



north lake tahoe

NLT Marketing Cooperative Committee Meeting Minutes – Thursday, November 17, 2016

The North Lake Tahoe Marketing Cooperative Committee Meeting was held at the Tahoe City Visitors Information Center.

1.0 CALL TO ORDER

1.1 The meeting was called to order at 9.01am and a quorum was established.

2.0 PUBLIC COMMENTS

2.1 No public forum.

3.0 ROLL CALL

3.1 Committee members present: JT Thompson, Andy Chapman, Brian Lang, Heather Bacon, Christine Horvath, Brett Williams, Sandy Evans Hall

Other in attendance: Al Priester, Sarah Winters, Debbie Augustine, Lindsay Moore, Connie Liu, Erin Casey, Amber Burke, Colleen Dalton

4.0 APPROVAL OF AGENDA

4.1 **M/S/C (Chapman/Lang) (5/0) to approve the agenda as presented.**

5.0 APPROVAL OF SEPTEMBER 15, 2016 COOP MARKETING MINUTES

5.1 **M/S/C (Bacon/Chapman) (4/0/1 – Horvath abstained) to approve the September 15, 2016 Coop Marketing Minutes.**

6.0 REVIEW OF CONSUMER MARKETING EFFORTS – AUGUSTINE IDEAS

6.1 Lindsay with Augustine gave a Marketing Update to the committee members.

Media Strategy:

- Focus media placements on reaching higher quality vs. higher quantity consumers
- Target audiences & market segments based on seasonality
- Leisure and Meetings and Conventions audiences

Winter/Summer:

Objective: Drive longer stays and higher visitation during peak season

Target Markets: Fly markets – LA, New York & Austin, TX

Target Audience Personas: 1) Someone Older, Something New 2) Family Memories 3) Outdoor Experience Seekers.

Fall/Spring:

Objective: Drive higher visitation & awareness of North Lake Tahoe during non-peak season

Target Markets: Drive markets – San Francisco/Bay Area & Sacramento

Target Audience Personas: 1) Workaholics 2) Experiential Families 3) Outdoor Enthusiasts

Paid Media Channels:

- Search
- Display – native & programmatic (also includes a retargeting strategy)

- TripAdvisor
- Video (Includes You Tube)
- Paid Social Media
- Email Prospecting
- Print – Sunset magazine (Leisure), Various guides and planners (Meetings)

Creative Campaign: It's Human Nature. Lindsay shared display ads for meetings, print ads, Tahoe Film Festival Print Ad, Paid Social (Leisure), Display Ads (Leisure) and the Human Nature video.

Comments:

- Why target Austin and not Dallas? Lindsay shared it was looked at closely and flight pattern and demographics made Austin stronger than Dallas.
- Are we tracking ads with unique phone numbers? It was recommended that we track the conference sales print ads with different 800 numbers.
- Are we doing anything to target weddings or LGBT? There may be some opportunities to look at that for an incremental spend. Lindsay did share that these groups are already been serviced in the geographic locations/drive market without necessarily targeting the specific communities. Augustine will look closer at this.
- Are we considering creating more of a buzz in Austin with new Southwest flight? Getting connected with the right people? JT shared that the Reno Airport Marketing staff recently went to the hangar party there and we will continue to get that relationship strengthen.
- Christine shared when the fares sales comes out from the airport she always forward it to all the properties and will message it out to their database.
- Important to promote the experience of an activity rather than the convenience of the flight.
- There may be an opportunity with the Wanderlust sponsorship to attend the Wanderlust Austin to leverage that opportunity.
- Lindsay shared that SXSW Music Festival in Austin may be another opportunity with a high level sponsorship that includes a booth. We could be doing giveaways.
- Squaw has had success with ski shops too. Christine would be happy to contribute lift tickets if someone could work on lodging to create a package. Ski shops does great in-store promotions and they generally have great databases.

7.0 REVIEW AND DISCUSSION ON PR & SOCIAL EFFORTS – THE ABBI AGENCY

7.1 Connie reviewed October Social and PR results with the committee members.

PR Outreach: A lot of Domestic Media Desksides.

- Chicago Nov. 1-3 (Pitch: Year-round destination, Flight Access and What's New)
- L.A.- Second of week of December with Julia Mancuso (Pitch: Winter in North Lake Tahoe, What's New, World Cup and North Tahoe Produces Professional Athletes)
- Austin, TX – First week of January.
- Tahoe Film Fest Dec. 1-3
- WinterWonderGrass March 30 – April 2.

Newsletter: The newsletter is being redesigned to better fit the concept and creative with the Human Nature Campaign. This will change to a more of a storytelling using stories from individuals that embody the North Tahoe lifestyle.

Snow Strategy: Connie shared they how working on how to communicate what is happening on the ground here in Tahoe when it snows. They will be reaching out to their ski resorts partners asking for pictures which will be time stamped and distributed to meteorologist along the I-80 corridor. These pictures will also used for Social media.

Social Media Highlights: @TahoeNorth hit 40,000 Instagram followers by mid-October. They are launching a Ski Resort Instagram Takeover as each ski-resort opens. Facebook is close to hitting 10,000 fans on Facebook. When they get closer they will be launching a like campaign for the non-stop flight markets. There will be a giveaway with lodging, lift tickets and possibly air. The Ale Trail Campaign was re-launched with 4 new stops.

