approved the \$110,000 TOT commitment to this shuttle service.
- The Funding Agreement is a commitment to TTD and other partners that the TOT funds have been approved and will be provided quarterly as defined in the agreement.
- If approved, the cover letter (**attached**) transmitting the signed Funding Agreement to TTD will include language requiring that any new contracts, meeting certain criteria, must utilize a competitive bid process.
- After discussion with the NLTRA Executive Committee, this Funding Agreement and future new funding agreements/contracts requiring NLTRA signature will be brought to the Board for approval.

Tourism Master Plan/Strategic Goals/Funding Strategy Criteria:

- **By 2016, transportation systems within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service and recreational routes.**
- **By 2016, the organization will have provided advocacy for all project and program development that align with our mission.**
- **Projects that support NLTRA key core function areas and strategic goals.**
 - **Resort Triangle Transportation Vision**



north lake tahoe

Chamber | CVB | Resort Association

June 3, 2015

Adam Spear
Legal Counsel
Tahoe Transportation District
PO Box 499
Zephyr Cove, NV 89448

Adam:

Attached to this letter is a signed copy of the Partner Funding Agreement for the FY 2015-16 North Lake Tahoe Express shuttle service. This Agreement has been approved by the North Lake Tahoe Board of Directors at today's Board meeting. It is understood that this Agreement is related to the execution of an amendment to the contract between the Tahoe Transportation District and Airport Mini-Bus to provide the aforementioned shuttle service. The amendment was approved by the TTD Board on May 8th and is in effect until June 30, 2016, and may be extended for one period of one year if agreed to in writing by the parties.

In participating in this Funding Agreement, we would like to clarify that to the extent Placer County TOT funding is expended by the NLTRA or by a third party under grant from the NLTRA for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any third party to utilize a competitive bidding process or procurement process. This provision is not applicable to cooperative programs in which the NLTRA is not a primary partner, that being defined as funding a 40 percent or greater share of service and support costs. We realize that this is an extension of an existing contract that was originally competitively bid and does not require that process at this time. In moving forward, when a new contract for the NLTE or other services that meet the above TOT funding definition, the NLTRA will require an appropriate competitive process be utilized to assist in determining the service provider.

We, very much appreciate the important role that TTD has contributed in helping to assure successful transit services for the greater North Lake Tahoe area. We look forward to a continued partnership with TTD, the TNTTMA, and the current six other funding partners in providing a successful North Lake Tahoe Express shuttle service.

Best Regards,

Ron Treabess
Director of Community Partnerships and Planning

GA-2

**FUNDING AGREEMENT
FY 2015-16
NORTH LAKE TAHOE EXPRESS**

This agreement (this "Agreement") is dated and effective June 30, 2015, between the Tahoe Transportation District ("TTD"), the Truckee North Tahoe Transportation Management Association ("TNT/TMA"), the North Lake Tahoe Chamber/CVB/Resort Association ("NLTRA"), the Town of Truckee ("Truckee"), the Incline Village Crystal Bay Visitors Bureau ("IVCBVB"), the Truckee Tahoe Airport ("Airport"), and the following hotels: the Cedar House Sport Hotel, the Hampton Inn & Suites Tahoe-Truckee Hotel, the Hyatt Regency Lake Tahoe Resort, Spa and Casino, and the Tahoe Biltmore (collectively, the "Hotels"). NLTRA, Truckee, IVCBVB, the Airport, and the Hotels will be collectively referred to herein as the Funding Partners.

RECITALS

WHEREAS, TTD is a special purpose district created by Article IX of the Tahoe Regional Planning Compact and has broad authority to coordinate and operate a public transportation system within the Lake Tahoe region; and

WHEREAS, the "North Lake Tahoe Express" provides interstate and intrastate shuttle service between the Reno/Tahoe International Airport and specified locations in the Truckee and North Lake Tahoe areas (the "Shuttle Service"); and

WHEREAS, TTD has contracted with Airport Mini Bus (the "Operator") to operate the Shuttle Service; and

WHEREAS, TNT/TMA oversees the day to day operation of the Shuttle Service on behalf of TTD; and

WHEREAS, the Funding Partners partially fund the Shuttle Service; and

WHEREAS, the fiscal year for the Shuttle Service extends from July 1 of one year to June 30 of the following year (the "FY"); and

NOW, THEREFORE, in consideration of the foregoing recitals and the covenants contained herein, the parties agree as follows:

1. **EFFECTIVENESS AND TERM.** This Agreement shall be effective as to each of the parties upon their execution of the Agreement, and even if the Agreement is not ultimately executed by every one of the parties, provided that the failure of one or more Funding Partners to execute this Agreement shall not affect the financial obligations of the other Funding Partners. The term of this agreement shall be FY 2015-16.

2. **SERVICE.** TTD has contracted with the Operator to operate the Shuttle Service pursuant to the routes and schedules attached hereto as Exhibit A. TTD has discretion to amend the routes and schedules at any time as deemed necessary by TTD for operational or funding related purposes, provided that no such amendments shall increase the financial obligations of the Funding Partners. TTD has discretion to replace the Operator with another operator.

3. **FUNDING.** The program budget for FY 2015-16 is attached as Exhibit B. The budget for all costs of the Shuttle Service is \$155,700, and the Funding Partners agree to provide a combined total of \$155,700 to pay for those costs. The Funding Partners agree to provide funding as follows:

a. NLTRA agrees to provide Placer County Transient Occupancy Tax funds in the amount of \$110,000 for FY 2015-16 payable and due to TNT/TMA as follows:

- i. 07-15-2015: \$52,500.
- ii. 10-01-2015: \$15,000.
- iii. 01-01-2016: \$27,500.
- iv. 04-01-2016: \$15,000.

b. Truckee agrees to provide \$10,000 for FY 2015-16 payable and due to TNT/TMA as follows:

- i. 07-15-2015: \$5,000.
- ii. 10-01-2015: \$5,000.

c. IVCBVB agrees to provide \$22,000 for FY 2015-16 payable and due to TNT/TMA as follows:

- i. 07-15-2015: \$12,000.
- ii. 10-01-2015: \$5,000.
- iii. 01-01-2016: \$5,000.

d. The Airport agrees to provide \$3,500 for FY 2015-16 payable and due to TNT/TMA as follows:

- i. 07-15-2015: \$1,750.
- ii. 10-01-2015: \$1,750.

e. Cedar House Sport Hotel agrees to provide \$1,000 for FY 2015-16 payable and due to TNT/TMA on 07-15-2015.

f. Hampton Inn & Suites Tahoe-Truckee Hotel agrees to provide \$1,000 for FY 2015-16 payable and due to TNT/TMA on 07-15-2015.

g. Hyatt Regency Lake Tahoe Resort, Spa and Casino agrees to provide \$7,000 for FY 2015-16 payable and due to TNT/TMA as follows:

- i. 07-15-2015: \$3,500.
- ii. 10-01-2015: \$3,500.

h. Tahoe Biltmore agrees to provide \$1,200 for FY 2015-16 payable and due to TNT/TMA in equal installments on 07-15-2015 and 10-01-2015.

4. **INVOICING.** TNT/TMA shall provide invoices to the Funding Partners at least thirty (30) days in advance of the payment due dates specified in Section 3 of this Agreement. Invoices shall reference the Shuttle Service, the payment due date and the relevant period of service.

5. **USE OF FUNDS.** TNT/TMA shall deposit all funding amounts received into a separate account held solely for the Shuttle Service. TNT/TMA shall use all funds solely for the purpose of paying the costs of the Shuttle Service, including the following: (1) a maximum of \$72,000 of operator costs; (2) \$39,780 of compensation to TNT/TMA for marketing and management services; (3) \$2,500 of compensation to TTD for management and administrative services (4) \$33,500 of additional operating, marketing and administrative costs; and (5) \$10,000 for a third-party consultant to prepare an updated business plan for the program. The program budget for FY 2015-16 is attached as Exhibit B.

6. **SERVICE EXPECTATION.** TTD and TNT/TMA intend for the Shuttle Service to run through the end of FY 2015-16. However, even if the Shuttle Service does not run through the end of FY 2015-16, the Funding Partners will pay the entire funding amounts specified in Section 3 of this Agreement on the dates specified.

7. **RESERVE FUND.** Any funding amounts remaining unspent at the end of the FY 2015-16 after all costs of the Shuttle Service have been paid, will be held as a reserve fund to pay for costs of the Shuttle Service in future years such as expanded service levels.

8. **RETURNS.** Amounts paid by the Funding Partners will be returned to the Funding Partners if those amounts are not needed to pay for the costs of the Shuttle Service in future years. Any amounts returned to the Funding Partners will be determined on a pro rata basis according to the amount that each Funding Partner contributed.

9. **ANNUAL REPORT.** TNT/TMA will provide an annual report within 60 days of the completion of FY 2015-16 which will document the completion of the Shuttle Service for that fiscal year and reconcile all expenditures and any unspent funding amounts for the Shuttle Service. The report will also document overall ridership and farebox revenues.

10. **RECORDS.** TTD and TNT/TMA shall maintain satisfactory account statements, records and other documents relating to the Shuttle Service. Account statements, records and other documents relating to the Shuttle Service shall be retained by TTD and TNT/TMA for three years following the completion or termination of this Agreement and shall be subject to examination and audit by the Funding Partners.

11. **TNT/TMA COMPENSATION.** TNT/TMA shall oversee the day to day management and operation of the Shuttle Service on behalf of TTD and provide marketing, advertising, management, oversight, training, auditing, reporting, and other services for the Shuttle Service as set forth in Exhibit C. TNT/TMA shall receive \$39,780 for providing these services, due and payable to TNT/TMA on 07-15-2015.

12. **DISPUTES AND WITHDRAWAL.** The parties shall meet and confer in an attempt to resolve any disputes arising from this Agreement. If the dispute cannot be resolved, any party may withdraw from this Agreement upon 60 days written notice to the other parties. Even in the event of withdrawal, the withdrawing party shall continue to be responsible for the entire funding amount specified in Section 3 of this Agreement, and shall not be entitled to any reimbursement of funding amounts already provided except as provided in Section 8 of this Agreement.

13. **NOTICE.** Written notice under this Agreement shall be provided via U.S. Mail, electronic mail, or in person, as follows:

Transit Manager
Tahoe Transportation District
P.O. Box 499
Zephyr Cove, NV 89448

Jaime Wright
Executive Director
TNT/TMA
P.O. Box 2566
Kings Beach, CA 96143
jaime@laketahoetransit.com

Ron Treabess
Director of Partnership and
Community Planning
NLTRA
P.O. Box 5459
Tahoe City, CA 96145
ron@gotahoenorth.com

Tony Lashbrook
Town Manager
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
tlashbrook@townoftruckee.com

Andy Chapman
Executive Director
Incline Village Crystal Bay Visitors
Bureau
969 Tahoe Blvd.
Incline Village, NV 89452
AndyC@gotahoe.com

Kevin Smith
General Manager
Truckee Tahoe Airport
10356 Truckee Airport Road
Truckee, CA 96161
kevin.smith@truckeetahoeairport.com

Patty Baird
Owner
Cedar House Sport Hotel
10918 Brockway Rd.
Truckee, CA 96161
patty@cedarhousesporthotel.com

Rick Rucker
General Manager
Hampton Inn & Suites Tahoe Truckee
11951 State Hwy 267
Truckee, CA 96161
rick.rucker@hilton.com

Fred Findlen
General Manager
Hyatt Regency Lake Tahoe
111 County Club Drive
Incline Village, NV 89451
fred.findlen@hyatt.com

Heather Bacon
General Manager
Tahoe Biltmore
#5 Hwy 28
Crystal Bay, NV 89402
hbacon@tahoebiltmore.com

14. **NO THIRD-PARTY BENEFICIARIES.** This Agreement is for the exclusive benefit of the parties hereto and nothing contained herein shall be construed as granting, vesting, creating or conferring any right or cause of action on any third party. Nothing in this Agreement is intended to create, nor shall it be deemed to create, any contractual relationship between any third party and TTD, TNT/TMA or the Funding Partners.

15. **CHOICE OF LAW.** This Agreement is to be interpreted in accordance with the laws of the State of California.

16. **VENUE.** The venue for any litigation regarding the interpretation, performance or enforcement of this Agreement shall be in the Superior Court of California - Placer County.

17. **ENTIRE AGREEMENT.** This Agreement and the documents incorporated herein by reference constitute the entire agreement between the parties relating to the Shuttle Service and may not be modified except by an instrument in writing signed by the signatories to this Agreement. If any provision, or portion thereof, of this Agreement is or becomes invalid under any applicable statute or rule of law, it shall be deemed stricken and the remainder of this Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, this Agreement has been executed by the parties and is dated and effective as of the date written above.

Carl Hasty, District Manager
Tahoe Transportation District

Date

Jaime Wright
Executive Director
Truckee North Tahoe Transportation Management Association

Date

Ron Treabess
Director of Partnerships and Community Planning
North Lake Tahoe Chamber/CVB/Resort Association

Date

Tony Lashbrook, Town Manager
Town of Truckee

Date

Andy Chapman, Executive Director
Incline Village Crystal Bay Visitors Bureau

Date

Kevin Smith, General Manager
Truckee Tahoe Airport

Date

Patty Baird, Owner
Cedar House Sport Hotel

Date

Rick Rucker, General Manager
Hampton Inn & Suites Tahoe-Truckee Hotel

Date

Fred Findlen, General Manager
Hyatt Regency Lake Tahoe Resort, Spa and Casino

Date

Heather Bacon, General Manager
Tahoe Biltmore

Date

Exhibit A

Routes and Schedules

DEPARTURE TIMES 2015-2016 • RESERVATIONS REQUIRED 24-HOURS IN ADVANCE

Year-round service

SCHEDULE: OCTOBER 1 - DECEMBER 15 / APRIL 1 - JUNE 15

RED ROUTE – SQUAW VALLEY, TAHOE CITY, WEST SHORE

TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM

FROM AIRPORT

Servicing all Locations on Route Above	12:00 PM	6:30 PM	11:45 PM
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GREEN ROUTE – TRUCKEE, NORTHSTAR

TO AIRPORT

Sawmill Heights	9:15 AM
Ritz Carlton	9:20 AM
Village at Northstar/TMR	9:25 AM
Northstar	9:30 AM
Truckee Airport	9:35 AM
Truckee Locations	9:40 AM
Truckee Train Depot	9:45 AM

FROM AIRPORT

Servicing all Locations on Route Above	3:15 PM
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BLUE ROUTE – CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

TO AIRPORT

Garwoods	9:15 AM	12:00 PM
Tahoe Vista Locations	9:25 AM	12:10 PM
Kings Beach Locations	9:35 AM	12:20 PM
Crystal Bay Locations	9:40 AM	12:25 PM
Park Side Inn	9:50 AM	12:35 PM
Incline Rec	9:55 AM	12:40 PM
Hyatt	10:00 AM	12:45 PM

FROM AIRPORT

Servicing all Locations on Route Above	12:30 PM	4:30 PM
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SCHEDULE: JULY 1 - SEPTEMBER 30 / DECEMBER 16 - MARCH 31
JUNE 16 - JUNE 30

RED ROUTE – SQUAW VALLEY, TAHOE CITY, WEST SHORE

TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM	5:00 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM	5:05 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM	5:10 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM	5:10 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM	5:15 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM	5:25 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM	5:30 PM

FROM AIRPORT

Servicing all Locations on Route Above	12:00 PM	3:00 PM	6:30 PM	11:45 PM
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GREEN ROUTE – TRUCKEE, NORTHSTAR

TO AIRPORT

Sawmill Heights	6:00 AM	9:15 AM
Ritz Carlton	6:05 AM	9:20 AM
Village at Northstar/TMR	6:10 AM	9:25 AM
Northstar	6:15 AM	9:30 AM
Truckee Airport	6:20 AM	9:35 AM
Truckee Locations	6:25 AM	9:40 AM
Truckee Train Depot	6:30 AM	9:45 AM

FROM AIRPORT

Servicing all Locations on Route Above	3:15 PM	11:45 PM
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BLUE ROUTE – CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

TO AIRPORT

Garwoods	6:15 AM	9:15 AM	12:00 PM
Tahoe Vista Locations	6:25 AM	9:25 AM	12:10 PM
Kings Beach Locations	6:35 AM	9:35 AM	12:20 PM
Crystal Bay Locations	6:40 AM	9:40 AM	12:25 PM
Park Side Inn	6:50 AM	9:50 AM	12:35 PM
Incline Rec	6:55 AM	9:55 AM	12:40 PM
Hyatt	7:00 AM	10:00 AM	12:45 PM

FROM AIRPORT

Servicing all Locations on Route Above	12:30 PM	4:30 PM	11:45 PM
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GA-10

24-HOURS ADVANCE RESERVATIONS: (866)216-5222 · northlaketahoeexpress.com

Exhibit B

Program Budget

Program: North Lake Tahoe Express

Program Description: The North Lake Tahoe Express Airport Shuttle started service November 15, 2006. Since that time, the shuttle has proven to be an important asset to the tourism and conference group market, as well as the local economy. The program has proven to play a vital role when choosing our area as a destination. NLTE Offers three routes within North Lake Tahoe and Truckee with service running daily between 5:00am and 11:00pm. Funding for the North Lake Tahoe Express is provided by a variety of partners per county .