Comments:

- Be ready if snow is less than ideal
- Schedule a PR Summit for Dos and Don'ts talking points with media
- Also remind our Chamber members of the Dos and Don'ts

8.0 REVIEW AND DISCUSSION ON FY 2016/2017 Q1 FINANCIALS – PRIESTER/CHAPMAN

- 8.1 AI reviewed the first quarter report with the committee members including balance sheet, profit and loss statement, Aging Summary and Budget vs. Actual statement. He shared our accounts receivable are fairly low and our accounts payable a little high but not excessive. AI shared one of the most effective tools is the budget vs. actuals which tells if you are over budget on a particular item but it is still early in the year.

9.0 DISCUSSION AND POSSIBLE ACTION ON IVCBVB SUPPLEMENTAL NET ASSET BUDGET ALLOCATION FOR MARKETING COOP DISTRIBUTION - CHAPMAN

- 9.1 Andy stated IVCBVB net asset has been building over the last couple of years due to increases in Transient Occupancy Taxes. The Board of Directors approved \$150,000 to be spend on a winter snow message, primarily focused on LA. Heather shared the Board of Directors wants the experts to make the decision on how best to spend the money but the Board also want to have the ability in case of another bad snow year to use some of these funds to possible build that business "heads in beds" for Spring. The Augustine team will work with Andy and JT on some new ideas within the next week. These new ideas will be brought back to the Incline Board of Directors.

10.0 REVIEW AND DISCUSSION OF CURRENT DESTIMETRICS PARTICIPATION - THOMPSON

- 10.1 JT stated there has been a drop off in the participation with DestiMetrics. Two more properties signed up since Ralf speech at the Tourism Summit. He opened up the conversation on how to get more participation regionally. The Lodging Barometer that the NLTRA produces was brought up and Sandy shared that is a tool meant for retail and services industry, not for lodging. The DestiMetrics is for lodging properties and that is how we can we can identify 'peaks and valley'. The bigger players are lacking and everyone is doing what they think is best for their property but not what is the best for the greater region. JT shared one of the new categories signing up is the vacation rental category. Some ideas to focus efforts on: 1) Smaller properties 2) Adding Truckee properties (They would have to be pay-to-play) 3) Vacation Rentals 4) Re-engaging the larger properties. JT reviewed some of the DestiMetrics reports with the committee members.

11.0 NEW BUSINESS

- 11.1 Sarah gave an update on Leisure Sales and product placements. She is doing a Domestic FAM for North Lake Tahoe in January. China ready program has been pushed out to front desk staff and most lodging properties. Erin Casey shared the Placer Board of Supervisors did approved \$240,000 to identify properties with VRBO and Airbnb that are currently not paying TOT. Truckee just went through a similar process and Incline will probably do the same.

12.0 OLD BUSINESS

- 12.1 None

13.0 PUBLIC COMMENT

- 13.1 None

14.0 ADJOURNMENT

- 14.1 The meeting adjourned at 10.50 am.

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Accrual Basis

North Lake Tahoe Marketing Cooperative
Balance Sheet
As of February 28, 2017

	<u>Feb 28, 17</u>
ASSETS	
Current Assets	
Checking/Savings	
1000-00 · Cash	407,922.42
Total Checking/Savings	<u>407,922.42</u>
Accounts Receivable	
1200-00 · Accounts Receivable	6,829.82
Total Accounts Receivable	<u>6,829.82</u>
Total Current Assets	414,752.24
Other Assets	
1400-00 · Prepaid Expenses	2,333.36
Total Other Assets	<u>2,333.36</u>
TOTAL ASSETS	<u><u>417,085.60</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	86,726.86
Total Accounts Payable	<u>86,726.86</u>
Total Current Liabilities	<u>86,726.86</u>
Total Liabilities	86,726.86
Equity	
32000 · Unrestricted Net Assets	59,388.51
Net Income	270,970.23
Total Equity	<u>330,358.74</u>
TOTAL LIABILITIES & EQUITY	<u><u>417,085.60</u></u>

North Lake Tahoe Marketing Cooperative
A/R Aging Summary

As of February 28, 2017

	Current	1 - 30	31 - 60	61 - 90	91 - 120	> 120	TOTAL
Northstar California	0.00	0.00	0.00	0.00	0.00	1,022.43	1,022.43
Resort at Squaw Creek*	0.00	0.00	0.00	0.00	2,195.00	1,947.20	4,142.20
The Village at Squaw Valley	0.00	0.00	0.00	970.36	0.00	0.00	970.36
Truckee Donner Chamber of Commerce	0.00	0.00	0.00	0.00	0.00	694.83	694.83
TOTAL	0.00	0.00	0.00	970.36	2,195.00	3,664.46	6,829.82

North Lake Tahoe Marketing Cooperative
A/P Aging Summary

As of February 28, 2017

	Current	1 - 30	31 - 60	61 - 90	91 - 120	> 120	TOTAL
AugustineIdeas	20,045.00	3,000.00	0.00	0.00	0.00	0.00	23,045.00
DMAwest	0.00	0.00	3,750.00	0.00	0.00	0.00	3,750.00
Gate 7 Pty Ltd*	0.00	375.00	0.00	0.00	0.00	-198.31	176.69
Jason Neary	38.55	0.00	0.00	0.00	0.00	0.00	38.55
NLTRA	32,156.17	22,613.27	0.00	0.00	0.00	0.00	54,769.44
Red8 Interactive, Inc.	500.00	0.00	500.00	500.00	500.00	0.00	2,000.00
Sarah Winters	247.18	0.00	0.00	0.00	0.00	0.00	247.18
Smith & Jones, Inc.	2,700.00	0.00	0.00	0.00	0.00	0.00	2,700.00
TOTAL	55,686.90	25,988.27	4,250.00	500.00	500.00	-198.31	86,726.86

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Accrual Basis

North Lake Tahoe Marketing Cooperative
Profit & Loss
July 2016 through February 2017

	Jul '16 - Feb 17
Income	
4000-00 · LTIVCBVB Funding	
4000-01 · LTIVCBVB Funding Add-On	75,000.00
4000-00 · LTIVCBVB Funding - Other	511,000.00
	586,000.00
4001-00 · NLTRA Funding	
4001-01 · NLTRA Funding Add-On	12,371.00
4001-00 · NLTRA Funding - Other	948,750.00
	961,121.00
4004-00 · IVCBVB Entertainment	7,000.00
	1,554,121.00
Total Income	1,554,121.00
Gross Profit	1,554,121.00
Expense	
5000-00 · CONSUMER MARKETING	
5001-00 · Broadcast / Radio	10,000.00
5004-00 · Online Interactive / Digital	435.00
5005-00 · Social / Mobile / SEM	832.50
5005-01 · Digital	296,165.47
5007-00 · Creative Production/Client Svcs	101,411.67
5010-00 · Agency Retainer	62,290.00
5010-01 · Digital Media Management	4,633.75
5018-00 · Media Commission/Ad Serving	53,209.45
5018-01 · Digital Ad Serving	43,549.39
5023-00 · Additional Opportunities	119,096.22
	691,623.45
Total 5000-00 · CONSUMER MARKETING	691,623.45
5110-00 · LEISURE SALES	
5111-00 · FAMs - Domestic	1,586.94
5112-00 · Training / Sales Calls	1,925.32
5113-00 · Additional Opportunities	311.38
5114-00 · Agent Online Trainings	163.21
5115-00 · Travel Agent Incentive Program	874.00
5116-00 · RSA (Receptive Serv Assn) Membe	695.00
5120-00 · Domestic - Trade Shows	2,147.44
5131-00 · FAMS -Intl - Travel Trade	1,326.67
5134-00 · Intl Marketing - Additional Opp	278.34
5136-00 · Tour Operator Brochure Support	1,135.00
5137-00 · Co-op Opportunities	6,692.54
5141-00 · Australian Sales Mission	5,963.69
5142-00 · UK Sales Mission	3,344.68
5143-00 · Mountain Travel Symposium	2,305.93
5144-00 · IPW - POW WOW	8,879.59
5145-00 · TIA Annual Dues	2,500.00
5146-00 · UK / Black Diamond	18,750.00
5147-00 · AUS / Gate 7	16,125.00
5149-00 · Mexico Program	13,533.18
5150-00 · China Program	3,000.00
5151-00 · RTO West	3,381.14
5152-00 · Go West	1,191.05
	96,110.10
Total 5110-00 · LEISURE SALES	96,110.10

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Accrual Basis

North Lake Tahoe Marketing Cooperative

Profit & Loss

July 2016 through February 2017

	Jul '16 - Feb 17
5200-00 · PUBLIC RELATIONS	
5201-00 · Agency Fees	39,000.00
5202-00 · PR Program/ Content Development	11,179.94
5204-00 · Media Mission(s)	2,416.31
5205-00 · Conference Outreach	6,000.00
5206 · Digital Buy/Social Media Boost	9,000.00
5207 · Content Campaigns / Tools	8,919.00
5208 · International Travel Media FAMS	9,884.83
5209 · Domestic Travel Media FAMS	844.87
Total 5200-00 · PUBLIC RELATIONS	87,244.95
6000-00 · CONFERENCE SALES	
6002-00 · Destination Print	18,153.50
6006-00 · Production / Client Services	10,135.00
6128-01 · MCC Digital	20,262.00
6128-02 · MCC Media Commission	4,710.29
6145-00 · Sponsorship - World Senior Golf	9,300.20
6152-00 · Client Events / Opportunities	1,925.94
6153-00 · Chicago Sales Rep Support	4,449.01
Total 6000-00 · CONFERENCE SALES	68,935.94
6100-00 · TRADE SHOWS	
6111-00 · Site Inspections	2,114.10
6115-00 · Chicago Holiday Showcase	4,676.06
6116-00 · CalSAE Seasonal Spectacular	2,073.68
6117-00 · Duda Golf Sponsorship	-6,585.00
6118-00 · ASAE Annual	5,602.11
6124-00 · IMEX	11,332.85
6127-00 · CalSAE Annual	4,948.40
6136-00 · Mountain Travel Symposium	2,445.00
6142-00 · Luxury Meeting Summit NorCal	8,737.94
6143-00 · Connect Marketplace	10,356.96
6146-00 · UC Vendor Fair	300.00
6147-00 · Luxury Summit Texas	2,394.54
6148-00 · Luxury Summit SoCal	1,539.95
6149-00 · MEET National	7,133.83
6155-00 · Luxury Meeting Summit NW	1,892.92
6156-00 · Connect California	3,750.00
6157-00 · HPN Partner Conference	2,592.84
Total 6100-00 · TRADE SHOWS	65,306.18
7000-00 · COMMITTED & ADMIN EXPENSES	
5008-00 · Cooperative Programs	22,705.60
5009-00 · Fulfillment / Mail	7,877.94
5021-00 · RASC-Reno Air Service Corp	75,000.00
5122-00 · SSMC Shipping - Sierra Ski Mkt	70,000.00
5123-00 · HSVC - High Sierra Visitors	5,765.03
7001-00 · Miscellaneous	233.05
7002-00 · CRM Subscription	7,500.00
7003-00 · IVCBVB Entertainment Fund	4,360.75
7005-00 · Film Festival	15,000.00
7006-00 · Special Events	98.04
7007-00 · Destimetrics / DMX	23,403.00
8700-00 · Automobile Expense*	2,235.60
Total 7000-00 · COMMITTED & ADMIN EXPENSES	234,179.01