TMA Services Provided:

- Contract Management
- Program Management
- AR Payments
- Reporting
- Marketing
- Group Sales
- Wholesale Account Management

North Lake Tahoe Express Budget

Updated 4/13/15

	2011-12 A	2012-13 A	2013-14 A	2014-15 Budget	2014-15 YTD	2014-15 Proposed Year End	2015-16 Proposed Budget
Revenues							
Placer County Funding Sources:							
NLTRA (TOT)	53,749	95,075	105,000	110,000	\$ 95,000	\$ 110,000	\$ 110,000
Total	\$ 53,749	\$ 95,075	\$ 105,000	\$ 110,000	\$ 95,000	\$ 110,000	\$ 110,000
Washoe County Funding Sources:							
Incline Village Crystal Bay CVB	22,000	22,000	22,000	22,000	\$ 22,000	\$ 22,000	\$ 22,000
Hyatt Lake Tahoe	7,000	7,000	7,000	7,000	\$ 7,000	\$ 7,000	\$ 7,000
Biltmore	3,200	1,200	1,200	1,200	\$ 1,200	\$ 1,200	\$ 1,200
Total	\$ 32,200	\$ 30,200	\$ 30,200	\$ 30,200	\$ 30,200	\$ 30,200	\$ 30,200
Nevada County Funding Sources:							
Town of Truckee	-	-	10,000	10,000	\$ 10,000	\$ 10,000	\$ 10,000
Truckee Tahoe Airport	2,500	2,500	3,500	3,500	\$ 3,500	\$ 3,500	\$ 3,500
Cedar House Sport Hotel	1,000	1,000	1,000	1,000	\$ 1,000	\$ 1,000	\$ 1,000
Hampton Inn & Suites	-	1,000	1,000	1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total	\$ 3,500	\$ 4,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
Other Funding Sources:							
Fare box	-	667,575	335,652	-	\$ -	\$ -	\$ -
Fare box - Future Bookings	1,140	23,268	-	-	\$ -	\$ -	\$ -
Fare box - Operator Fares Feb - June 2014	-	-	113,899	-	\$ -	\$ -	\$ -
On-Board Advertising	-	-	400	-	\$ -	\$ -	\$ -
Subsidy Rollover	15,300	38,009	-	-	\$ -	\$ -	\$ 67,274
Rollover Expense - Future Year	-	17,182	-	-	\$ -	\$ -	\$ -
Total	\$ 16,440	\$ 746,034	\$ 449,951	\$ -	\$ -	\$ -	\$ 67,274
Total Revenue	\$ 105,889	\$ 875,809	\$ 600,650	\$ 155,700	\$ 140,700	\$ 155,700	\$ 222,974
Expenses							
Contracted Operations	-	749,190	487,039	72,000	\$ 4,726	\$ 4,726	\$ 72,000
Program Management	20,000	47,000	35,644	22,580	\$ 22,580	\$ 22,580	\$ 22,580
Marketing Materials/Ad Design	38,881	36,075	20,065	22,000	\$ 16,030	\$ 22,000	\$ 22,000
Marketing Management	-	-	11,982	17,200	\$ 17,200	\$ 17,200	\$ 17,200
Distribution - Contract Services	-	-	750	3,000	\$ 3,000	\$ 3,000	\$ 3,000
IT/Reservations System	7,900	400	85	8,500	\$ 8,500	\$ 8,500	\$ 8,500
Bank Fees	1,099	19,876	16,848	-	\$ -	\$ -	\$ -
Previous Year Loss	-	-	17,182	-	\$ -	\$ -	\$ -
Reserve Fund	-	-	-	10,420	\$ 10,420	\$ 10,420	\$ 77,694
Future Booking Farebox Revenues	-	23,268	-	-	\$ -	\$ -	\$ -
Rollover Revenues to Future Year	38,009	-	11,055	-	\$ 67,274	\$ 67,274	\$ -
Total Expenses	\$ 105,889	\$ 875,809	\$ 600,650	\$ 155,700	\$ 60,536	\$ 155,700	\$ 222,974
Net Balance	\$ -	\$ 0	\$ 0	\$ -	\$ 80,164	\$ -	\$ -

GA-12

Exhibit C

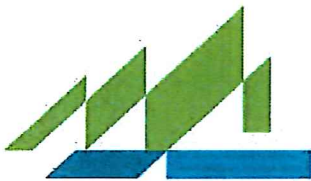
TNT/TMA Compensation



2015-16 FY

Annual Management Cost Estimates						
Hourly Rate	Executive Director	Program Manager	Accountant	Total TMA Hours	Total TMA Cost Per Task	
North Lake Tahoe Express - Program Management Tasks & Hours Est.	\$43.46	\$29.40	\$46.31			
Program Financial and Ridership Reporting	52	52		104	\$3,788.72	
Reservation System Maintenance and Upkeep	12	60		72	\$2,285.52	
Group Sales	6	26		32	\$1,025.16	
Wholesaler Contracts & Booking Oversight	12	64		76	\$2,403.12	
Program Budget & Financial Responsibilities	36		26	62	\$2,768.62	
Customer Relations	26	52		78	\$2,658.76	
Service Standards Oversight	18	18		36	\$1,311.48	
Program Reported Issues	15	15		30	\$1,092.90	
Partner Meetings and Continual Updates	20	20		40	\$1,457.20	
Business Plan/RFP Process	28	28		56	\$2,040.08	
Contractor Meetings	24	24		48	\$1,748.64	
Total Program Management Costs	\$10,822	\$10,555	\$1,204	634	\$22,580	
North Lake Tahoe Express - Marketing Management Tasks & Hours Est.						
Ad Designs	16	8		24	\$930.56	
Negotiations with Advertisers	24			24	\$1,043.04	
Selecting Advertising Venues	8			8	\$347.68	
Co-Op Marketing Efforts	16	8		24	\$930.56	
Distribution	40	72		112	\$3,855.20	
Local Hotel Staff Training & Sales	24	24		48	\$1,748.64	
Social Media	12	48		60	\$1,932.72	
Website	32			32	\$1,390.72	
Public Outreach & Information Sharing	36	68		104	\$3,563.76	
Events	20	20		40	\$1,457.20	
Total Marketing Management Costs	\$9,909	\$7,291	\$0	476	\$17,200	

94-1A



MEMORANDUM

Date: May 4, 2015

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Approve Execution of an Amendment to the Contract between TTD and Airport Mini Bus for the North Lake Tahoe Express Shuttle Service and a Related Funding Agreement with Various Public and Private Entities

Action Requested:

Staff requests that the Board approve execution of an amendment to the contract between TTD and Airport Mini-Bus for the North Lake Tahoe Express shuttle service (Attachment A), and a related funding agreement with various public and private entities (Attachment B).

Fiscal Analysis:

All expenditures associated with the NLTE are expected to be paid by the TNT-TMA through fare-box revenues and subsidy commitments from funding partners. However, if TNT-TMA cannot pay Airport Mini-Bus, TTD is contractually obligated to make the contractor whole.

Work Program Analysis:

All work associated with this effort will be paid for out of the program (up to \$2,500) and will otherwise be captured under the work element for liaison with other transit providers.

Background:

The North Lake Tahoe Express (NLTE) provides shuttle service to and from the Reno-Tahoe International Airport and the Truckee-North Lake Tahoe areas on scheduled routes. TTD has a contract with Airport Mini-Bus (Operator) to operate the shuttle service as an independent contractor. The Truckee North Tahoe Transportation Management Association (TNT-TMA) has managed and overseen the NLTE since inception of the program. Between June 2012 and June 2014, the NLTE faced significant budget and operational challenges that threatened the viability of the program. In June 2014, structural changes were made to the program that resolved those issues. Over the past year, the NLTE has operated within budget and has established operating reserves.

Discussion:

The contract with the Operator has been amended to increase the hourly rate that will be paid to the Operator for FY 2015-16 (Attachment A). As was the case for FY 2014-15, the Operator will run a set schedule for a maximum capped subsidy amount of \$6,000 per month, \$72,000 for the year. The Operator will be compensated for the actual hours it takes to provide the service based on per hour vehicle rates. However, in no event will the Operator be compensated in an amount that exceeds the subsidy cap, which means that TTD can have cost certainty. The subsidy cap will be calculated on a continuing basis.

GA-15

AS/jw

AGENDA ITEM: VII.D.

TTD will require the funding partners to execute an agreement committing to funding levels for FY 2015-16 as a condition of TTD contracting with the Operator (Attachment B).

Additional Information:

If you have any questions or comments regarding this item, please contact George Fink at (775) 589-5325.

Attachments:

- A. Operator Contract Amendment
- B. Funding Agreement

AS/jw

AGENDA ITEM: VII.D.

GA-16

**AMENDMENT #5
TO
AGREEMENT FOR AIRPORT SHUTTLE SERVICE**

The Tahoe Transportation District (“TTD”) and Airport Mini Bus (“Contractor”) agree to amend the Agreement for Airport Shuttle Service dated June 30, 2012, as previously amended by Amendment #1 dated October 18, 2013 and Amendment #2 dated December 1, 2013, and amended and replaced in its entirety with Amendment #3 dated February 1, 2014, and amended and replaced in its entirety with Amendment #4 dated June 30, 2014.

WHEREAS, TTD is a special purpose district created by Article IX of the Tahoe Regional Planning Compact (the “Compact”); and

WHEREAS, the Compact authorizes TTD to own and operate a transportation system to the exclusion of all other publicly owned transportation systems in the Tahoe region; and

WHEREAS, the Compact authorizes TTD to provide transportation services from inside the Tahoe region to convenient airport, railroad and interstate bus terminals without regard to the boundaries of the Tahoe region; and

WHEREAS, the Compact authorizes TTD to contract with private companies to provide any of the services needed in operating a system of transportation for the Tahoe region; and

WHEREAS, the Compact authorizes TTD to fix the rates and charges for transportation services provided pursuant to the Compact; and

WHEREAS, the “North Lake Tahoe Express” is a shuttle service between the Reno-Tahoe International Airport and specified locations in the Truckee and North Lake Tahoe areas (the “NLTE”); and

WHEREAS, TTD and Contractor entered into the Agreement so that Contractor would operate the NLTE; and

WHEREAS, the Truckee North Tahoe Transportation Management Association (“TMA”), on behalf of TTD, oversees the operation of the NLTE; and

WHEREAS, the North Lake Tahoe Resort Association (the “NLTRA”) has registered and owns all rights to the name, logo and website for the NLTE; and

WHEREAS, the Agreement was previously amended to restructure the NLTE and address budget issues; and

WHEREAS, this amendment is in writing and executed by both parties as required by Section 20 of Amendment #4; and

NOW, THEREFORE, the parties agree that this amendment shall be effective as of June 30, 2014, and that Amendment #3 shall be amended and replaced in its entirety with the following:

1. Term

The term of this Agreement will be for a period from July 1, 2015, to June 30, 2016 (the "Term"). The term of this Agreement may be extended for one (1) period of one (1) year if agreed to in writing by the parties.

2. Service

A. Contractor agrees to provide interstate and intrastate shuttle service between the Reno-Tahoe International Airport and North Lake Tahoe using the registered name, logo and other assets of the NLTE according to the routes and schedules set forth in Exhibit A, which may be amended in writing upon mutual agreement of the parties. Contractor will be responsible for all aspects of operation of the shuttle service and will provide all facilities, vehicles and equipment necessary to provide the shuttle service.

B. Contractor will be compensated based on "Vehicle Hours." Vehicle Hours means the actual time, to the minute, required to provide each trip as recorded by a driver and confirmed by a dispatcher. Vehicle Hours shall not include time resulting from vehicle breakdowns. Vehicle Hours shall not include any out-of-service time, including, but not limited to vehicle fueling, pre and post trip inspections, or driver breaks. Vehicle Hours shall include deadhead time for trips that are not part of a roundtrip.

- 1) For trips from Reno that are not part of a roundtrip, Vehicle Hours commence when the vehicle departs the airport and terminate when the vehicle arrives back at the airport or the bus yard.
- 2) For trips to Reno that are not part of a roundtrip, Vehicle Hours commence when the vehicle departs the airport or the bus yard and terminate when the vehicle arrives back at the airport.
- 3) For trips from Reno that are part of a roundtrip, Vehicle Hours commence when the vehicle departs the airport and terminate when the last passenger is dropped off in the Truckee or North Lake Tahoe area.
- 4) For trips to Reno that are part of a roundtrip, Vehicle Hours commence when the last passenger from the first leg of the roundtrip is dropped off in the Truckee or North Lake Tahoe area and terminate when the vehicle arrives back at the airport.

C. Contractor will use best efforts to operate trips as part of a roundtrip if it will eliminate deadhead time and reduce the number of Vehicle Hours necessary to provide the trips.

D. Contractor agrees to provide the shuttle service using the following vehicles at the following rates per Vehicle Hour:

- 1) For trips of 4-10 passengers, Contractor will use a van or mini-bus at a rate of \$65 per Vehicle Hour.
- 2) For trips of 11-18 passengers, Contractor will use a mini-bus at a rate of \$65 per Vehicle Hour.
- 3) For trips requiring an ADA accessible vehicle, Contractor will use an ADA accessible vehicle at a rate of \$65 per Vehicle Hour.

3. Reservations

A. Contractor will use the NLTE computerized reservation system which is maintained by TMA.

B. Contractor will use the NLTE website for internet reservations which is www.northlaketahoeexpress.com and is maintained by TMA.

C. Contractor will use TMA's phone number for telephone reservations which is (866) 216-5222 and is currently held in Contractor's name.

D. Upon termination of this Agreement, Contractor will immediately relinquish control of the computerized reservation system, the website, and the phone number and take any necessary steps to transfer control of the NLTE to TMA. TMA will be responsible for the cost of transferring the phone number and phone lines. Contractor will take all reasonable steps to avoid losses of reservations, interruptions in service, or declines in customer service during the transfer process.

4. Fares and Ticket Sales

A. Contractor will charge individual passengers, event groups, and wholesalers the fares set forth in the rate structure in Exhibit B.

B. Contractor will allow TMA, certain local lodging properties, and certain wholesalers to sell tickets on behalf of the NLTE as follows:

- 1) Group Business: TMA will work with local lodging properties and event coordinators to sell NLTE tickets for group events. TMA may commit to a special fare for certain groups.

- 2) Local Lodging Properties: Local lodging properties may sell NLTE tickets and make reservations for guests. The lodging properties must establish master accounts with Contractor. The lodging properties are then billed on a monthly basis by Contractor. Contractor agrees that the lodging properties will receive \$5 commission for any ticket sold, whether for one or multiple passengers, which will be paid for out of the fare.
- 3) Wholesalers: TMA and NLTRA will work with wholesalers to sell NLTE tickets and will enter into agreements and commitments from wholesalers to sell and promote the NLTE. TMA will assist wholesalers in purchasing tickets through the NLTE reservation system and will handle all correspondence with wholesalers. Contractor agrees that wholesalers will receive up to the industry standard 20% commission on any ticket sold, whether for one or multiple passengers, which shall be paid for out of the fare. TMA and NLTRA will provide Contractor with a current list of authorized wholesalers and their commission percentage.

5. Fare Collection

- A. Contractor will be responsible for collecting all fares and reconciling accounts.
- B. Contractor will use the computerized reservation system for credit card transactions and will be responsible for any bank fees.

6. Compensation

- A. TTD agrees to pay Contractor up to a maximum of \$6,000 monthly (\$72,000 annually) to provide the service for the Term.
- B. The amount of the monthly payment to Contractor will be based on the following formula: Cost - Ridership Revenues = Charge by Contractor or Credit to TTD.
 - 1) Cost means the aggregate cost of all trips during the month, i.e. the Vehicle Hours for each trip multiplied by the rate per hour for the vehicle used to provide the trip.
 - 2) Ridership Revenues means all fares collected for the service.
 - 3) Charge by Contractor: If Cost exceeds Ridership Revenues, Contractor will charge TTD in that amount up to a maximum of \$6,000. If the amount of the charge is less than \$6,000, Contractor may charge TTD for the difference in a future month if Cost exceeds Ridership Revenues by

more than \$6,000 in the future month. In no event will Contractor be entitled to more than \$72,000 for the Term.

- 4) Credit to TTD: If Cost is less than Ridership Revenues, Contractor will credit TTD in that amount. TTD may apply the credit against charges by Contractor in a future month. TTD will not be entitled to any payment from Contractor for existing credit unless Contractor terminates this Agreement for convenience prior to the end of the Term, in which case payment shall be made to TTD within ten (10) days of termination.

C. If the Charge by Contractor exceeds \$6,000 in any month, TTD, TMA and Contractor will meet and discuss NLTE operations.

D. Contractor will not be entitled to any compensation unless Contractor provides valid invoicing and reporting.

7. Reporting and Invoicing

A. Contractor will keep true and accurate records in accordance with generally accepted accounting principles.

B. Accurate data collection and reporting are of the utmost importance to the performance of this Agreement. Failure to accurately collect and report data will be considered a material breach of this Agreement.