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Accrual Basis

North Lake Tahoe Marketing Cooperative

Profit & Loss

July 2016 through February 2017

	<u>Jul '16 - Feb 17</u>
8000-00 · WEBSITE CONTENT & MAINTENANCE	
8002-00 · Content Manager Contractor	28,666.64
8003-00 · Website Hosting Maintenance	<u>11,084.50</u>
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	<u>39,751.14</u>
Total Expense	<u>1,283,150.77</u>
Net Income	<u><u>270,970.23</u></u>

**North Lake Tahoe Marketing Cooperative
Profit & Loss Budget vs. Actual
July 2016 through February 2017**

	<u>Jul '16 - Feb ...</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Income				
4000-00 · LTIVCBVB Funding				
4000-01 · LTIVCBVB Funding Add-On	75,000.00	75,000.00	0.00	100.0%
4000-00 · LTIVCBVB Funding - Other	511,000.00	511,000.00	0.00	100.0%
Total 4000-00 · LTIVCBVB Funding	586,000.00	586,000.00	0.00	100.0%
4001-00 · NLTRA Funding				
4001-01 · NLTRA Funding Add-On	12,371.00	12,371.00	0.00	100.0%
4001-00 · NLTRA Funding - Other	948,750.00	948,750.00	0.00	100.0%
Total 4001-00 · NLTRA Funding	961,121.00	961,121.00	0.00	100.0%
4004-00 · IVCBVB Entertainment	7,000.00	7,000.00	0.00	100.0%
4005-00 · Prior Year Net Income	0.00	61,314.00	-61,314.00	0.0%
Total Income	1,554,121.00	1,615,435.00	-61,314.00	96.2%
Gross Profit	1,554,121.00	1,615,435.00	-61,314.00	96.2%
Expense				
5000-00 · CONSUMER MARKETING				
5001-00 · Broadcast / Radio	10,000.00	0.00	10,000.00	100.0%
5002-00 · Leisure Print	0.00	45,000.00	-45,000.00	0.0%
5002-01 · Native Display	0.00	37,500.00	-37,500.00	0.0%
5004-00 · Online Interactive / Digital	435.00	39,445.00	-39,010.00	1.1%
5005-00 · Social / Mobile / SEM	832.50	65,000.00	-64,167.50	1.3%
5005-01 · Digital	296,165.47	172,288.00	123,877.47	171.9%
5007-00 · Creative Production/Client Svcs	101,411.67	131,638.00	-30,226.33	77.0%
5010-00 · Agency Retainer	62,290.00	56,000.00	6,290.00	111.2%
5010-01 · Digital Media Management	4,633.75	18,000.00	-13,366.25	25.7%
5018-00 · Media Commission/Ad Serving	53,209.45	53,231.00	-21.55	100.0%
5018-01 · Didital Ad Serving	43,549.39	8,000.00	35,549.39	544.4%
5018-02 · Primary Research	0.00	15,765.00	-15,765.00	0.0%
5018-03 · Strategic Marketing Plan	0.00	17,500.00	-17,500.00	0.0%
5018-04 · Website Recovery	0.00	5,500.00	-5,500.00	0.0%
5022-00 · Email	0.00	20,625.00	-20,625.00	0.0%
5023-00 · Additional Opportunities	119,096.22	130,000.00	-10,903.78	91.6%
Total 5000-00 · CONSUMER MARKETING	691,623.45	815,492.00	-123,868.55	84.8%
5110-00 · LEISURE SALES				
5111-00 · FAMs - Domestic	1,586.94	2,500.00	-913.06	63.5%
5112-00 · Training / Sales Calls	1,925.32	1,500.00	425.32	128.4%
5113-00 · Additional Opportunities	311.38	1,600.00	-1,288.62	19.5%
5114-00 · Agent Online Trainings	163.21	0.00	163.21	100.0%
5115-00 · Travel Agent Incentive Program	874.00	900.00	-26.00	97.1%
5116-00 · RSA (Receptive Serv Assn) Membe	695.00	2,000.00	-1,305.00	34.8%
5120-00 · Domestic - Trade Shows	2,147.44	4,500.00	-2,352.56	47.7%
5121-00 · Client Events	0.00	2,000.00	-2,000.00	0.0%
5131-00 · FAMS -Intl - Travel Trade	1,326.67	3,000.00	-1,673.33	44.2%
5134-00 · Intl Marketing - Additional Opp	278.34	4,000.00	-3,721.66	7.0%
5135-00 · North American Journeys/Tour Op	0.00	3,000.00	-3,000.00	0.0%
5136-00 · Tour Operator Brochure Support	1,135.00	6,000.00	-4,865.00	18.9%
5137-00 · Co-op Opportunities	6,692.54	10,000.00	-3,307.46	66.9%
5141-00 · Australian Sales Mission	5,963.69	5,900.00	63.69	101.1%
5142-00 · UK Sales Mission	3,344.68	10,000.00	-6,655.32	33.4%
5143-00 · Mountain Travel Symposium	2,305.93	2,000.00	305.93	115.3%
5144-00 · IPW - POW WOW	8,879.59	6,500.00	2,379.59	136.6%
5145-00 · TIA Annual Dues	2,500.00	2,400.00	100.00	104.2%
5146-00 · UK / Black Diamond	18,750.00	18,750.00	0.00	100.0%
5147-00 · AUS / Gate 7	16,125.00	15,375.00	750.00	104.9%
5149-00 · Mexico Program	13,533.18	7,250.00	6,283.18	186.7%
5150-00 · China Program	3,000.00	10,000.00	-7,000.00	30.0%
5151-00 · RTO West	3,381.14	2,695.00	686.14	125.5%