C. Contractor will submit an invoice to TMA by the seventh day of each month for the service provided in the previous calendar month. Each invoice must be in electronic format and accompanied by a completed version of the spreadsheet attached as Exhibit C which TMA has provided to Contractor in Microsoft Excel electronic format. Failure to submit the completed spreadsheet in Microsoft Excel electronic format will be cause for delay in payment.

D. Contractor's drivers and dispatchers will provide a written explanation for any trip where Vehicle Hours exceed the following limits: 3 hours for the Blue Route; 3 hours for the Red Route; or 2.50 hours for the Green Route. Failure to submit a written explanation for any such trip means that Contractor will not receive payment in excess of those limits for that trip.

E. TMA will pay Contractor within 30 days of receipt of a valid invoice and reporting.

GA-21

8. Customer Service

Contractor will be responsible for all aspects of customer service and will develop a system and standardized forms for taking, recording and resolving complaints from customers and the public, and will provide copies of complaints to TMA.

9. Website and Marketing

A. TMA will maintain the website for the NLTE.

B. TMA will market the NLTE and marketing efforts shall include advertising, cooperative marketing efforts, distribution of materials, training of local hotel staff, social media efforts, and public outreach and information sharing. TMA will have a marketing budget of \$42,200 for FY 2015-16.

10. Licenses and Permits

Contractor will obtain and maintain all licenses, approvals, and permits required to provide the service. Contractor represents and warrants that Contractor and all personnel engaged in providing the service will have all licenses, permits, qualifications, and approvals of whatever nature which are legally required to practice its profession, including independent interstate operating authority under DOT regulations. Contractor further represents and warrants that it will keep in effect all such licenses, permits, and other approvals during the term of this Agreement. In the event Contractor is unable to obtain or maintain any of the licenses or permits required to conduct the service, or in the event that service is interrupted by governmental authority; Contractor will have twenty (20) days to correct this defect, failing which this Agreement will terminate and be deemed null and void.

11. Minimum Employee Requirements

Contractor will ensure that successfully complete a DOT controlled substances and alcohol use and testing per 49 CFR Part 382 before employees are allowed to start working. In addition, Contractor will perform a motor vehicle record check on all employees at the time of hire, and at least annually thereafter; with an appropriate rating system to determine whether employees qualify to drive or continue driving vehicles used in service.

All bus operators will be trained to proficiency by Contractor before being allowed to operate vehicles or work with the public. Training will include, but not be limited to: Commercial Driver License of the appropriate class and endorsement, vehicle orientation, vehicle inspection, vehicle operations, defensive driving, customer relations (including dealing with difficult passengers), sensitivity to the elderly and persons with disabilities, elder abuse training (required by NADSD), street operations, radio protocol, safety and security, driving in

GA-22

inclement weather, accident and incident procedures, emergency management, and use of wheelchair lifts and securement.

12. Insurance

A. Contractor will provide TTD and TMA with certificates of insurance with original endorsements and copies of policies of the following insurance, with Best's Class A – or better carriers and provided by insurers with a rating of A VIII or greater:

- 1) Workers compensation insurance covering all employees and principals of Contractor as required by law and per statutory limits, including employers liability of \$1 million each accident, \$1 million each disease (employee), and \$1 million each disease (aggregate), with an endorsement waiving any rights of subrogation, if any, that the insurer may have against TTD, TMA, NLTRA, Placer County, the Town of Truckee, the Incline Village Crystal Bay Visitors Bureau, the Truckee Tahoe Airport, the Cedar House Sport Hotel, the Hampton Inn & Suites Tahoe Truckee, the Hyatt Regency Lake Tahoe, the Tahoe Biltmore, and their respective members, officers and employees.
- 2) Commercial general liability insurance in an amount and scope at least equal to Insurance Service Office form CB 00 01 covering third party liability risks, including, without limitation, contractual liability, and a minimum amount of \$5 million combined single limit per occurrence for bodily injury, personal injury, and property damage in Nevada and California. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate will apply separately to this Agreement, or the general aggregate limit will be twice the occurrence limit. TTD, TMA, NLTRA, Placer County, the Town of Truckee, the Incline Village Crystal Bay Visitors Bureau, the Truckee Tahoe Airport, the Cedar House Sport Hotel, the Hampton Inn & Suites Tahoe Truckee, the Hyatt Regency Lake Tahoe, the Tahoe Biltmore, and their respective members, officers and employees will be listed as additional insured under such policy; and
- 3) Commercial auto liability insurance covering the vehicle fleet in a minimum amount of \$5 million combined single limit per accident for bodily injury and property damage.

B. All insurance described above will be primary and there will be no right to contributions by insurance purchased for or on behalf of TTD.

C. Contractor will disclose any self-insured retention amount on Contractor's insurance policies to TTD, TMA, NLTRA, Placer County, the Town of Truckee, the Incline Village Crystal Bay Visitors Bureau, the Truckee Tahoe Airport, the Cedar House Sport Hotel, the Hampton Inn & Suites Tahoe Truckee, the Hyatt Regency Lake Tahoe, the Tahoe Biltmore, and will disclosure information and documentation regarding their rights to pay any such self-insured retention amount. It will be Contractor's responsibility to secure TTD and TNT/TMA's written approval of such self-insured retention amount prior to providing the Service.

13. Indemnification

Contractor agrees to pay, protect, indemnify, and defend TTD, TMA, NLTRA, Placer County, the Town of Truckee, the Incline Village Crystal Bay Visitors Bureau, the Truckee Tahoe Airport, the Cedar House Sport Hotel, the Hampton Inn & Suites Tahoe Truckee, the Hyatt Regency Lake Tahoe, the Tahoe Biltmore, and their respective agents, employees, attorneys, officers, directors, and representatives from and against all claims, suits, judgments, costs, and expenses including, without limitation, attorneys' fees and/or damages, to person or property, caused by or resulting from any negligent act or omission of Contractor, its agents, or employees.

14. Audits

Upon reasonable notice, and at their own expense, TTD, TMA and NLTRA, or their authorized representatives, will have the right to examine and audit the records of Contractor relating to the service.

15. Termination

A. Default. In the event either party is in default of the performance of any terms or conditions of this Agreement, the other party will give written notice of the nature of the default, and the party to whom the notice was given will have ten (10) days to cure the default. In the event the default is not cured within the ten (10) day period, the party giving notice may terminate this Agreement. The payment of any remaining monies due Contractor will be made as part of any termination of this Agreement.

B. Convenience.

- 1) TTD may terminate this Agreement for convenience at any time after providing fifteen (15) days written notice to Contractor.

- 2) Contractor may terminate this Agreement for convenience at any time after providing sixty (60) days written notice to TTD. TTD will be entitled to payment from Contractor for any existing credit on the termination date, and will make such payment to TTD within ten (10) days of termination.

C. Refunds of Reservations. Upon notice of termination by either party, Contractor will cease taking reservations beyond the stated termination date unless otherwise instructed by TMA. Upon request by TMA, Contractor will refund some or all reservations beyond the stated termination date.

16. Transfer of Control

A. As part of Amendment #3, TMA and NLTRA transferred control of the NLTE to the Contractor. TMA transferred control of operations, reservations, fare collections, accounting, and customer service to the Contractor. NLTRA agreed to allow the Contractor to use the telephone number, website, name and logo of the NLTE.

B. Upon termination of this Agreement, Contractor will immediately relinquish all control of the NLTE and take any necessary steps to transfer control of operations, reservations, fare collections, accounting, and customer service back to TMA, and will immediately cease using the telephone, website, name and logo of the NLTE. Contractor will take all reasonable steps to avoid losses of reservations, interruptions in service, or declines in customer service during the transfer process.

17. Right to Issue Request for Proposals

TTD reserves the right to issue a request for proposals, an invitation for bids, and/or enter into negotiations, for another entity to operate the NLTE and may do so at any time during the term of this Agreement.

18. Notice

Notice to Contractor means notice in writing delivered to Contractor's headquarters at the following address:

Airport Mini-Bus
100 Sunshine Lane
Reno, NV 89502

Notice to TTD means notice in writing delivered to:

Transit System Program Manager
Tahoe Transportation District
PO Box 499
Zephyr Cove, NV 89448
Physical address for hand delivery or overnight:
128 Market Street, Suite 3F
Stateline, NV 89449
With copy to:
Executive Director
TNT/TMA
P.O. Box 2566
Kings Beach, CA 96143

Director of Community Partnership and Planning
NLTRA
P.O. Box 5459
Tahoe City, CA 96145

19. Choice of Law and Venue

This Agreement shall be governed by the laws of the State of Nevada. The venue for any litigation regarding the interpretation, performance or enforcement of this Agreement shall be in the Ninth Judicial District Court in Douglas County, Nevada. In the event of such litigation, it is the parties' intent that no presumption shall arise from the identity of the drafter of this Agreement.

20. Entire Agreement

This Agreement constitutes the entire agreement between the parties with respect to the subject matter herein and supersedes any previous understandings, representations, commitments or agreements, oral or written. No provision of this Agreement may be waived except by a writing signed by the party to be charged, nor may this Agreement be amended except by a writing executed by both parties. If any provision, or portion thereof, of this Agreement is, or becomes, invalid under any applicable statute or rule of law, it shall be deemed stricken and the remainder of this Agreement shall remain in full force and effect.

GA-26

IN WITNESS WHEREOF, this amendment is dated and effective as of June 30, 2015.

Chip Bell, President
Airport Mini Bus

Date: _____

Carl Hasty, District Manager
Tahoe Transportation District

Date: _____

GA-27

EXHIBIT A

(Service Schedule)



NORTH LAKE TAHOE EXPRESS

Operated by: Airport Mini Bus CPCN #2350

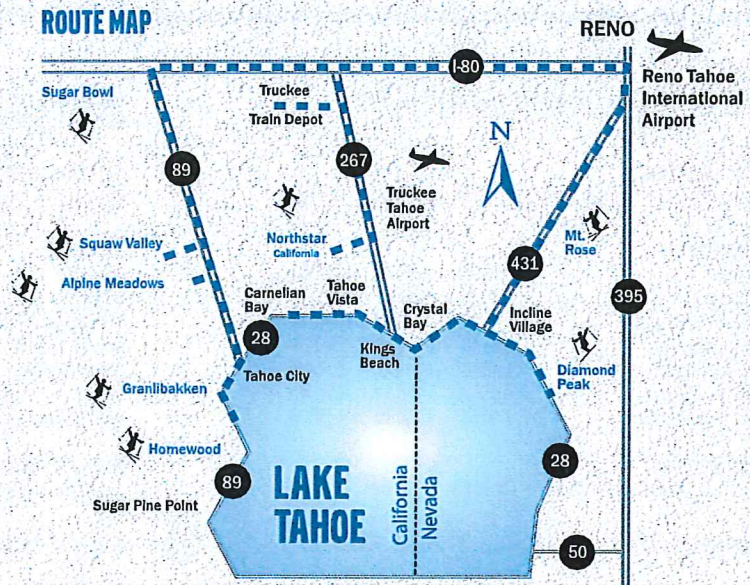
2015 / 2016 Rates:

1-2 People	One Way Per Person	\$ 49
3-4* People	One Way Per Person	\$ 45
5-10* People	One Way Per Person	\$ 42
11-12* People	One Way Per Person	\$ 32

Shared - Frequent Rider (5 - One Way Trips) \$220

*Passenger discounted rates valid for guests traveling on the same date/shuttle time, utilizing a single reservation.

For additional services and rates, please contact: 866-216-5222



- Tahoe City:** Tahoe City Transit Center, Granlibakken Conference Center Resort, Tahoe City Inn, America's Best Value Inn, Mother Nature Inn, Pepper Tree Inn, Aviva Inn, Tamarack Lodge, Sunnyside
- Alpine Meadows:** River Ranch Lodge
- Squaw Valley:** The Village at Squaw Valley, Squaw Valley Lodge, Plumpjack Squaw Valley Inn, Olympic Village Inn, Christy Inn, Red Wolf Lodge, Tavern Inn, Squaw Valley Academy
- Carnelian Bay:** Gar Woods Grill & Pier
- Tahoe Vista:** Mourelato's Lakeshore Resort, The Sands, Vistana, Tonopalo, Tahoe Edgelake Beach Club, Holiday House, Cedar Glen Inn, Red Wolf Lodge, Firelight Lodge, Rustic Cottages, Franciscan, Shorehouse Inn, Tahoe Vista Inn
- Kings Beach:** Ferrari's Crown Resort, Sun n' Sand Motel, Hostel Tahoe
- Northstar:** Ritz-Carlton Lake Tahoe, Tahoe Mountain Resorts Lodging, Northstar Resort
- Truckee:** Truckee Tahoe Airport, Cedar House Sports Hotel, Truckee Train Depot, Hampton Inn & Suites
- Crystal Bay:** Tahoe Biltmore Lodge & Casino
- Incline Village:** Hyatt Regency Lake Tahoe, Incline Village Recreation Center, Parkside Inn



24-HOUR ADVANCE RESERVATIONS:
 (866)216-5222 · northlaketahoeexpress.com

GA-29

DEPARTURE TIMES 2015-2016 • RESERVATIONS REQUIRED 24-HOURS IN ADVANCE Year-round service

SCHEDULE: OCTOBER 1 - DECEMBER 15 / APRIL 1 - JUNE 15

RED ROUTE - SQUAW VALLEY, TAHOE CITY, WEST SHORE

TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM

FROM AIRPORT

Servicing all Locations on Route Above 12:00 PM 6:30 PM 11:45 PM

GREEN ROUTE - TRUCKEE, NORTHSTAR

TO AIRPORT

Sawmill Heights	9:15 AM
Ritz Carlton	9:20 AM
Village at Northstar/TMR	9:25 AM
Northstar	9:30 AM
Truckee Airport	9:35 AM
Truckee Locations	9:40 AM
Truckee Train Depot	9:45 AM

FROM AIRPORT

Servicing all Locations on Route Above 3:15 PM

BLUE ROUTE - CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

TO AIRPORT

Garwoods	9:15 AM	12:00 PM
Tahoe Vista Locations	9:25 AM	12:10 PM
Kings Beach Locations	9:35 AM	12:20 PM
Crystal Bay Locations	9:40 AM	12:25 PM
Park Side Inn	9:50 AM	12:35 PM
Incline Rec	9:55 AM	12:40 PM
Hyoit	10:00 AM	12:45 PM

FROM AIRPORT

Servicing all Locations on Route Above 12:30 PM 4:30 PM

SCHEDULE: JULY 1 - SEPTEMBER 30 / DECEMBER 16 - MARCH 31
JUNE 16 - JUNE 30

RED ROUTE - SQUAW VALLEY, TAHOE CITY, WEST SHORE

TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM	5:00 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM	5:05 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM	5:10 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM	5:10 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM	5:15 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM	5:25 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM	5:30 PM

FROM AIRPORT

Servicing all Locations on Route Above 12:00 PM 3:00 PM 6:30 PM 11:45 PM

GREEN ROUTE - TRUCKEE, NORTHSTAR

TO AIRPORT

Sawmill Heights	6:00 AM	9:15 AM
Ritz Carlton	6:05 AM	9:20 AM
Village at Northstar/TMR	6:10 AM	9:25 AM
Northstar	6:15 AM	9:30 AM
Truckee Airport	6:20 AM	9:35 AM
Truckee Locations	6:25 AM	9:40 AM
Truckee Train Depot	6:30 AM	9:45 AM

FROM AIRPORT

Servicing all Locations on Route Above 3:15 PM 11:45 PM

BLUE ROUTE - CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

TO AIRPORT

Garwoods	6:15 AM	9:15 AM	12:00 PM
Tahoe Vista Locations	6:25 AM	9:25 AM	12:10 PM
Kings Beach Locations	6:35 AM	9:35 AM	12:20 PM
Crystal Bay Locations	6:40 AM	9:40 AM	12:25 PM
Park Side Inn	6:50 AM	9:50 AM	12:35 PM
Incline Rec	6:55 AM	9:55 AM	12:40 PM
Hyoit	7:00 AM	10:00 AM	12:45 PM

FROM AIRPORT

Servicing all Locations on Route Above 12:30 PM 4:30 PM 11:45 PM



24-HOURS ADVANCE RESERVATIONS: (866)216-5222 • northlaketahoeexpress.com



Staff Report for Board

Subject: Recommended changes to Placer County Agreement, Attachment F

From: JT Thompson, Tourism Director

Decision Considerations:

Staff is requesting the approval of the revisions of Placer County Agreement, Attachment F:

- Marketing Committee approved a revision in the amount of the ongoing NLTRA Marketing Reserve to a minimum of 10% of the average of the current, and previous two years Marketing Budgets.
- Previous guideline amount of reserve since its inception in 2003 was 15% of Marketing Budget.
- The total of the reserve minimum will be \$258,283 for FY 15-16.
- Current reserve balance + \$309,000. These funds will remain in the account until needed as outlined in Attachment F
- If this is not revised, the additional funding to the reserve for FY 15-16 will be approximately \$115,000, taking away from proposed marketing programs

65-1

Attachment F
NLTRA Marketing Reserve
Revised – May 2015

SITUATION

1. Both the County and NLTRA agree that a “marketing reserve” should be created, and has been in place since 2003. The objective is to secure a fund representing 10% of the annual marketing budget average, over the current and previous two years. Based on a FY 2013-16 budget average of \$2,582,833, the 10% reserve is \$258,283 (adjusted annually).
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an “internal reserve” (as per the definition in #9 below).
2. The NLTRA Tourism/Executive Directors may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when:
 - a. NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, which would benefit from extra marketing efforts.
 - b. Beneficial marketing and/or sponsorship opportunities that are presented after budgeting for the fiscal year have been completed.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such as way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year’s budgets and will accumulate without limit, until an amount is achieved equal to 10% of the three year average annual marketing budget.
7. Any reserve funds over the 10% can be utilized for opportunities with approval of the NLTRA Board, Marketing and Finance Committee approval, without repayment, as long as funding level does not fall below 10% threshold listed above.
8. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - First from any external or internal marketing carry forward, from previous years, then:
 - As part of the normal budgeting process each year.
 - Any replenishment of the marketing reserve, would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
 - Replenishment of funds up to \$24,000 will be repaid the following fiscal year.
 - Replenishment of funds over \$24,000 will be repaid over a period of years.

G5-2

Attachment F (Cont.)

9. Recommended definitions for funds:

- County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
- Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
- Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

Attachment F
Memorandum – Adopted by the NLTRA Board, February 2003

SITUATION

1. Both the County and NLTRA have agreed that a “marketing reserve” should be created. The objective is to eventually accumulate a fund representing 15% of the average annual marketing budget, over several years. Based on a \$2,290,217 budget, the 15% target is \$343,533.
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an “internal reserve” (as per the definition proposed in #7 below).
2. The NLTRA Tourism/Executive Directors may not expend these funds except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, that would benefit from extra marketing efforts.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such a way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year's budgets and will accumulate without limit, until an amount is achieved equal to 15% of normal annual marketing budget.
7. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - A. First from any external or internal marketing carry forward, from previous years, then:
 - 1) As part of the normal budgeting process each year.
 - 2) Any replenishment of the marketing reserve, (once established) would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
8. Recommended definitions for funds:
 - County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
 - Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
 - Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

G5-4



north lake tahoe

Chamber | CVB | Resort Association

Membership Department Pacing and Metrics Report

Date: May 28, 2015

	Activities Revenue <i>Only</i>	Activities Expense <i>Only</i>	Total Dept. Profit/ (Loss)	New Members	Attrition Members	Net Gain/(Loss) This Year <i>Only</i>
Budget	55,698	24,085	10,659	67	70	-3
Actual	50,055	35,076	19,766	54	47	7
Forecast	55,876	33,158	0	48	40	8

Year-to-Date Information:

54 new members added to Membership through the month of May.

The actual pace year-to-date is 4.9 new members per month.

Projected information per plan: 67 new members for year or 5.6 per month.

302 members renewed their existing memberships through the month of May. 47 members dropped their existing memberships. Budgeted attrition is 70 members for the year. Existing membership over attrition nets to 60 members. A gain of 20 members was budgeted. Total membership of 467 from fiscal 2013/14 was budgeted to 487 members by end of the 14/15 fiscal year. The current membership number is 465 members vs. 457 members on June 30, 2014.

Event Financial Updates:

Surf Air Raffle

Revenues: \$2,000 projected. Actual revenue realized through May is \$1,040.

Upcoming Event Metrics:

June 2015 Summer Recreation Lunch

Budgeted Revenues: \$2,655; Budgeted expenses: \$1,612. Projected profit is \$1,043.

HI A



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of April 30, 2015

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,593 Units ('DestiMetrics Census**')

a. Last Month Performance: Current YTD vs. Previous YTD

		2014/15	2013/14	Year over Year % Diff
North Lake Tahoe Paid Occupancy Rate for last month (April) changed by (-11.8%)	Paid Occupancy Rate (April) :	32.2%	36.5%	-11.8%
North Lake Tahoe Average Daily Rate for last month (April) changed by (-11.9%)	ADR (April) :	\$157	\$178	-11.9%
North Lake Tahoe RevPAR for last month (April) changed by (-22.3%)	RevPAR (April) :	\$50	\$65	-22.3%

b. Next Month Performance: Current YTD vs. Previous YTD

North Lake Tahoe Paid Occupancy Rate for next month (May) changed by (19.8%)	Paid Occupancy Rate (May)	28.5%	23.8%	19.8%
North Lake Tahoe Average Daily Rate for next month (May) changed by (3.7%)	ADR (May) :	\$168	\$162	3.7%
North Lake Tahoe RevPAR for next month (May) changed by (24.3%)	RevPAR (May) :	\$48	\$38	24.3%

c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD

North Lake Tahoe Paid Occupancy Rate for the prior 6 months changed by (-0.6%)	Paid Occupancy Rate	41.1%	41.4%	-0.6%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (-5.2%)	ADR	\$246	\$259	-5.2%
North Lake Tahoe RevPAR for the prior 6 months changed by (-5.8%)	RevPAR	\$101	\$107	-5.8%

d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD

North Lake Tahoe Paid Occupancy Rate for the upcoming 6 months changed by (16.1%)	Paid Occupancy Rate	32.4%	27.9%	16.1%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-1.0%)	ADR	\$223	\$225	-1.0%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (14.9%)	RevPAR	\$72	\$63	14.9%

e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Apr. 30, 2015 vs. Previous Year

Rooms Booked during last month (April, 2015) compared to Rooms Booked during the same period last year (April, 2014) for arrival April to September has changed by (-9.7%)	Booking Pace (April)	5.6%	6.2%	-9.7%
--	----------------------	------	------	-------

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

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

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

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants.

As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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H2a-1



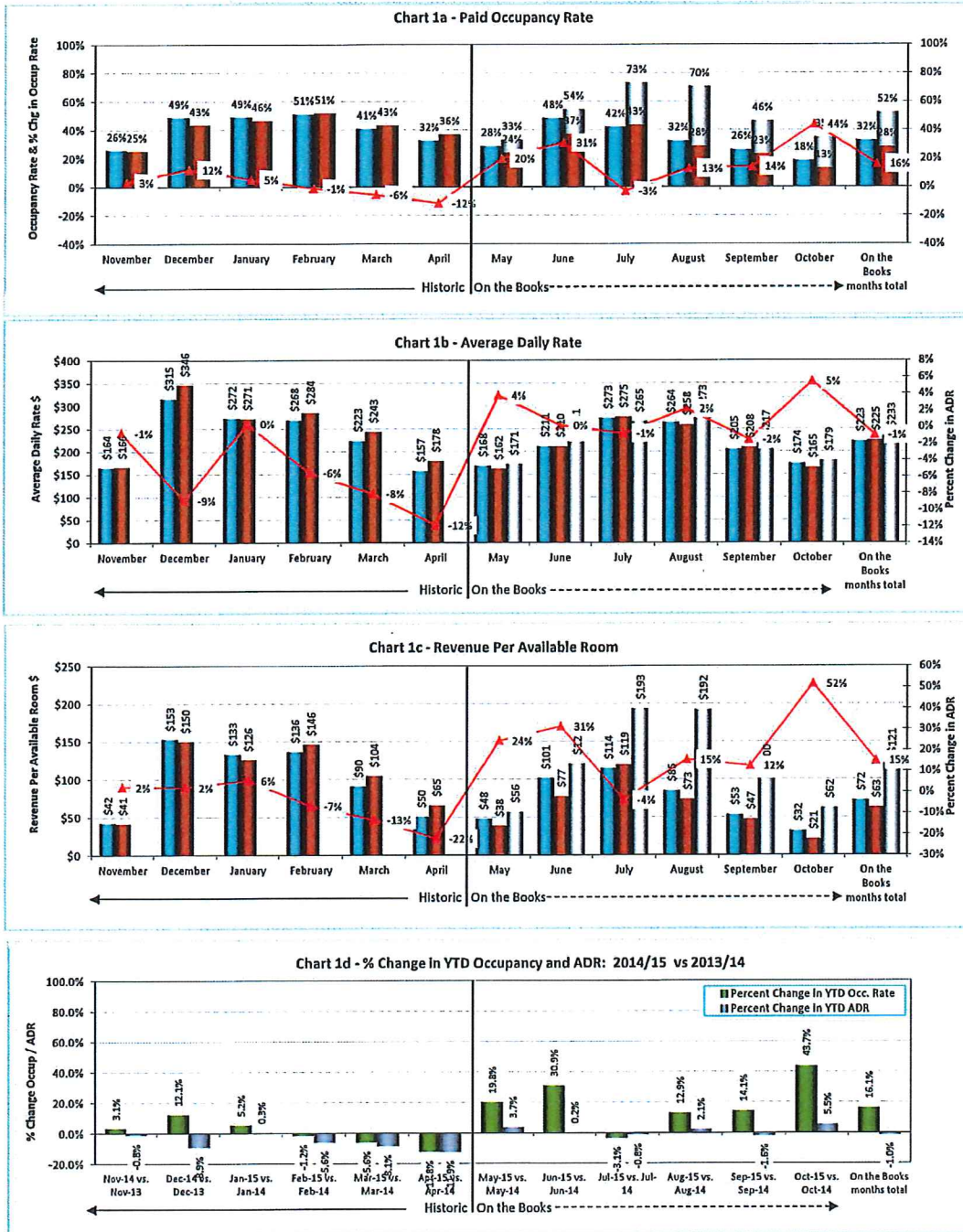
RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2014/15 YTD (as of April 30, 2015) vs. 2013/14 YTD (as of April 30, 2014) vs. 2013/14 Historical

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

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■ Historic Actual (2013/14 season) ■ Data as of April 30, 2015 (2014/15 season)
■ Data as of April 30, 2014 (2013/14 season) — Percent Change

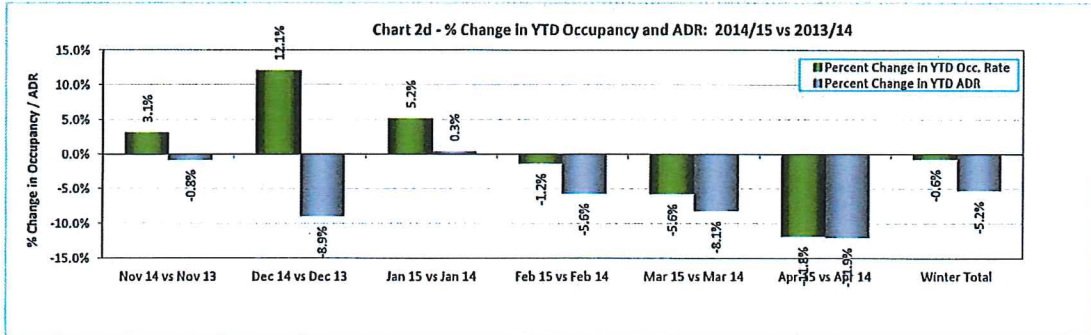
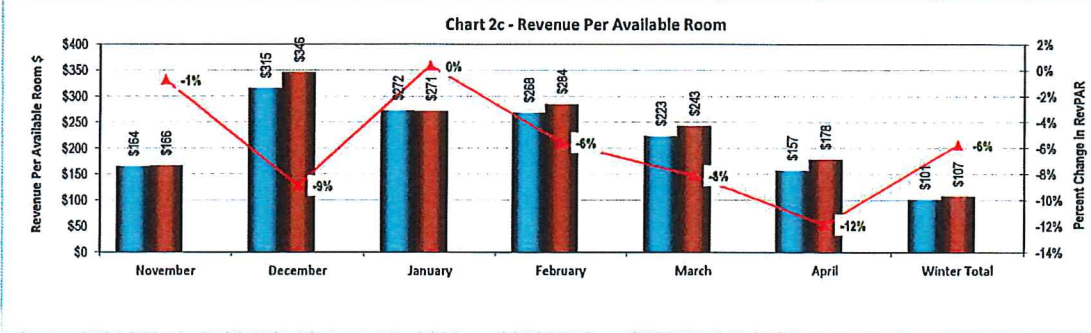
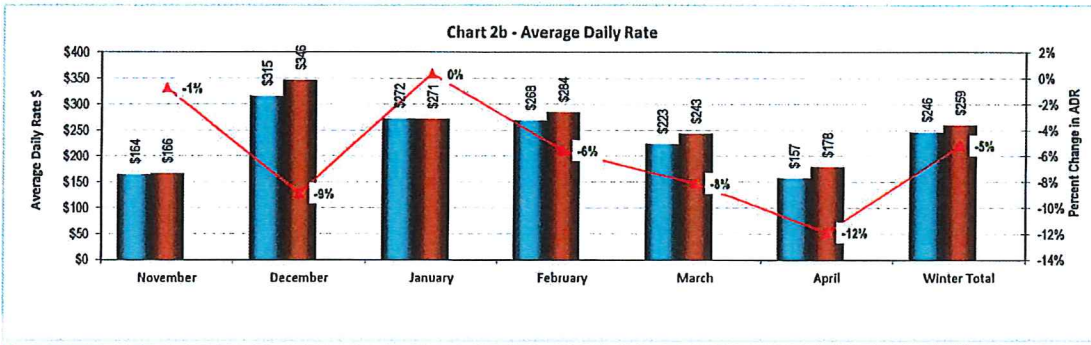
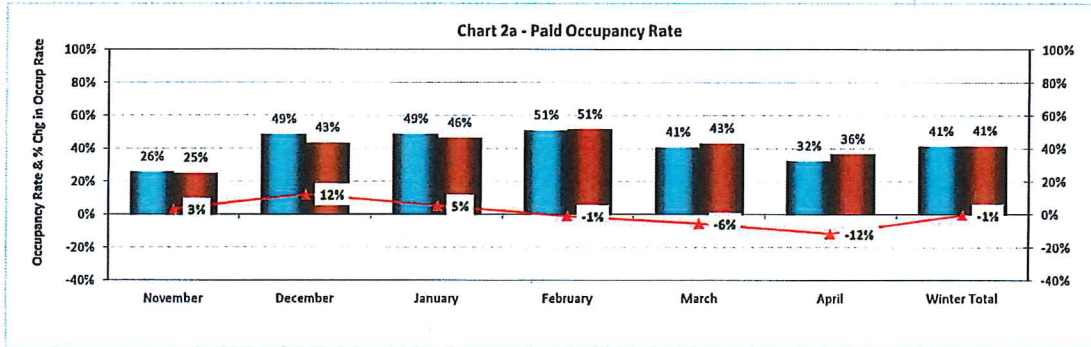


H2a-2

RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2014/15 YTD (as of April 30, 2015) vs. 2013/14 YTD (as of April 30, 2014) vs. 2013/14 Historical
NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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■ Historic Actual (2013/14 season) ■ Data as of April 30, 2015 (2014/15 season)
■ Data as of April 30, 2014 (2013/14 season) — Percent Change