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03/24/17

Accrual Basis

**North Lake Tahoe Marketing Cooperative
Profit & Loss Budget vs. Actual
July 2016 through February 2017**

	Jul '16 - Feb ...	Budget	\$ Over Budget	% of Budget
5152-00 · Go West	1,191.05	3,500.00	-2,308.95	34.0%
5152-01 · Transulation Services	0.00	2,500.00	-2,500.00	0.0%
Total 5110-00 · LEISURE SALES	96,110.10	127,870.00	-31,759.90	75.2%
5200-00 · PUBLIC RELATIONS				
5201-00 · Agency Fees	39,000.00	52,000.00	-13,000.00	75.0%
5202-00 · PR Program/ Content Development	11,179.94	36,666.00	-25,486.06	30.5%
5204-00 · Media Mission(s)	2,416.31	2,500.00	-83.69	96.7%
5205-00 · Conference Outreach	6,000.00	8,000.00	-2,000.00	75.0%
5206 · Digital Buy/Social Media Boost	9,000.00	12,000.00	-3,000.00	75.0%
5207 · Content Campaigns / Tools	8,919.00	7,759.00	1,160.00	115.0%
5208 · International Travel Media FAMS	9,884.83	8,000.00	1,884.83	123.6%
5209 · Domestic Travel Media FAMS	844.87	3,000.00	-2,155.13	28.2%
Total 5200-00 · PUBLIC RELATIONS	87,244.95	129,925.00	-42,680.05	67.2%
6000-00 · CONFERENCE SALES				
6002-00 · Destination Print	18,153.50	10,000.00	8,153.50	181.5%
6003-00 · Conference Online / Interactive	0.00	5,000.00	-5,000.00	0.0%
6004-00 · Email/SEM	0.00	6,000.00	-6,000.00	0.0%
6006-00 · Production / Client Services	10,135.00			
6128-00 · HelmsBriscoe Strategic Partner	0.00	5,000.00	-5,000.00	0.0%
6128-01 · MCC Digital	20,262.00	20,518.00	-256.00	98.8%
6128-02 · MCC Media Commission	4,710.29	4,560.00	150.29	103.3%
6128-03 · MCC Digital Ad Serving	0.00	100.00	-100.00	0.0%
6145-00 · Sponsorship - World Senior Golf	9,300.20	2,350.00	6,950.20	395.8%
6152-00 · Client Events / Opportunities	1,925.94	20,000.00	-18,074.06	9.6%
6153-00 · Chicago Sales Rep Support	4,449.01	5,000.00	-550.99	89.0%
Total 6000-00 · CONFERENCE SALES	68,935.94	78,528.00	-9,592.06	87.8%
6100-00 · TRADE SHOWS				
6111-00 · Site Inspections	2,114.10	4,000.00	-1,885.90	52.9%
6115-00 · Chicago Holiday Showcase	4,676.06	6,200.00	-1,523.94	75.4%
6116-00 · CalSAE Seasonal Spectacular	2,073.68	1,525.00	548.68	136.0%
6117-00 · Duda Golf Sponsorship	-6,585.00			
6118-00 · ASAE Annual	5,602.11	3,950.00	1,652.11	141.8%
6121-00 · M&C Interactive	0.00	2,500.00	-2,500.00	0.0%
6124-00 · IMEX	11,332.85	12,000.00	-667.15	94.4%
6127-00 · CalSAE Annual	4,948.40	5,500.00	-551.60	90.0%
6136-00 · Mountain Travel Symposium	2,445.00	2,500.00	-55.00	97.8%
6142-00 · Luxury Meeting Summit NorCal	8,737.94	1,500.00	7,237.94	582.5%
6143-00 · Connect Marketplace	10,356.96	11,900.00	-1,543.04	87.0%
6144-00 · ASAE XDP	0.00	2,500.00	-2,500.00	0.0%
6146-00 · UC Vendor Fair	300.00	555.00	-255.00	54.1%
6147-00 · Luxury Summit Texas	2,394.54	6,100.00	-3,705.46	39.3%
6148-00 · Luxury Summit SoCal	1,539.95	5,200.00	-3,660.05	29.6%
6149-00 · MEET National	7,133.83	7,250.00	-116.17	98.4%
6150-00 · Luxury Meeting Summit MA/CT/NY	0.00	6,100.00	-6,100.00	0.0%
6154-00 · HelmsBriscoe ABC	0.00	2,000.00	-2,000.00	0.0%
6155-00 · Luxury Meeting Summit NW	1,892.92	3,300.00	-1,407.08	57.4%
6156-00 · Connect California	3,750.00	2,950.00	800.00	127.1%
6157-00 · HPN Partner Conference	2,592.84	0.00	2,592.84	100.0%
Total 6100-00 · TRADE SHOWS	65,306.18	87,530.00	-22,223.82	74.6%