Hza -3



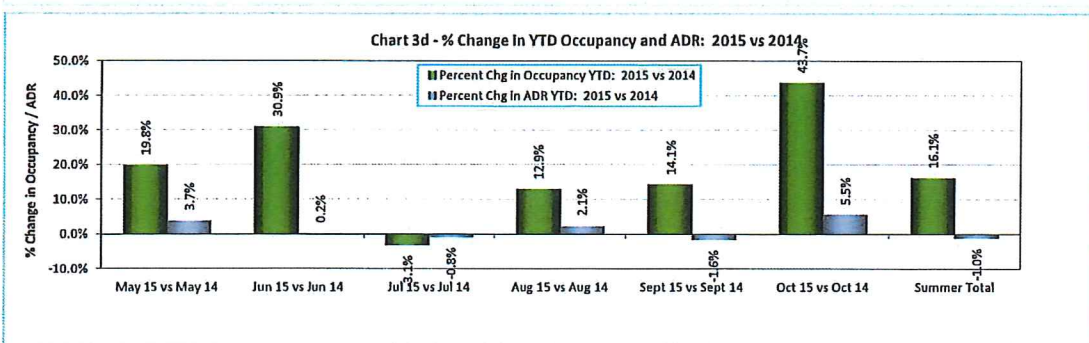
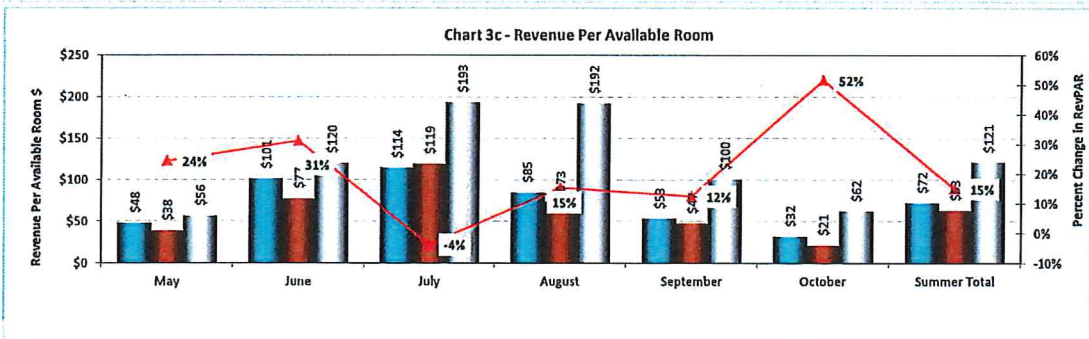
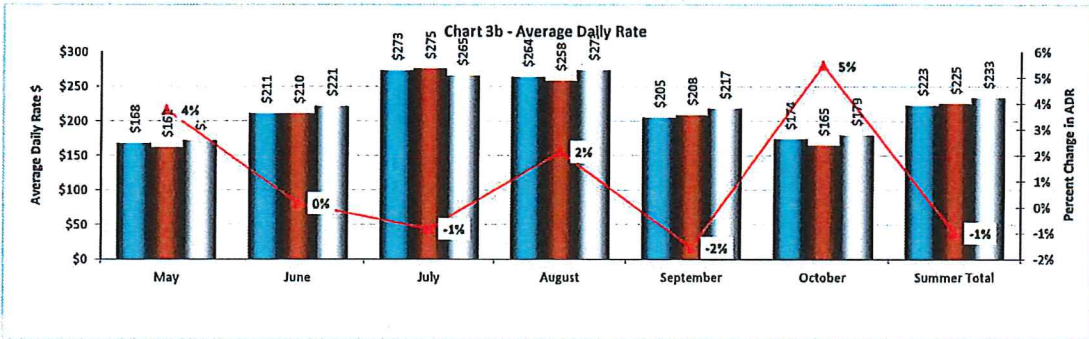
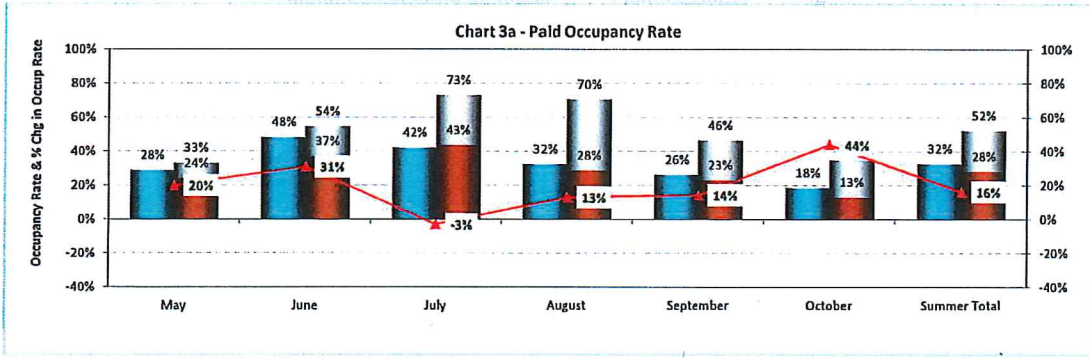
RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2015 YTD (as of April 30, 2015) vs. 2014 YTD (as of April 30, 2014) vs. 2014 Historical

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

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Historic Actual (2014 season)
 Data as of April 30, 2015 (2015 season)
 Data as of April 30, 2014 (2014 season)
 ▲ Percent Change



Hza-4

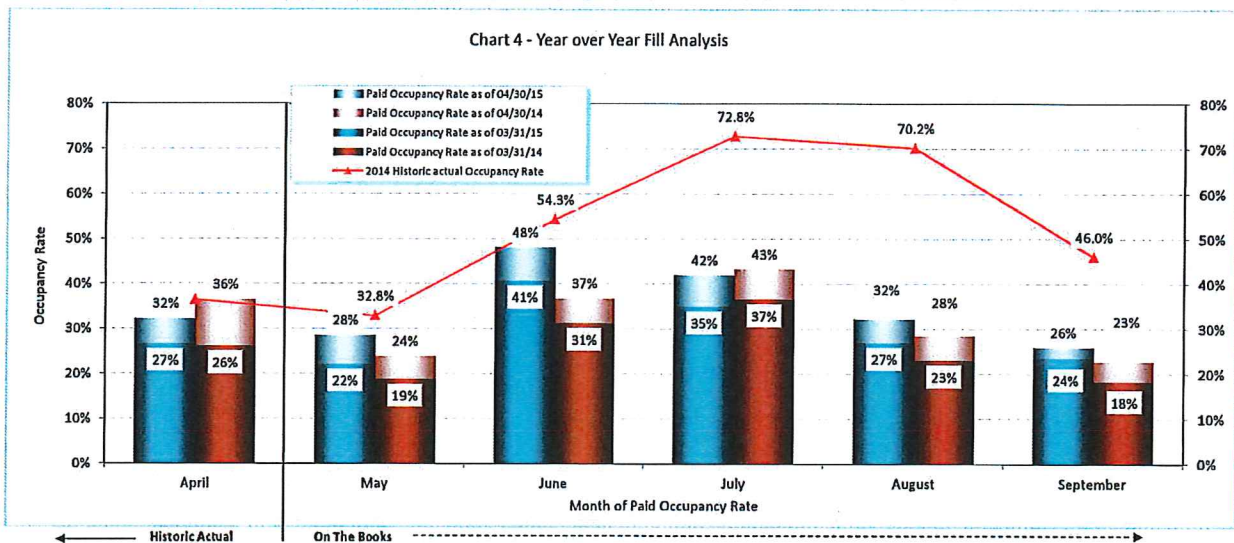


**RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS**

2015 Paid Occupancy Rate Pace (as of April 30, 2015) vs. 2014 Paid Occupancy Rate Pace (as of April 30, 2014) vs. same period 2014

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy	Paid Occupancy Rate AS OF APR 30			Paid Occupancy Rate AS OF MAR 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2014 Historic actual Occupancy Rate
	Occupancy Rate as of 04/30/15	Occupancy Rate as of 04/30/14	Absolute Change	Paid Occupancy Rate as of 03/31/15	Occupancy Rate as of 03/31/14	Absolute Change	Incremental Occupancy booked during Apr. 2015	Incremental Occupancy booked during Apr. 2014	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
April	32.2%	36.5%	-4.3%	26.6%	26.0%	0.6%	5.5%	10.4%	-4.9%	-46.8%	36.5%
May	28.5%	23.8%	4.7%	22.1%	18.7%	3.4%	6.3%	5.0%	1.3%	25.8%	32.8%
June	48.0%	36.7%	11.3%	40.7%	31.2%	9.5%	7.4%	5.5%	1.9%	34.5%	54.3%
July	41.9%	43.2%	-1.3%	35.0%	36.6%	-1.6%	6.9%	6.7%	0.3%	3.9%	72.8%
August	32.1%	28.4%	3.7%	27.0%	23.0%	3.9%	5.1%	5.4%	-0.3%	-5.0%	70.2%
September	25.9%	22.7%	3.2%	23.6%	18.3%	5.3%	2.3%	4.4%	-2.0%	-46.5%	46.0%
Total	34.8%	31.9%	2.9%	29.1%	25.7%	3.5%	5.6%	6.2%	-0.6%	-9.7%	52.3%

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

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

Hza-5



RESERVATIONS ACTIVITY REPORT
SECTION 5a - SUPPORTING DATA TABLES
 Bookings as of April 30, 2015

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

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PAID OCCUPANCY RATE	PAID OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)	# of Properties In Sample
	Month of Occupancy (2014/15 & 2013/14)	Occup. Rate as of: April 30, 2015 (2014/15 season)	Occup. Rate as of: April 30, 2014 (2013/14 season)		
November	25.7%	24.9%	3.1%		11
December	48.5%	43.3%	12.1%		11
January	48.7%	46.3%	5.2%		11
February	50.8%	51.5%	-1.2%		11
March	40.5%	42.9%	-5.6%		11
April	32.2%	36.5%	-11.8%		11
May	28.5%	23.8%	19.8%	32.8%	11
June	48.0%	36.7%	30.9%	54.3%	11
July	41.9%	43.2%	-3.1%	72.8%	11
August	32.1%	28.4%	12.9%	70.2%	11
September	25.9%	22.7%	14.1%	46.0%	11
October	18.2%	12.7%	43.7%	34.5%	11
Grand total	36.7%	34.5%	6.5%	46.8%	11
Historic months total	41.1%	41.4%	-0.6%	41.4%	11
On the Books months total	32.4%	27.9%	16.1%	51.8%	11

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)	# of Properties In Sample
	Month of Occupancy (2014/15 & 2013/14)	ADR as of: April 30, 2015 (2014/15 season)	ADR as of: April 30, 2014 (2013/14 season)		
November	\$164	\$166	-0.8%		11
December	\$315	\$346	-8.9%		11
January	\$272	\$271	0.3%		11
February	\$268	\$284	-5.6%		11
March	\$223	\$243	-8.1%		11
April	\$157	\$178	-11.9%		11
May	\$168	\$162	3.7%	\$171	11
June	\$211	\$210	0.2%	\$221	11
July	\$273	\$275	-0.8%	\$265	11
August	\$264	\$258	2.1%	\$273	11
September	\$205	\$208	-1.6%	\$217	11
October	\$174	\$165	5.5%	\$179	11
Grand total	\$236	\$245	-3.9%	\$244	11
Historic months total	\$246	\$259	-5.2%	\$259	11
On the Books months total	\$223	\$225	-1.0%	\$233	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)	# of Properties In Sample
	Month of Occupancy (2014/15 & 2013/14)	RevPAR as of: April 30, 2015 (2014/15 season)	RevPAR as of: April 30, 2014 (2013/14 season)		
November	\$42	\$41	2.3%		11
December	\$153	\$150	2.1%		11
January	\$133	\$126	5.5%		11
February	\$136	\$146	-6.7%		11
March	\$90	\$104	-13.3%		11
April	\$50	\$65	-22.3%		11
May	\$48	\$38	24.3%	\$56	11
June	\$101	\$77	31.1%	\$120	11
July	\$114	\$119	-3.9%	\$193	11
August	\$85	\$73	15.3%	\$192	11
September	\$53	\$47	12.4%	\$100	11
October	\$32	\$21	51.5%	\$62	11
Grand total	\$86	\$84	2.4%	\$114	11
Historic months total	\$101	\$107	-5.8%	\$107	11
On the Books months total	\$72	\$63	14.9%	\$121	11

H2a-6⁶



RESERVATIONS ACTIVITY REPORT

SECTION 5b - SUPPORTING WINTER DATA TABLES

Winter Bookings as of April 30, 2015

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

CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited

PAID OCCUPANCY RATE	PAID OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)
	Occup. Rate as of: April 30, 2015 (2014/15 season)	Occup. Rate as of: April 30, 2014 (2013/14 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014/15 & 2013/14)				
November	25.7%	24.9%	3.1%	
December	48.5%	43.3%	12.1%	
January	48.7%	46.3%	5.2%	
February	50.8%	51.5%	-1.2%	
March	40.5%	42.9%	-5.6%	
April Historic Actuals	32.2%	36.5%	-11.8%	
Winter Total	41.1%	41.4%	-0.6%	

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)
	ADR as of: April 30, 2015 (2014/15 season)	ADR as of: April 30, 2014 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$164	\$166	-0.8%	
December	\$315	\$346	-8.9%	
January	\$272	\$271	0.3%	
February	\$268	\$284	-5.6%	
March	\$223	\$243	-8.1%	
April Historic Actuals	\$157	\$178	-11.9%	
Winter Total	\$246	\$259	-5.2%	

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)
	RevPAR as of: April 30, 2015 (2014/15 season)	RevPAR as of: April 30, 2014 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$164	\$166	-0.8%	
December	\$315	\$346	-8.9%	
January	\$272	\$271	0.3%	
February	\$268	\$284	-5.6%	
March	\$223	\$243	-8.1%	
April Historic Actuals	\$157	\$178	-11.9%	
Winter Total	\$101	\$107	-5.8%	

7
H2a-7



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of April 30, 2015

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited

PAID OCCUPANCY RATE	<u>PAID OCCUPANCY RATE: YTD 2015 VS. YTD 2014</u>			Historic Actual Occup. Rate (2014 season)
	Occup. Rate as of: April 30, 2015 (2015 season)	Occup. Rate as of: April 30, 2014 (2014 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2015 & 2014)				
May	28.5%	23.8%	19.8%	32.8%
June	48.0%	36.7%	30.9%	54.3%
July	41.9%	43.2%	-3.1%	72.8%
August	32.1%	28.4%	12.9%	70.2%
September	25.9%	22.7%	14.1%	46.0%
October	18.2%	12.7%	43.7%	34.5%
Summer Total	32.4%	27.9%	16.1%	51.8%

AVERAGE DAILY RATE	<u>ADR: YTD 2015 VS. YTD 2014</u>			Historic Actual ADR (2014 season)
	ADR as of: April 30, 2015 (2015 season)	ADR as of: April 30, 2014 (2014 season)	Percent Change YTD ADR	
Month of Occupancy (2015 & 2014)				
May	\$168	\$162	3.7%	\$171
June	\$211	\$210	0.2%	\$221
July	\$273	\$275	-0.8%	\$265
August	\$264	\$258	2.1%	\$273
September	\$205	\$208	-1.6%	\$217
October	\$174	\$165	5.5%	\$179
Summer Total	\$223	\$225	-1.0%	\$233

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2015 VS. YTD 2014</u>			Historic Actual RevPAR (2014 season)
	RevPAR as of: April 30, 2015 (2015 season)	RevPAR as of: April 30, 2014 (2014 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2015 & 2014)				
May	\$48	\$38	24.3%	\$56
June	\$101	\$77	31.1%	\$120
July	\$114	\$119	-3.9%	\$193
August	\$85	\$73	15.3%	\$192
September	\$53	\$47	12.4%	\$100
October	\$32	\$21	51.5%	\$62
Summer Total	\$72	\$63	14.9%	\$121

H2a-8



PROPOSAL

North Lake Tahoe Resort Association

Strategic Plan Facilitation

**Submitted by:
Shift Communications & Consulting**

May 28, 2015

Contact:
Lauren OBrien, Principal

PO Box 2176
Truckee, CA 96160

Email: lauren@shiftsierra.com

H3b-1

I. Proposal Overview

Thank you for inviting Shift Communications & Consulting to submit this proposal. Below please find a summary scope of work for strategic planning services recommended to support the future direction of North Lake Tahoe Resort Association.

II. Goals

- Effectively facilitate one half-day strategic planning retreat with Board and Staff
- Engage the Board in defining the long term vision of North Lake Tahoe Resort Association
- Identify the necessary steps to achieve vision

III. Scope of Services

To achieve the goals listed above, Shift will approach the scope of work in the following manner:

Part I – Workshop Preparation

- Interview 3-5 board members;
- Interview 3-5 staff members;
- Review NLTRA background information;
- Design a strategic planning session for June 24
- Preparation and planning required for meeting

Part II – Facilitation of half-day Planning Session

- Provide facilitation services from 8:30 -12:30 on June 24th;
- Create a welcoming, collaborative environment;
- Effectively communicate to the audience: the process and goals of the day;
- Lead group through a collaborative strategic planning process;
- Record input - NLTRA staff will take input and weave into a planning document

Part III – Close

- Shift will meet with Executive Director to close out planning session and clarify final recommendations.

IV. Budget

Phase1: Workshop Preparation	Budget
<ul style="list-style-type: none"> • Interview 3-5 board members (2 hrs.) • Interview 3-5 partners (2 hrs.) • Review NLTRA background data (1.5 hrs.) • Design workshop session (1.5 hrs.) • Review site/logistics (1.5 hrs.) • Communications/prep with client (1 hrs.) • Gather and prepare meeting materials (~1.5 hrs.) 	\$1,725
Phase 2: Facilitation of Strategic Planning Sessions	
<ul style="list-style-type: none"> • Strategic planning retreat June 24 (5 hrs. – includes prep and close) 	\$775
Total Estimated Budget	\$2,500

Shift will bill at an hourly rate of \$155/hr. for the services outlined above.

IV. Payment Terms

Shift will provide an invoice of services rendered to NLTRA at the conclusion of the planning session. Payment terms are net 15 days.

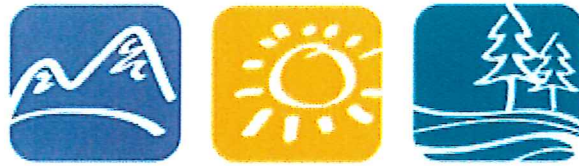
V. Initiation of Contract

We are very pleased to work with you as you vision into the future. To initiate the contract for the above scope of work, please sign the attached signature sheet and we will begin work immediately.

AUTHORIZATION SIGNATURES

Lauren OBrien
Principal
Shift Communications & Consulting

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



north lake tahoe

Chamber | CVB | Resort Association

Final Budget Goals and Assumptions For the Budget Fiscal Year 2015/16

Overall Summary

The NLTRA uses a hybrid budgeting system incorporating a top to bottom approach to obtain an expected revenues amount and then completing the expense side of the budget by combining a priority-based and a zero-based system to net the overall budget to zero. The process involves all departmental supervisors in collaboration for a final budget. With this approach there is insight, communication and buy-in to the ultimate final budget numbers. The NLTRA will continue to operate using seven separate department budgets including General and Administrative (G&A) expenses in its own department. The only revenue budgeted and recorded in the G&A department is investment or interest income. All other departments have operational income that is budgeted and recorded in their perspective departments. Transient Occupancy Tax (TOT) revenues will be recorded in all departments other than in Membership and General and Administrative.

Revenues

The 2015/16 NLTRA budget was built using the proposed TOT allocation amount to the organization through the two-year agreement signed July 22, 2014. The 2015/16 fiscal year TOT revenue amount was proposed and estimated on a historical calculation in a memorandum by the Placer County Office of the County Executive on April 28, 2015. These allocations match the Preliminary Placer County Attachment C as prepared by the NLTRA on April 27, 2015. There could be additional TOT collections to be posted in the 14/15 year that are not known at this time, which would create additional revenues for the NLTRA in the form of 2015/16 fiscal year fund balance carry-forward.

Budgeted TOT funding for the organization is \$6,200,000 for the 2015/16 fiscal year, which is an increase of \$865,806 over the 2014/15 budget with the \$182,671 of fund balance carryforward (or a 16.23% increase over the prior fiscal year's amended budget).

H3d-1

Per the contract, Infrastructure revenues through TOT will be held by the Placer County Administrative offices and will be available for the NLTRA to draw down through the Placer County accounting office when a project needs payment. General and administrative costs and salaries and benefits will be increased by the February 2015 San Francisco CPI percentage over December. This amount was calculated to be 2.637%.

The following is a list of assumptions used for the revenue budget:

- Conference Commissions are expected to increase by 10% over the 14/15 budget amount (\$127,455). The average commission rate of 5.5% was used in the calculations. Ironman commissions are not included in this number.
- Visitor Information Center Merchandise Sales are projected to increase by 5% with the amount of 14/15 budget (\$114,886).
- Capital Improvement Infrastructure funds to be held by Placer County will be \$2,314,510, which is \$793,607 or 52.2% higher than the \$1,520,903 amount in the original 14/15 budget.
- In the Membership/Chamber area, membership fees and activity revenues are anticipated to be higher than the original budgeted amounts of 14/15 as the organization has a better historical look at the model of the main event, the Annual Community Awards Dinner and is increasing the number of total events in the year. Membership activities expenses will increase over last year's budget. A higher number of members can be achieved by aggressively selling to non-paying members who left the Chamber in the past year and to obtain new memberships with the newer businesses of the area. Sponsorship revenue is expected to remain static year over year.

Expenses

Total NLTRA expenses will match the budgeted TOT revenues (net of investment and interest revenues).

The overall material changes and assumptions of the expense side of all departmental budgets are highlighted here:

- Salaries and benefits are budgeted to increase by \$28,106 or 2% over the 14/15 budget. This line item has all employees eligible for at a minimum, a 2.637% (for non-supervisory employees) or 5% (for managers and supervisors) incentive increase in November. It also assumes all employees will receive a 2.637% merit increase on average and those amounts have been budgeted for September. Certain employee salaries are allocated in various departmental budgets. There are no changes to the health and welfare insurance policies or coverage the NLTRA has, however the projected increase in cost for the organization is 12% as per the analysis from the insurance broker. 401(k) payments, H.S.A. payments and gym reimbursements are expected to be paid at the same rates as the 14/15 year. Worker's Compensation insurance is expected to double due to a reclassification of workers from the past insurance year.
- Rent for the 100 North Lake Boulevard building is increasing by a 0.9% CPI adjustment (based upon the Western U.S. - area CPI increase for the 2014 year) and includes a 19.3% CAM charge to the overall rent (no change year over year).
- Utilities, telephones and equipment leasing are expected to increase 2-3% in rates annually.

H3d-2

Overall changes and assumptions for departmental expenses are highlighted here:

Marketing

- The organization's share of Marketing Cooperative payments are budgeted as the same as the prior fiscal year although the actual amount will be higher due to the increase in TOT.
- Special Events/Sponsorships will increase from 14/15 Re-forecast due to the increase in annual events occurring in the North Lake Tahoe area.
- Amounts budgeted for Market Study Reports will be in the Research and Planning account for 14/15.
- 28.2% of Membership Manager's salary and benefits are allocated to this department for In-Market Administration of various local programs.
- Marketing is allocated 48% of total G&A or \$214,995 for the 15/16 year.

Conference

- Marketing Cooperative Expenditures budgeted at \$10,000 per month over 11 months.
- Conference is allocated 11% of total G&A or \$49,270 for the 15/16 year.
- Conference Commissions expense is increased to match the projected increase in commissions revenue to be collected and will not match the Placer County Attachment C in full.

Visitor Information

- Cost of Goods sold is budgeted at 53.28% of sales which is very close to the historical rate of COGS/Sales in the past three years.
- Salaries and Wages includes additional non-benefited part-time salaries of approximately \$18,000 to cover labor for the Kings Beach and Tahoe City visitor centers during Summer.
- Non-retail advertising income and Visitors Guide income are budgeted the same amounts as in the prior fiscal year.
- Visitor Information is allocated 10% of total G&A or \$44,791 for the 15/16 year.
- The VIC Manager is allocated 92% in this department's salaries and wages budget.

Transportation

- Transportation TOT revenue is increased to \$830,128 (including traffic management) from \$787,442 in the past fiscal year (an increase of \$42,686 or 5.42%).
- Total G&A expenses of \$64,055 in budget detail match the Attachment C detail of the Placer County Contract. The CEO and the Administrative Assistant are allocated 15% and the Director of CIT is allocated 50% in this department salaries budget. The total salaries and benefits line also matches the Placer County Attachment C.
- Transportation is allocated 10% of total G&A or \$44,791 for the 15/16 year.
- Research & Planning expense will stay static at \$32,000 year over year.

H3cd-3

Infrastructure

- Infrastructure projects to be paid by Placer County-held funds are budgeted to be \$2,314,510.
- Research and planning expense is expected to be \$50,000 for the year up from the \$49,000 amount from the 14/15 original budget.
- Total G&A expenses of \$74,110 in budget detail match the Attachment C detail of the Placer County Contract. The CEO and Administrative Assistant are allocated 15% and the Director of CIT is allocated 50% in this department salaries budget. The total salaries and benefits line also matches the Placer County Attachment C.
- Infrastructure is allocated 12% of total G&A or \$53,749 for the 15/16 year.

Membership

- Membership activities expense will be increased in the 15/16 budget year over the previous fiscal year for new events to be produced and making the Annual Awards Dinner a bigger event.
- Membership is allocated 9% of total G&A or \$40,312 for the 15/16 year.
- Membership keeps 8% of VIC Manager and 40% of Administrative Assistant position in salaries and benefits in budget. 71.8% of the Membership Manager salaries and benefits resides in this budget.

Administration

- Total General and Administrative Department costs of the organization to be allocated over all of the other departments are \$447,907.

Reserves

- A repayment of Marketing reserves from the Marketing Department is budgeted at \$1,750 per month or \$21,000 for the year to cover the second half of the reserves drawn in the 13/14 year for Emergency Marketing related to the winter campaign.
- The annual amount budgeted for Infrastructure Maintenance reserves of \$150,000 will remain out of the budget in this year and will be tracked and maintained with the Infrastructure projects with Placer County as per the contract.

H3d-4

NLTRA
Consolidated Budget 2015-16
Matches Placer County 15-16 Attachment C

Ordinary Income/Expense	Final										Variance	
	Marketing	Conference	VIC	Transportation	Infrastructure	Membership	Administration	Consolidated	14/15 Budget			
Income												
4050-00 - Placer County TOT Funding	2,204,989	333,600	292,920	817,328	223,853	0	0	3,872,690	3,692,120	180,570		
4200-00 - Membership	0	7,690	0	0	0	135,000	0	142,690	124,574	18,116		
New Member Fees	0	0	0	0	0	5,250	0	5,250	5,250	0		
Membership Activities	0	0	0	0	0	70,050	0	70,050	55,698	14,352		
Tuesday Morning Breakfast Club	0	0	0	0	0	9,600	0	9,600	9,600	0		
Sponsorships	0	0	0	0	0	8,100	0	8,100	8,100	0		
Special Events	86,500	0	0	0	0	0	0	86,500	86,500	0		
Non-retail VIC Sales	0	0	10,644	0	0	0	0	10,644	10,644	0		
4600-00 - Commissions	0	127,455	0	0	0	0	0	127,455	115,868	11,587		
4600 - Merchandise Sales	0	114,886	0	0	0	0	0	114,886	108,864	6,022		
Total Income	2,291,489	468,745	418,450	817,328	223,853	228,000	0	4,447,865	4,217,218	230,647		
Cost of Goods Sold	0	0	61,212	0	0	0	0	61,212	58,306	-2,906		
Gross Income	2,291,489	468,745	357,238	817,328	223,853	228,000	0	4,386,653	4,158,912	227,741		
Operating Expenses												
5000-00 - Salaries & Wages	345,065	273,109	189,993	99,743	99,743	83,988	350,413	1,442,054	1,413,948	-28,106		
5100-00 - Rent	25,434	12,747	76,488	9,581	9,729	14,996	29,634	178,609	169,522	-9,087		
5310-00 - Telephone	10,608	3,072	6,240	2,475	2,400	2,700	8,596	36,091	37,636	1,545		
5420-00 - Mail - USPS	540	660	1,140	50	50	792	1,056	4,288	4,286	-2		
5510-00 - Insurance/Bonding	3,600	2,760	3,456	672	600	1,392	3,288	15,768	14,856	-912		
5520-00 - Supplies	3,467	1,020	5,524	900	947	1,500	6,000	19,158	14,380	-4,778		
5530-00 - Visitor Communications - Other	0	0	460	0	0	0	0	460	460	0		
5700-00 - Equipment Support & Maintenance	3,732	1,656	2,100	480	660	565	3,728	12,921	11,674	-1,247		
5710-00 - Taxes, Licenses & Fees	720	300	1,116	372	372	6,681	3,333	6,681	3,977	-2,704		
5740-00 - Equipment Rental/Leasing	2,640	2,256	5,928	1,320	1,552	3,976	1,050	20,736	21,228	492		
5800-00 - Training Seminars	7,336	1,400	1,400	0	0	3,000	21,000	12,786	4,484	-8,302		
5900-00 - Professional Fees	0	0	0	0	0	0	0	21,000	18,350	-2,650		
Community Marketing Programs	80,000	0	0	0	0	0	0	80,000	80,000	0		
6420-00 - Special Events/Sponsorships	555,000	0	0	0	0	0	0	555,000	517,753	-37,247		
6437-00 - Membership Activities	0	0	0	0	0	36,034	0	36,034	24,085	-11,949		
6730-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	8,844	0	8,844	8,844	0		
6730-00 - Marketing Cooperative/Media	860,000	110,000	0	0	0	0	0	970,000	888,747	-81,253		
6740-00 - Media/Collateral/Production	0	0	7,635	0	0	0	0	7,635	826	-6,809		
Non-NLT Co-Op Marketing Programs	119,000	0	1,800	0	0	0	0	120,800	124,492	3,692		
7253-00 - Conference - PUD	0	8,000	0	0	0	0	0	8,000	8,000	0		
8200-00 - Employee Relations	600	425	500	400	350	450	2,200	4,925	2,688	-2,237		
8300-00 - Board Functions	0	0	0	0	0	0	0	4,600	4,604	4		
8500-00 - Credit Card Fees	0	0	3,600	0	0	3,520	0	7,120	5,449	-1,671		
8700-00 - Automobile Expenses	3,600	1,076	2,700	1,200	1,380	950	500	11,406	10,767	-639		
8750-00 - Meals/Meetings	5,880	420	720	400	695	1,500	1,350	10,965	4,968	-5,997		
8810-00 - Dues & Subscriptions	8,600	955	0	90	0	7,635	1,805	19,085	4,170	-14,915		
8910-00 - Travel	6,213	0	628	0	0	0	3,400	10,241	8,664	-1,577		
Public Outreach	0	0	950	0	1,000	0	180	2,130	2,129	-1		
Research & Planning Dues	0	0	0	5,000	0	0	0	5,000	5,000	0		
Research & Planning	11,500	0	0	32,000	50,000	0	0	93,500	113,000	19,500		
Transportation Projects	0	0	0	616,530	0	0	0	616,530	589,420	-27,110		
Classified Advertising	0	0	0	0	0	0	750	750	0	-750		
Depreciation	1,959	1,019	1,019	627	627	627	1,960	7,838	8,894	1,056		
Total Operating Expenses	2,055,494	419,475	312,447	772,538	170,104	172,989	447,907	4,350,954	4,127,301	-223,653		
Net Ordinary Income	235,995	49,270	44,791	44,790	53,749	55,011	-447,907	35,699	31,611	4,088		
Other Income/Expense												
Additions to Marketing Reserve	(21,000)							(21,000)	(21,000)	0		
Allocated Expenses from G&A	-214,995	-49,270	-44,791	-44,790	-53,749	-40,312	447,907	0	0	0		
Investment Income/Interest								0	48	-48		
Net Other Income/(Expense)	-235,995	-49,270	-44,791	-44,790	-53,749	-40,312	447,907	-21,000	-20,952	-48		
Net Income	0	0	0	0	0	14,700	0	14,700	10,659	4,040		
Infrastructure Funds Held by County:												
Capital Improvement Funding - Placer Held	0	0	0	0	2,327,310	0	0	2,327,310	1,520,903	806,407		
Infrastructure Projects	0	0	0	0	2,327,310	0	0	2,327,310	1,520,903	-806,407		

H3d-5



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

Marketing Income/Expense	2014-15												TOTAL Fiscal Yr 2015-16	Variance	
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June			
Ordinary Income/Expense	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	2,204,989	137,296
Income														86,500	0
Placer County TOT														2,057,683	137,296
Special Events														86,500	0
Total Income	183,749	183,749	270,249	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	2,291,489	137,296
Gross Profit	183,749	183,749	270,249	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	183,749	2,291,489	137,296
Expense															
5000-00 - Salaries & Wages	16,563	16,563	16,563	24,844	24,368	16,563	16,563	16,563	16,563	24,844	16,563	16,563	16,563	236,067	12,944
5000-00 - Salaries & Wages	0	0	0	14,500	0	0	0	0	0	0	0	0	0	14,500	0
5000-00 - In Market Administration	2,319	2,319	3,100	3,478	3,993	2,319	2,319	2,319	2,319	3,478	2,319	2,319	2,319	30,869	-1,132
5020-00 - PIR - Tax Expense	4,177	4,177	4,177	6,265	4,177	4,177	4,177	4,177	4,177	6,265	4,177	4,177	4,177	54,298	-8,012
5030-00 - PIR - Health Insurance Expense	128	128	128	128	128	128	128	128	128	128	128	128	128	1,500	82
5040-00 - PIR - Workmans Comp	663	663	840	994	907	663	663	663	663	994	663	663	663	9,035	-1,641
5060-00 - 401 (k)	0	0	1,310	655	437	0	0	0	0	655	437	437	437	7,394	-5,678
506X-00 - Merit	225	2,000	0	225	0	0	2,000	2,000	2,000	225	0	0	0	4,900	0
66000 - Other Payroll Expenses	24,074	25,949	26,118	51,089	33,408	24,285	24,510	25,285	24,285	36,589	24,285	24,285	24,285	341,623	-3,435
Total 5000-00 - Salaries & Wages	175	175	175	175	175	175	175	175	175	175	175	175	175	2,100	0
5100-00 - Rent	125	125	125	125	125	125	125	125	125	125	125	125	125	1,500	0
5140-00 - Repairs & Maintenance	252	252	252	252	252	252	252	252	252	252	252	252	252	3,024	0
5150-00 - Office - Cleaning	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	1,567	18,810	0
5100-00 - Rent	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	25,434	-1,884
Total 5100-00 - Rent	884	884	884	884	884	884	884	884	884	884	884	884	884	10,608	0
5320-00 - Telephone	45	45	45	45	45	45	45	45	45	45	45	45	45	540	612
5420-00 - Mail - USPS	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600	-708
5510-00 - Insurance/Bonding	289	289	289	289	289	289	289	289	289	289	289	289	289	3,467	-155
5520-00 - Supplies	311	311	311	311	311	311	311	311	311	311	311	311	311	3,732	-1,332
5700-00 - Equipment Support & Maintenance	60	60	60	60	60	60	60	60	60	60	60	60	60	720	0
5710-00 - Taxes, Licenses & Fees	220	220	220	220	220	220	220	220	220	220	220	220	220	2,640	0
5740-00 - Equipment Rental/Leasing	0	0	0	0	0	0	0	0	0	0	0	0	0	2,640	0
5800-00 - Training Seminars	0	0	0	0	0	0	0	0	0	0	0	0	0	7,336	-5,002
Marketing Projects:															
Market Study Reports/R&P	10,000	0	0	0	0	0	0	0	0	0	0	0	0	11,500	5,500
Community Marketing Programs	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	0	0	80,000	0
Special Events/Sponsorships	0	0	420,000	0	0	0	35,000	0	0	0	0	0	0	100,000	-37,247
Marketing Cooperative Media	135,000	115,000	115,000	40,000	42,000	110,000	130,000	96,747	6,253	30,000	15,000	25,000	25,000	860,000	-81,253
Non-NLT Marketing Co-op Programs	0	0	0	0	8,000	20,000	0	10,000	0	5,000	6,000	70,000	70,000	121,000	2,000
8200-00 - Employee Relations	0	0	0	0	200	200	200	200	0	0	0	0	0	200	-400
8500-00 - Credit Card Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	193	193
8700-00 - Automobile Expenses	200	200	200	200	200	200	200	200	200	200	200	200	200	2,196	-1,404
8750-00 - Meals/Meetings	490	490	490	490	490	490	490	490	490	490	490	490	490	5,880	-3,554
8810-00 - Dues & Subscriptions	800	100	100	100	100	100	100	100	100	100	100	100	100	8,600	-6,000
8910-00 - Travel	375	375	375	675	375	375	375	375	375	1,288	375	875	875	6,213	0
Depreciation	163	163	163	163	163	163	163	163	163	163	163	163	163	1,959	1,653
Total Expense	195,930	146,405	566,675	115,946	89,165	182,042	180,267	173,589	36,095	98,059	56,542	234,378	234,378	2,055,494	-132,217
Net Ordinary Income	-11,581	37,944	-296,426	66,803	94,584	21,707	3,462	10,160	147,654	85,690	127,207	-50,629	-50,629	230,916	5,079
Other Income/Expense/Additions															
Additions to Marketing Reserve	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000	0
Other Expense															
8990-00 - Allocated	14,977	15,555	16,107	21,103	21,746	16,514	22,329	17,133	16,082	22,135	16,053	15,261	15,261	214,995	-5,079
Total Other Expense/Additions	14,977	15,555	16,107	21,103	21,746	16,514	22,329	17,133	16,082	22,135	16,053	15,261	15,261	230,916	-5,079
Net Other Income/Expense/Additions	-16,727	-17,905	-17,857	-22,853	-23,496	-18,264	-24,079	-18,883	-17,832	-23,885	-17,803	-17,011	-17,011	-230,916	-5,079
Net Income	-28,308	20,038	-314,283	43,950	71,088	3,443	-20,597	-8,723	129,822	61,805	109,404	-67,640	-67,640	0	0