5:00 PM

03/24/17

Accrual Basis

**North Lake Tahoe Marketing Cooperative
Profit & Loss Budget vs. Actual
July 2016 through February 2017**

	<u>Jul '16 - Feb ...</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
7000-00 · COMMITTED & ADMIN EXPENSES				
5008-00 · Cooperative Programs	22,705.60	27,000.00	-4,294.40	84.1%
5009-00 · Fulfillment / Mail	7,877.94	6,666.00	1,211.94	118.2%
5021-00 · RASC-Reno Air Service Corp	75,000.00	75,000.00	0.00	100.0%
5122-00 · SSMC Shipping - Sierra Ski Mkt	70,000.00	45,000.00	25,000.00	155.6%
5123-00 · HSVC - High Sierra Visitors	5,765.03	2,250.00	3,515.03	256.2%
7001-00 · Miscellaneous	233.05	2,250.00	-2,016.95	10.4%
7002-00 · CRM Subscription	7,500.00	7,000.00	500.00	107.1%
7003-00 · IVCBVB Entertainment Fund	4,360.75	7,000.00	-2,639.25	62.3%
7004-00 · Research	0.00	10,000.00	-10,000.00	0.0%
7005-00 · Film Festival	15,000.00	15,000.00	0.00	100.0%
7006-00 · Special Events	98.04	5,000.00	-4,901.96	2.0%
7007-00 · Destimetrics / DMX	23,403.00	15,602.00	7,801.00	150.0%
8700-00 · Automobile Expense*	2,235.60	0.00	2,235.60	100.0%
Total 7000-00 · COMMITTED & ADMIN EXPENSES	234,179.01	217,768.00	16,411.01	107.5%
8000-00 · WEBSITE CONTENT & MAINTENANCE				
8002-00 · Content Manager Contractor	28,666.64	30,000.00	-1,333.36	95.6%
8003-00 · Website Hosting Maintenance	11,084.50	10,000.00	1,084.50	110.8%
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	39,751.14	40,000.00	-248.86	99.4%
Total Expense	1,283,150.77	1,497,113.00	-213,962.23	85.7%
Net Income	270,970.23	118,322.00	152,648.23	229.0%



**Request for Proposal
United Kingdom & Ireland
Travel Trade Representation**

**DEADLINE FOR INTENT TO RESPOND:
TUESDAY, APRIL 21, 2017**

**DEADLINE FOR PROPOSALS:
FRIDAY, MAY 19, 2017**

**SUBMIT PROPOSALS TO:
JT Thompson
North Lake Tahoe Marketing Cooperative
P.O. Box 5459
100 North Lake Blvd.
Tahoe City, CA 96145
E-mail: jt@gotahoenorth.com**

REQUEST FOR PROPOSAL
UK & Ireland Travel Trade Representation
North Lake Tahoe Marketing Cooperative

The North Lake Tahoe Marketing Cooperative hereby solicit proposals from qualified representation companies to support the destination's cooperative sales & marketing efforts in United Kingdom and Ireland. The Representative will develop, execute and deliver a comprehensive program designed for the travel trade that supports tourism to North Lake Tahoe that generates increased demand for the destinations.

Candidates may bid on parts of the RFP or the entire RFP. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP. This RFP is for representation in United Kingdom and Ireland.

INTRODUCTION

The North Lake Tahoe Resort Association (NLTRA) is an association of related and coordinated services provided to our members and the community at large. These services include operation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide *"a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area"*. The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the [North Lake Tahoe Tourism and Community Investment Master Plan](#) (June 2015) which has also been adopted by the Placer County Board of Supervisors.

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the North Shore, Nevada side of Lake Tahoe. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special events programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is *"to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas"*. The IVCBVB will offer the most current marketing and sales support, produce appropriate special events, publish targeted advertising and collateral, and provide visitor services and information.

The North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the IVCBVB to market and position the region as one tourism destination. The NLTMC is designed to present the North Lake Tahoe area under one brand umbrella, with one consistent creative execution, one call to action, and a single Web site for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of four members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.

The departments within the NLTMC work to bring an integrated approach to tourism, economic and community development with a focus on North Lake Tahoe's status as a leisure and adventure destination within the Sierra Nevada Mountains of California and Nevada.

PUBLIC RELATIONS OVERVIEW

The NLTMC develops and implements a year-round, targeted travel trade-based program that effectively:

- 1) Builds continued awareness to the travel trade industry of the North Lake Tahoe brand as a desirable year round, active outdoor recreation destination;
- 2) Increases participation in Retail Agencies, Wholesaler/Tour Operator programs to include the destinations in travel related products and services;
- 3) Creates and establishes partnerships with Wholesalers/Tour Operators, Airlines, Meeting Planners, Visit USA Committee's, Brand USA UK & Ireland and OTA's (Online Travel Agency) with the aim of increasing demand for the destination;
- 4) Strengthens travel professionals knowledge of the destination through educational programs to include sales calls, seminars, in-market presentations and assistance in producing and maintaining the destinations online training program on an ongoing basis.

SCOPE OF SERVICES DESIRED

During the term of the agreement, the Representative will provide the following travel trade services for the United Kingdom and Ireland markets that include but are not limited to:

- 1) Develop and implement an annual travel trade plan that supports activities mentioned in the Travel Trade Overview section. The plan shall include a proposed budget, recommended promotional activity and suggested advertising recommendations.
- 2) Assist the NLTMC in scheduling and escorting educational/familiarization visits and any other requested by travel professionals, during the contract period. The Representative will obtain airline participation (i.e. - seats) and qualify agents.
- 3) Provide assistance and support to consumer advertising campaigns in United Kingdom and Ireland. The Representative would be a resource for

- review and evaluation for the campaign and provide insights and recommendations on how to include the travel trade in the plan.
- 4) Maintain in office inventory of NLTMC collateral material for distribution to travel trade clients.
 - 5) Jointly coordinate NLTMC annual sales mission during the contract period, to include airline participation, function organization and invitations to industry representatives. The function will include, but is not limited to, meals, seminars, workshops, presentations, and other activities and logistics.
 - 6) Jointly coordinate and attend key industry trade shows, product launches, seminars and annual visit to the top tour operators.
 - 7) Ensure all NLTMC activities comply with brand standards and quality levels.
 - 8) Develop, maintain and grow an accurate and up-to-date database (on an ongoing basis) of the tour operators, travel agencies and meeting planners to be use for the distribution of the NLTMC Travel Industry newsletters.
 - 9) Maintain and develop an editorial calendar for the NLTMC Travel Industry newsletters.
 - 10) Provide regular reports of Representative's activities which will include: a list of sales calls conducted, with pertinent discussion points; general market information to include economic conditions; competitor observations/perceptions of the North Lake Tahoe brand; trade shows/road shows or seminars attended or conducted; Tour operator/Wholesale program development; a summary of miscellaneous contacts made, requests and inquiries serviced during each reporting period.
 - 11) Provide assistance and support to NLTMC partners by providing list of wholesalers, incentive buyers, as requested by the NLTMC and/or partners.
 - 12) Coordinate in market presentations and seminars in partnership with Airlines, Tour Operators, and Wholesalers to educate travel industry about the destination.
 - 13) Jointly coordinate and attend key industry trade shows in United Kingdom and Ireland.
 - 14) Analyze state and national tourism plans; complete an inventory of Visit California, Travel Nevada and Brand USA Plans in United Kingdom and Ireland, to identify areas of coordination and use of Best Practices. The plan should incorporate coordination with state and national brand development.
 - 15) Ensures a dedicated account manager assigned to the NLTMC account.

DETAILED COST

The scope of services outlined above are expected to be included as part of the fee. State all services that the Representative would be willing to perform as part of the fee, and list any services that would not be included. State what routine expenses would need to be covered by NLTMC (on average).

Please provide Representative's proposed fee structure (i.e. including expense estimates) for managing a destination account requiring full service. This must be provided or RFP will not be considered, no markups allowed.

REFERENCES

The Representative shall furnish at least three (3) corporate references with the proposal. The references shall include the company name, contact person and their telephone number. The reference shall describe where services similar in magnitude and scope to that requested in this RFP are currently provided and have been provided for at least six (6) months. Employees of NLTMC may not be used as corporate references. The NLTMC reserves the right to contact references or clients not listed in the RFP.

STATEMENT OF QUALIFICATIONS

Responses submitted must contain, at a minimum, the following information. The evaluation of the proposals and presentation will consist of, but not be restricted to, these points. Please respond to each numbered section in order. The Representative should number the responses in the same sequence as below to make the review process easier.

1. CORPORATE BACKGROUND

Describe your firm's internal organization and the manner in which services will be furnished to the NLTMC. Include and identify those services, which may not be available in the local office but are available from your firm and how you will access those services. Provide an example of the structure of servicing used for an account similar to the NLTMC.

- Details on the corporation background and each known subcontractor, its size, and resources.
- Date established.
- Federal Employer's Identification Number (FEIN) or its equivalent.
- Name(s) and Type of Ownership (public company, partnership, subsidiary, etc.).
- Primary business.
- Total number of full-time employees including ethnic/race/gender breakdown
- List and provide bios for the key individuals in the company.
- Physical locations including addresses of all branches.

2. CORPORATE EXPERIENCE

- Listing of major accounts including current tourism/leisure/hospitality accounts.

- Details of corporate client experiences within the last three (3) years relevant to the services requested in this RFP.
- List any other relevant experience of the Representative (including knowledge of the travel, tourism and meeting industry).
- List experience in brand marketing and experience in developing and implementing programs.
- Identify the staff person who would be the NLTMC Account Executive and describe their qualifications, credentials, experience and responsibilities and specifically, work and experience on similar accounts.
- All clients added and lost in the past five years.

3. FINANCIAL BACKGROUND

Financial statements for the applicable legal entity(ies) sufficient to demonstrate the capability to perform this contract shall be provided for each of the last three (3) years. These should include:

- Financial statements
- Auditor's reports
- Business licenses
- Professional certification
- Annual Reports

CONTRACT TERM

The NLTMC seeks a contract with the selected Representative effective August 1, 2017 and continuing through June 30, 2018. Upon NLTMC's determination that the Representative is performing in an exemplary fashion, NLTMC may negotiate a Three year contract.

The terms of the contract will be set forth in a definitive agreement to be signed by NLTMC and the selected Representative, which will contain usual and customary terms for transactions of this type, including standard representations, warranties and termination provisions; and any contract terms set forth in this RFP will be merged into and superseded by the terms of such definitive agreement. This agreement shall automatically terminate upon the insolvency of the Representative or client's reasonable determination that Representative may not be able to pay its debts as they become due.

CONFLICT OF INTEREST

The Representative, if selected, must agree not to represent and/or terminate all conflict of interest accounts. This may include, but not be limited to, a state, county, city, nation or region deemed to be a competitor as defined by the NLTMC. The NLTMC is to be advised of all new business solicitations by the Representative that could be perceived to constitute a conflict of interest. With regards to the matter of branch or subsidiary offices of the Representative, it should be clear that all such offices are considered as

part of the total corporate entity. List any accounts the Representative would perceive as a potential conflict.

EVALUATION PROCESS

The NLTMC reserves the right to determine the suitability of proposals on the basis of a proposal's ability of meeting administrative requirements, technical requirements, the review team's assessment of the quality and performance of the strategy, services proposed and cost.