H3d-6



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

Conference Ordinary Income/Expense	2014-15												TOTAL Fiscal Yr 2015-16	Variance
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June		
Income	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	27,800	320,560	13,020
Placer County TOT	641	641	641	641	641	641	641	641	641	641	640	640	7,690	0
Membership	8,470	26,643	5,223	2,683	6,885	3,854	4,423	28,693	3,290	5,108	6,403	25,780	115,868	11,587
Commissions	35,911	55,084	33,664	31,124	35,326	32,295	32,864	57,134	31,731	33,549	34,843	54,220	444,138	24,607
Total Income	36,911	55,084	33,664	31,124	35,326	32,295	32,864	57,134	31,731	33,549	34,843	54,220	444,138	24,607
Gross Profit	36,911	55,084	33,664	31,124	35,326	32,295	32,864	57,134	31,731	33,549	34,843	54,220	444,138	24,607
Expense														
5000-00 - Salaries & Wages	13,516	13,516	13,516	13,516	14,754	13,516	13,516	13,516	13,516	20,273	13,516	13,516	176,941	
5000-00 - Salaries & Wages	2,118	5,329	783	402	1,721	578	663	5,739	494	766	960	5,156	24,710	
5010-00 - Sales Commissions	1,512	1,512	1,907	2,268	1,618	1,512	1,512	1,512	1,512	2,268	1,512	1,512	20,168	
5020-00 - P/R - Tax Expense	2,556	2,556	2,556	3,834	2,556	2,556	2,556	2,556	2,556	3,834	2,556	2,556	33,231	
5030-00 - P/R - Health Insurance Expense	128	128	128	128	128	128	128	128	128	128	128	128	1,530	
5040-00 - P/R - Workmans Comp	542	542	727	813	592	542	542	542	542	813	542	542	7,282	
5050-00 - 4071 (k)	0	0	1,069	535	356	356	356	356	356	535	356	356	4,633	
506X-00 - Merit	225	225	1,750	0	225	0	225	225	1,750	0	225	0	4,625	
66000 - Other Payroll Expenses	20,596	23,807	22,436	23,254	21,950	19,188	13,273	24,574	20,853	28,617	19,795	23,766	273,109	-21,890
Total 5000-00 - Salaries & Wages	88	88	88	88	88	88	88	88	88	88	88	88	1,050	
5100-00 - Rent	65	65	65	65	65	65	65	65	65	65	65	65	780	
5110-00 - Utilities	126	126	126	126	126	126	126	126	126	126	126	126	1,512	
5140-00 - Repairs & Maintenance	784	784	784	784	784	784	784	784	784	784	784	784	9,405	
5150-00 - Office - Cleaning	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	11,898	-849
5100-00 - Rent	256	256	256	256	256	256	256	256	256	256	256	256	3,072	300
Total 5100-00 - Rent	55	55	55	55	55	55	55	55	55	55	55	55	660	132
5320-00 - Telephone	230	230	230	230	230	230	230	230	230	230	230	230	2,760	-84
5420-00 - Mail - USPS	85	85	85	85	85	85	85	85	85	85	85	85	924	-96
5510-00 - Insurance/Bonding	138	138	138	138	138	138	138	138	138	138	138	138	1,656	0
5520-00 - Supplies	25	25	25	25	25	25	25	25	25	25	25	25	300	-120
5700-00 - Equipment Support & Maintenance	188	188	188	188	188	188	188	188	188	188	188	188	2,256	0
5710-00 - Taxes, Licenses & Fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000	0
5740-00 - Equipment Rental/Leasing	0	0	0	0	0	0	0	0	0	0	0	0	8,000	0
Marketing Cooperative Media	0	0	0	0	0	0	0	0	0	0	0	0	437	12
Conference PUD	0	0	0	0	0	0	0	0	0	0	0	0	425	4
8200-00 - Employee Relations	90	90	90	90	90	90	90	90	90	90	90	90	1,076	0
8700-00 - Automobile Expenses	35	35	35	35	35	35	35	35	35	35	35	35	372	-48
8750-00 - Meals/Meetings	0	0	100	0	0	425	0	0	430	0	0	0	955	-354
8810-00 - Dues & Subscriptions	85	85	85	85	85	85	85	85	85	85	85	85	924	-95
Depreciation	32,845	35,056	34,785	40,503	34,199	32,062	31,747	36,823	33,533	40,866	22,044	44,011	386,367	-23,088
Total Expense	4,066	19,028	-1,121	-9,379	1,127	233	1,117	20,311	-1,802	-7,317	12,799	10,209	49,270	1,519
Net Ordinary Income	3,432	3,565	3,691	4,836	4,983	3,784	5,117	3,926	3,685	5,073	3,679	3,497	47,751	-1,519
Other Income/Expense	3,432	3,565	3,691	4,836	4,983	3,784	5,117	3,926	3,685	5,073	3,679	3,497	47,751	-1,519
8990-00 - Allocated	-3,432	-3,565	-3,691	-4,836	-4,983	-3,784	-5,117	-3,926	-3,685	-5,073	-3,679	-3,497	-47,751	-1,519
Total Other Expense	634	15,463	-4,813	-14,215	-3,856	-3,552	-4,001	16,385	-5,487	-12,390	9,120	6,712	0	0
Net Other Income														
Net Income														

H301-7

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



Ordinary Income/Expense	Visitor Information												TOTAL Fiscal Yr 2015-16	2014-15 Budget	Variance			
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June						
Income																		
Placer County TOT	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	24,410	292,920	285,000	7,920
Non-Retail VIC Sales	637	637	637	637	637	637	637	637	637	637	637	637	637	637	637	7,644	7,644	0
Visitor Guide Income	0	1,500	0	0	0	1,500	0	0	0	0	1,500	0	0	0	0	3,000	3,000	0
Merchandise Sales	18,051	16,377	9,634	9,888	4,721	6,063	4,081	4,179	5,064	3,250	12,404	19,215	11,886	11,886	114,886	108,864	6,022	
Total Income	43,098	42,924	34,681	34,915	29,768	31,110	30,608	28,226	30,111	30,297	37,451	44,262	418,450	404,508	418,450	404,508	13,942	
Cost of Goods Sold	7,933	9,583	6,115	5,859	3,114	4,432	2,539	2,234	2,100	2,539	7,201	7,562	61,212	58,306	61,212	58,306	-2,906	
Gross Profit	35,165	33,341	28,566	29,056	26,654	26,678	28,070	26,992	28,011	27,758	30,250	36,700	357,238	346,202	357,238	346,202	11,036	
Expense																		
5000-00 - Salaries & Wages	10,752	10,764	11,040	15,300	13,696	10,200	10,200	10,200	10,200	10,200	11,040	11,040	139,729	11,040	139,729	11,040	139,729	
5000-00 - Salaries & Wages	911	912	1,195	1,304	1,132	869	869	869	869	869	932	932	12,100	932	12,100	932	12,100	
5020-00 - PIR - Tax Expense	1,766	1,766	1,766	2,649	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	22,957	1,766	22,957	1,766	22,957	
5040-00 - PIR - Health Insurance	289	289	289	289	289	289	289	289	289	289	289	289	3,230	289	3,230	289	3,230	
5040-00 - PIR - Workmans Comp	400	400	400	400	400	400	400	400	400	400	400	400	5,484	400	5,484	400	5,484	
5060-00 - 401 (k)	0	0	807	403	269	269	269	269	269	269	269	269	3,497	269	3,497	269	3,497	
506X-00 - Merit	144	1,210	0	144	0	0	144	1,210	0	144	0	0	2,996	0	2,996	0	2,996	
6600-00 - Other Payroll Expenses	14,242	15,321	15,617	20,670	17,673	13,773	13,917	14,983	13,773	20,670	14,677	14,677	189,993	14,677	189,993	189,942	-7,051	
Total 5000-00 - Salaries & Wages	14,242	15,321	15,617	20,670	17,673	13,773	13,917	14,983	13,773	20,670	14,677	14,677	189,993	14,677	189,993	189,942	-7,051	
5100-00 - Rent	625	625	625	625	625	625	625	625	625	625	625	625	7,500	625	7,500	625	7,500	
5110-00 - Utilities	65	65	580	65	65	65	65	65	65	65	580	65	1,810	65	1,810	65	1,810	
5140-00 - Repairs & Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5150-00 - Office - Cleaning	5,598	5,598	5,598	5,598	5,598	5,598	5,598	5,598	5,598	5,598	5,598	5,598	67,178	5,598	67,178	5,598	67,178	
5100-00 - Rent	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	75,488	6,288	75,488	6,288	75,488	
Total 5100-00 - Rent	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	6,288	75,488	6,288	75,488	6,288	75,488	
5370-00 - Telephone	95	95	95	95	95	95	95	95	95	95	95	95	1,140	95	1,140	95	1,140	
5420-00 - Mail - USPS	288	288	288	288	288	288	288	288	288	288	288	288	3,456	288	3,456	288	3,456	
5570-00 - Insurance/Bonding	877	377	377	377	377	377	377	377	377	377	377	377	4,524	377	4,524	377	4,524	
5520-00 - Supplies	200	200	200	200	200	200	200	200	200	200	200	200	460	200	460	200	460	
Visitor Communications Other	175	175	175	175	175	175	175	175	175	175	175	175	2,100	175	2,100	175	2,100	
5700-00 - Equipment Support & Maintenance	93	93	93	93	93	93	93	93	93	93	93	93	1,116	93	1,116	93	1,116	
5710-00 - Taxes, Licenses & Fees	494	494	494	494	494	494	494	494	494	494	494	494	5,928	494	5,928	494	5,928	
5740-00 - Equipment Rental/Leasing	900	900	900	900	900	900	900	900	900	900	900	900	1,400	900	1,400	900	1,400	
5800-00 - Training Seminars	1,000	750	750	1,000	750	809	750	826	1,000	1,000	750	750	826	1,000	826	826	-6,809	
Media/Colateral/Production	150	150	150	150	150	150	150	150	150	150	150	150	1,800	150	1,800	150	1,800	
Non-NLT Co-Op Marketing Programs	0	0	0	0	0	0	0	0	0	0	0	0	300	0	300	300	1,692	
8200-00 - Employee Relations	300	300	300	300	300	300	300	300	300	300	300	300	3,600	300	3,600	300	3,600	
Credit Card Fees	150	300	300	300	300	300	300	300	300	300	300	300	2,700	300	2,700	2,700	-744	
8700-00 - Automobile Expenses	60	60	60	60	60	60	60	60	60	60	60	60	720	60	720	60	720	
8750-00 - Meals/Meetings	85	85	85	85	85	85	85	85	85	85	85	85	628	85	628	628	0	
Travel	25,717	26,196	25,357	30,895	27,848	24,458	23,743	25,085	23,109	30,895	25,167	23,890	312,447	25,167	312,447	302,792	-1,655	
Total Expense	25,717	26,196	25,357	30,895	27,848	24,458	23,743	25,085	23,109	30,895	25,167	23,890	312,447	25,167	312,447	302,792	-9,655	
Net Ordinary Income	9,448	7,145	3,208	-1,839	-1,194	2,220	4,327	1,907	4,903	-3,137	5,083	12,720	44,791	5,083	44,791	43,410	1,381	
Other Income/Expense																		
8900-00 - Allocated	3,120	3,241	3,356	4,395	4,530	3,440	4,652	3,569	3,350	4,611	3,344	3,179	44,791	3,344	44,791	43,410	-1,381	
Total Other Expense	3,120	3,241	3,356	4,395	4,530	3,440	4,652	3,569	3,350	4,611	3,344	3,179	44,791	3,344	44,791	43,410	-1,381	
Net Other Income	-3,120	-3,241	-3,356	-4,395	-4,530	-3,440	-4,652	-3,569	-3,350	-4,611	-3,344	-3,179	-44,791	-3,344	-44,791	-43,410	-1,381	
Net Income	6,328	3,904	-148	-6,235	-5,725	-1,220	-325	-1,662	1,552	-7,748	1,739	9,541	0	1,739	0	0	0	

H3d-8

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



Ordinary Income/Expense	2014-15												TOTAL	2014-15 Budget	Variance			
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June				Fiscal Yr 2015-16		
Income																		
Placer County TOT	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	787,442	42,686
Total Income	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	787,442	42,686
Gross Profit	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	69,177	787,442	42,686
Expense																		
5000-00 - Salaries & Wages																		
5000-00 - Salaries & Wages	5,636	5,636	5,636	8,454	9,133	5,636	5,636	5,636	5,636	5,636	5,636	5,636	5,636	5,636	5,636	5,636	80,537	3,775
5020-00 - PIR - Tax Expense	440	440	440	660	716	440	440	440	440	440	440	440	440	440	440	440	6,399	165
5030-00 - PIR - Health Insurance Expense	518	518	518	778	518	518	518	518	518	518	518	518	518	518	518	518	6,775	36
5040-00 - PIR - Workmans Comp	142	142	142	142	142	142	142	142	142	142	142	142	142	142	142	142	1,700	36
5060-00 - 401 (k)	260	260	260	390	400	260	260	260	260	260	260	260	260	260	260	260	3,215	-424
506x-00 - Merit	0	0	698	348	233	233	233	233	233	233	233	233	233	233	233	233	0	-3,023
66000 - Payroll Expenses	60	600	0	60	0	60	600	600	600	600	600	600	600	600	600	600	1,440	-205
Total 5000-00 - Salaries & Wages	7,056	7,596	8,053	10,831	11,142	7,228	7,828	7,828	7,828	7,228	7,228	7,228	7,228	7,228	7,228	7,228	99,743	-1,113
5100-00 - Rent																		
Tahoe City Building:																		
5110-00 - Utilities	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	1,502	0
5140-00 - Repairs & Maintenance	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	457	0
5150-00 - Office - Cleaning	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	602	0
5100-00 - Rent	556	556	556	556	556	556	556	556	556	556	556	556	556	556	556	556	7,019	0
Total 5100-00 - Rent	769	769	769	769	769	769	769	769	769	769	769	769	769	769	769	769	9,561	1,156
5320-00 - Telephone	225	225	225	225	225	225	225	225	225	225	225	225	225	225	225	225	2,700	225
5420-00 - Mail - USPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0
5510-00 - Insurance/Bonding	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56	672	0
5520-00 - Supplies	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	900	-264
5700-00 - Equipment Support & Maintenance	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	565	85
5710-00 - Taxes, Licenses & Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	120	-60
5740-00 - Equipment Rental/Leasing	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	1,320	420
Transportation Projects:																		
Public Outreach	0	950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	950	0
Research & Planning Dues	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	0
Research & Planning	15,200	4,795	375	2,381	626	2,407	1,580	2,261	2,261	375	2,000	2,000	2,000	2,000	2,000	32,000	0	
Transportation Projects	25,577	87,953	93,757	111,052	13,052	33,869	123,309	68,887	68,887	40,687	20,475	5,912	4,800	4,800	4,800	629,330	-39,910	
8200-00 - Employee Relations	0	0	0	0	0	0	150	150	150	150	150	150	150	150	150	150	400	-275
8700-00 - Automobile Expenses	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,104
8750-00 - Meals/Meetings	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	400	109
8810-00 - Dues & Subscriptions	0	0	45	0	0	0	0	0	0	0	45	0	0	0	0	0	90	0
Depreciation	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	627	-51
Total Expense	49,285	102,746	103,682	125,717	26,297	48,217	134,805	80,629	80,629	49,818	34,854	14,668	14,668	14,668	14,668	785,333	746,354	-38,974
Net Ordinary Income	19,892	-33,569	-34,505	-56,540	42,880	20,961	-65,627	-11,451	-11,451	19,360	34,323	54,510	54,510	54,510	54,510	44,790	41,078	3,712
Other Income/Expense																		
8990-00 - Allocated	3,120	3,241	3,356	4,396	4,530	3,440	4,652	3,569	3,569	3,350	4,611	3,344	3,344	3,344	3,344	44,791	41,078	-3,713
Total Other Expense	3,120	3,241	3,356	4,396	4,530	3,440	4,652	3,569	3,569	3,350	4,611	3,344	3,344	3,344	3,344	44,791	41,078	-3,713
Net Other Income	-3,120	-3,241	-3,356	-4,396	-4,530	-3,440	-4,652	-3,569	-3,569	-3,350	-4,611	-3,344	-3,344	-3,344	-3,344	-44,791	-41,078	-3,713
Net Income	16,772	-36,809	-37,861	-60,936	38,350	17,520	-70,279	-15,021	-15,021	16,009	28,712	51,165	51,165	51,165	51,165	0	0	0

H3d-9

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



Infrastructure Ordinary Income/Expense	TOTAL												2014-15 Budget	Variance	
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June			Fiscal Yr 2015-16
Placer County TOT	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	223,853	231,406	-7,553
Total Income	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	223,853	231,406	-7,553
Gross Profit	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	18,654	223,853	231,406	-7,553
Expense															
5000-00 - Salaries & Wages	5,636	5,636	5,636	8,454	9,133	5,636	5,636	5,636	5,636	8,454	5,636	5,636	76,762	77,610	848
5020-00 - PIR - Tax Expense	440	440	440	660	716	440	440	440	440	660	440	440	6,234	6,168	-66
5030-00 - PIR - Health Insurance Expense	518	518	518	778	518	518	518	518	518	778	518	518	6,739	6,775	36
5040-00 - PIR - Workmans Comp	142	142	142	142	142	142	142	142	142	142	142	142	1,700	264	-1,436
5060-00 - 401 (k)	259	259	380	388	399	259	259	259	259	388	259	259	3,626	3,098	-528
506X-00 - Merit	0	0	698	349	233	233	233	233	233	349	233	233	3,023	0	-3,023
66000 - Other Payroll Expenses	60	600	0	60	0	0	600	0	600	0	0	219	1,659	1,290	-369
Total 5000-00 - Salaries & Wages	7,055	7,596	8,052	10,830	11,141	7,227	7,827	7,227	7,227	10,830	7,227	7,446	99,743	95,205	-4,538
5100-00 - Rent	125	125	125	125	125	125	125	125	125	125	125	125	1,500	1,500	0
5110-00 - Utilities	40	40	40	40	40	40	40	40	40	40	40	40	480	480	0
5140-00 - Repairs & Maintenance	90	90	90	90	90	90	90	90	90	90	90	90	1,080	1,080	0
5150-00 - Office - Cleaning	556	556	556	556	556	556	556	556	556	556	556	556	6,669	6,669	0
Total 5100-00 - Rent	811	811	811	811	811	811	811	811	811	811	811	811	9,729	9,582	-147
5210-00 - Telephone	200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,400	0
5420-00 - Mail - USPS	25	0	0	25	0	0	0	0	0	0	0	0	50	50	0
5510-00 - Insurance/Bonding	50	50	50	50	50	50	50	50	50	50	50	50	600	480	-120
5520-00 - Supplies	79	79	79	79	79	79	79	79	79	79	79	79	947	872	-75
5700-00 - Equipment Support & Maintenance	55	55	55	55	55	55	55	55	55	55	55	55	660	660	0
5710-00 - Taxes, Licenses & Fees	39	39	33	29	29	29	29	29	29	29	29	29	372	372	0
5740-00 - Equipment Rental/Leasing	146	146	146	146	146	146	146	146	146	146	146	146	1,552	1,552	0
Infrastructure Projects:															
Public Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Research & Planning	4,533	3,093	2,761	6,427	9,646	1,000	3,867	3,867	3,867	2,515	3,000	2,000	50,000	64,000	14,000
8200-00 - Employee Relations	0	0	0	0	0	0	0	0	0	0	0	0	350	125	-225
8700-00 - Automobile Expenses	115	115	115	115	115	115	115	115	115	115	115	115	1,380	1,216	-164
8750-00 - Meals/Meetings	58	58	58	58	58	58	58	58	58	58	58	58	694	372	-322
Dues & Subscriptions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	52	52	52	52	52	52	52	52	52	52	52	52	627	576	-51
Total Expense	13,218	12,293	12,412	18,977	22,382	12,700	13,889	14,647	14,940	14,940	11,722	10,935	170,104	178,482	8,358
Net Ordinary Income	5,437	6,362	6,242	-223	-3,728	5,954	6,067	4,007	3,714	6,932	7,719	53,749	53,749	805	0
Other Expense															
8990-00 - Allocated	3,744	3,889	4,027	5,276	5,436	4,128	4,283	4,020	5,534	4,013	3,815	3,815	53,749	52,944	-805
Total Other Expense	3,744	3,889	4,027	5,276	5,436	4,128	4,283	4,020	5,534	4,013	3,815	3,815	53,749	52,944	-805
Net Other Income	-3,744	-3,889	-4,027	-5,276	-5,436	-4,128	-4,283	-4,020	-5,534	-4,013	-3,815	-3,815	-53,749	-52,944	-805
Net Income	1,692	2,473	2,216	-5,498	-9,164	1,826	485	982	-1,819	2,919	3,904	0	0	0	0
Capital Improvement Funding - Placer Field	192,876	192,876	192,876	192,876	192,876	192,876	192,876	192,876	192,876	192,876	192,876	192,876	2,314,510	2,223,452	91,058
Expenditures to be paid through Placer:															
Infrastructure Projects	150,000	360,056	202,309	150,000	150,000	175,000	150,000	150,000	174,213	230,250	247,680	247,680	2,314,510	1,642,074	-672,436

H3d-10

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



Membership Expense	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL Jul '15 - Jun '16	2014-15 Budget	Variance
Income															
Membership	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	135,000	116,886	18,114
New Member Fees	438	438	438	438	438	438	438	438	438	438	438	438	5,250	5,250	0
Membership Activities	900	3,300	5,500	3,500	1,000	3,500	3,000	5,100	5,000	36,600	650	2,000	70,050	55,698	14,352
Tuesday Morning Breakfast Club	800	800	800	800	800	800	800	800	800	800	800	800	9,600	9,600	0
Sponsorships	0	1,000	0	500	0	600	0	1,000	3,000	0	0	2,000	8,100	8,100	0
Total Income	13,388	16,788	17,988	16,488	13,488	16,588	15,488	18,588	20,488	49,088	13,138	16,488	228,000	195,534	32,466
Gross Profit	13,388	16,788	17,988	16,488	13,488	16,588	15,488	18,588	20,488	49,088	13,138	16,488	228,000	195,534	32,466
Expense															
5000-00 - Salaries & Wages	5,392	5,392	5,392	8,087	7,601	5,392	5,392	5,392	5,392	8,087	5,392	5,392	72,300	72,300	0
5000-00 - In Market Administration	0	0	0	-14,500	0	0	0	0	0	0	0	0	-14,500	0	14,500
5020-00 - P/R - Tax Expense	391	391	391	391	579	391	391	391	391	391	391	391	4,875	4,875	0
5030-00 - P/R - Health Insurance Expense	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	12,342	12,342	0
5040-00 - P/R - Workmans Comp	128	128	128	128	128	128	128	128	128	128	128	128	1,530	1,530	0
5060-00 - 401 (k)	37	37	226	37	126	37	37	37	37	37	37	37	725	725	0
50XX-00 - Merit	0	0	1,089	0	451	363	363	363	363	544	363	363	4,807	4,807	0
66000 - Other Payroll Expenses	100	748	0	100	0	100	100	748	0	100	0	14	1,908	1,908	0
Total 5000-00 - Salaries & Wages	7,075	7,723	8,253	-4,185	9,914	7,338	7,438	8,085	7,338	10,315	7,338	7,352	83,988	86,442	-2,454
5100-00 - Rent	560	560	560	560	560	560	560	560	560	560	560	560	6,718	6,718	0
5110-00 - Utilities	40	40	40	40	40	40	40	40	40	40	40	40	480	480	0
5140-00 - Repairs & Maintenance	90	90	90	90	90	90	90	90	90	90	90	90	1,080	1,080	0
5150-00 - Office - Cleaning	560	560	560	560	560	560	560	560	560	560	560	560	6,718	6,718	0
Total 5100-00 - Rent	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	14,996	14,996	-6,569
5310-00 - Telephone	225	225	225	225	225	225	225	225	225	225	225	225	2,700	3,720	1,020
5420-00 - Mail - USPS	66	66	66	66	66	66	66	66	66	66	66	66	792	792	0
5510-00 - Insurance/Bonding	116	116	116	116	116	116	116	116	116	116	116	116	1,392	1,392	0
5520-00 - Supplies	83	83	83	83	83	83	83	83	83	83	83	83	1,000	684	-616
5700-00 - Equipment Support & Maintenance	47	47	47	47	47	47	47	47	47	47	47	47	565	565	0
5710-00 - Taxes, Licenses & Fees	60	60	60	60	60	60	60	60	60	60	60	60	720	720	0
5740-00 - Equipment Rental/Leasing	331	331	331	331	331	331	331	331	331	331	331	331	3,976	3,976	-1
5800-00 - Training Seminars	0	1,500	0	0	0	0	0	1,500	0	0	0	0	3,000	200	-2,800
Membership Activities	1,125	2,308	3,125	3,393	208	3,508	208	2,573	208	17,008	208	2,158	36,034	24,085	-11,949
Tuesday Morning Breakfast Club	737	737	737	737	737	737	737	737	737	737	737	737	8,844	8,844	0
Employee Relations	0	0	0	0	200	250	0	0	0	0	0	0	450	250	-200
Credit Card Fees	210	210	210	210	210	210	210	210	210	210	210	210	3,520	2,400	-1,120
8700-00 - Automobile Expenses	79	79	79	79	79	79	79	79	79	79	79	79	950	900	-50
8750-00 - Meals/Meetings	125	125	125	125	125	125	125	125	125	125	125	125	1,500	720	-780
Dues & Subscriptions	636	636	636	636	636	636	636	636	636	636	636	636	7,635	720	-6,915
Travel	0	0	0	0	0	0	0	0	0	0	0	0	390	390	0
Depreciation	52	52	52	52	52	52	52	52	52	52	52	52	627	571	-56
Total Operating Expenses	12,219	15,549	15,397	3,227	14,340	15,115	11,665	16,177	11,565	32,642	11,565	13,529	172,988	145,797	-27,191
Net Ordinary Income	1,169	1,238	2,591	13,261	-853	1,473	3,823	2,410	8,923	16,446	1,573	2,959	55,012	49,737	5,275
Other Income/Expense															
Other Expense															
8990-00 - Allocated	2,808	2,917	3,020	3,957	4,077	3,096	4,187	3,212	3,015	4,150	3,010	2,861	40,312	39,078	-1,234
Total Other Expense	2,808	2,917	3,020	3,957	4,077	3,096	4,187	3,212	3,015	4,150	3,010	2,861	40,312	39,078	-1,234
Net Other Income	-2,808	-2,917	-3,020	-3,957	-4,077	-3,096	-4,187	-3,212	-3,015	-4,150	-3,010	-2,861	-40,312	-39,078	-1,234
Net Income	-1,639	-1,678	-429	9,304	-4,930	-1,624	-364	-802	5,907	12,295	-1,437	97	14,700	10,659	4,041

H30-11

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



	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL Fiscal Yr 2015-16	2014-15 Budget	Variance
Administration															
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expense															
5000-00 - Salaries & Wages	18,460	18,460	18,460	27,690	28,086	18,460	18,460	18,460	18,460	27,690	18,460	18,460	250,609	281,161	-5,552
5020-00 - PIR - Tax Expense	1,380	1,380	1,921	2,070	2,289	1,380	1,380	1,380	1,380	2,070	1,380	1,380	19,383	25,569	-6,186
5030-00 - PIR - Health Insurance Expense	2,755	2,755	2,755	4,133	2,755	2,755	2,755	2,755	2,755	4,133	2,755	2,755	35,817	34,313	1,504
5040-00 - PIR - Workmans Comp	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	22,440	1,560
5060-00 - 401 (k)	707	707	960	1,060	1,132	707	707	707	707	1,060	707	707	9,866	9,961	-95
506X-00 - Merit	0	0	1,460	730	487	487	487	487	487	730	487	487	6,328	0	6,328
66000 - Other Payroll Expenses	225	1,750	0	225	0	225	1,750	1,750	0	225	0	0	4,400	4,400	0
Total 5000-00 - Salaries & Wages	25,527	27,052	27,557	37,909	37,749	25,789	25,014	27,539	25,789	37,909	25,789	25,789	350,413	434,100	-83,687
5100-00 - Rent															
5110-00 - Utilities	175	175	175	225	225	225	225	225	225	175	175	175	2,400	2,041	359
5140-00 - Repairs & Maintenance	125	125	125	275	275	275	275	275	275	125	125	125	2,400	1,388	1,012
5150-00 - Office - Cleaning	252	252	252	252	252	252	252	252	252	252	252	252	3,024	1,637	1,387
5100-00 - Rent	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	21,810	18,674	3,136
Total 5100-00 - Rent	2,369	2,369	2,369	2,569	2,569	2,569	2,569	2,569	2,569	2,369	2,369	2,369	29,634	23,740	5,894
5320-00 - Telephone	716	716	716	716	716	716	716	716	716	716	716	716	8,596	8,596	0
5420-00 - Mail - USPS	88	88	88	88	88	88	88	88	88	88	88	88	1,056	658	398
5510-00 - Insurance/Bonding	274	274	274	274	274	274	274	274	274	274	274	274	3,288	3,288	0
5520-00 - Supplies	500	500	500	500	500	500	500	500	500	500	500	500	6,000	3,300	2,700
5700-00 - Equipment Support & Maintenance	311	311	311	311	311	311	311	311	311	311	311	311	3,728	3,728	0
5710-00 - Taxes, Licenses & Fees	278	278	278	278	278	278	278	278	278	278	278	278	3,333	809	2,524
5740-00 - Equipment Rental/Leasing	255	255	255	255	255	255	255	255	255	255	255	255	3,064	3,064	0
5800-00 - Training Seminars	0	0	0	300	0	0	0	0	0	0	0	0	1,050	0	1,050
5810-00 - Public Outreach	0	0	0	0	0	0	0	0	0	0	0	0	180	179	1
5900-00 - Professional Fees	0	0	0	0	2,000	2,000	12,350	2,000	1,650	1,000	0	0	21,000	18,350	2,650
6490-00 - Classified Ads	0	0	0	250	0	0	0	0	0	0	0	0	750	0	750
8200-00 - Employee Relations	50	50	50	50	50	50	50	50	50	50	50	50	2,200	1,250	950
8300-00 - Board Functions	300	300	300	300	300	350	600	100	150	150	150	150	4,600	4,600	0
8700-00 - Automobile Expenses	50	50	50	50	50	50	50	50	50	50	50	50	500	371	129
8750-00 - Meals/Meetings	50	50	50	50	50	50	50	50	50	50	50	50	1,350	350	1,000
8810-00 - Dues & Subscriptions	270	0	445	0	0	360	170	500	60	400	100	400	1,805	160	1,645
8910-00 - Travel	0	0	0	0	0	0	900	0	0	0	0	0	3,400	1,433	1,967
Depreciation	163	163	163	163	163	163	163	163	163	163	163	163	1,959	1,785	174
Total Expense	31,202	32,407	33,407	43,954	45,304	34,404	46,559	35,994	33,804	46,314	32,744	31,794	447,907	434,100	13,807
Net Ordinary Expenses	-31,202	-32,407	-33,407	-43,954	-45,304	-34,404	-46,559	-35,994	-33,804	-46,314	-32,744	-31,794	-447,907	-434,100	13,807
Other Income/Expense															
4700-00 - Interest & Investment & Other	0	0	0	0	0	0	0	0	0	0	0	0	0	48	-48
Total Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	48	-48
Other Expense															
8990-00 - Allocated	-31,202	-32,407	-33,407	-43,954	-45,304	-34,404	-46,559	-35,994	-33,804	-46,314	-32,744	-31,794	-447,907	-434,100	13,807
Total Other Expense	-31,202	-32,407	-33,407	-43,954	-45,304	-34,404	-46,559	-35,994	-33,804	-46,314	-32,744	-31,794	-447,907	-434,100	13,807
Net Other Income	31,202	32,407	33,407	43,954	45,304	34,404	46,559	35,994	33,804	46,314	32,744	31,794	447,907	434,148	13,759
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	48	-48

H321-12