During the evaluation process, the NLTMC may require a proposer's representative to answer questions with regard to the proposal and require those chosen as final bidders to make a formal presentation.

The following criteria will be used in reviewing and comparing the proposals and in determining the appropriate candidate. The weight to be assigned to each criterion appears following each item.

1. SCOPE OF WORK (25%)

The ability, capacity, and flexibility of the proposer to perform the contract.

2. CAPABILITY AND EXPERIENCE (30%)

Financial viability, client references, knowledge and/or experience of similar accounts, demonstrated leadership and success with similar accounts with similar requirements which should include destination planning capabilities.

3. PROJECT TEAM (25%)

Level and expertise of proposed team that would be assigned to the NLTMC account.

4. COST/VALUE (20%)

Value of the proposers in relation to the cost and their overall qualifications and services rendered.

USE AND DISCLOSURE

NLTMC reserves the right to use information submitted in response to this document in any manner it may deem appropriate in evaluating the fitness of the services proposed. Materials that are submitted by the Representative that should be considered highly confidential should be marked as such. If confidentiality is requested but cannot be afforded, the Representative will be notified and will be permitted to withdraw its proposal.

Additionally and at its discretion, the NLTMC agrees to maintain confidentiality of any product information developed by and offered by the Representative. All information provided in this RFP shall be deemed confidential and shall not be shared by the Representative.

ACQUISITION OF GOODS AND SERVICES/OFFICE EXPENSES

Any goods and services or expenses incurred by the Representative on behalf of the NLTMC, must receive staffs' advance approval. For major purchases, actual specifications used to obtain bids/quotes should be provided as well. Sole service purchases, or selection or recommendation of a vendor that is not the lowest bidder should be supported in writing as to the basis for such a recommendation.

KEY DATES AND EVENTS

The following schedule provides key events and their associated completion dates, and is provided primarily for planning purposes. The NLTMC may modify the project timeline at its discretion.

Task	Timing
Send RFP to Representative target list throughout United Kingdom	April 6 th
Intent to Respond & Questions from candidates due via email to: jt@gotahoenorth.com	April 21 st
NLTMC will email all candidates the answers to questions	April 26 th
All proposals due. Send via email to: jt@gotahoenorth.com	May 19 th
United Kingdom and Ireland Representative finalists announced – all candidates notified	May 26 th
Finalist Candidates present (via Skype or GoToMeeting)	Week of June 5 th
Representative selected – begin negotiations with top ranked company	June 12 th
Start Date	August 1 st

QUESTIONS, REQUESTS FOR CHANGES AND CONCERNS

From the date this RFP is issued until a determination is made, **no contact related to this RFP will be allowed** between Representative and any employee of NLTMC with the exception of the RFP Manager. Any contact with NLTMC may only be directed to the **RFP Manager** in writing (via email) only. Any unauthorized contact may disqualify the respondent from further consideration. All questions must be submitted to the RFP Manager in writing (via email) and will be taken up until Friday, April 21, 2017. Consistency will be maintained in the answers provided to all proposers.

MLT Logo here



**Request for Proposal
Australia / New Zealand
Representation**

**DEADLINE FOR INTENT TO RESPOND:
TUESDAY, APRIL 21, 2017**

**DEADLINE FOR PROPOSALS:
FRIDAY, MAY 19, 2017**

**SUBMIT PROPOSALS TO:
JT Thompson
North Lake Tahoe Marketing Cooperative
P.O. Box 5459
100 North Lake Blvd.
Tahoe City, CA 96145
E-mail: jt@gotahoenorth.com**

REQUEST FOR PROPOSAL
Australia and New Zealand Representation
Mammoth Lakes Tourism
&
North Lake Tahoe Marketing Cooperative

Mammoth Lakes Tourism and the North Lake Tahoe Marketing Cooperative hereby solicit proposals from qualified representation companies to support the destination's cooperative sales & marketing efforts in Australia and New Zealand. The Representative will develop, execute and deliver a comprehensive program designed for the travel trade that supports tourism to Mammoth Lakes & North Lake Tahoe that generates increased demand for the destinations.

Candidates may bid on parts of the RFP or the entire RFP. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP. This RFP is for joint representation in Australia and New Zealand.

INTRODUCTION

Mammoth Lakes Tourism (MLT) [[info – intro here](#)]

North Lake Tahoe Resort Association (NLTRA) is an association of related and coordinated services provided to our members and the community at large. These services include operation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide *“a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area”*. The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the [North Lake Tahoe Tourism and Community Investment Master Plan](#) (June 2015) which has also been adopted by the Placer County Board of Supervisors.

Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the North Shore, Nevada side of Lake Tahoe. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special events programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is *“to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas”*. The IVCBVB will offer the

most current marketing and sales support, produce appropriate special events, publish targeted advertising and collateral, and provide visitor services and information.

North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the IVCBVB to market and position the region as one tourism destination. The NLTMC is designed to present the North Lake Tahoe area under one brand umbrella, with one consistent creative execution, one call to action, and a single Web site for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of 4 members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.

The departments within the MLTIG & NLTMC work to bring an integrated approach to tourism, economic and community development with a focus on Mammoth Lakes & North Lake Tahoe's status as similar and complimentary leisure and adventure destinations within the Sierra Nevada ~~mountains~~Mountains of California and Nevada.

TRAVEL TRADE OVERVIEW

MLT & NLTMC develop and implement a year-round, targeted travel trade-based program that effectively:

- 1) Builds continued awareness to the travel trade industry of the Mammoth Lakes & North Lake Tahoe brands as desirable year round, active outdoor recreation destinations;
- 2) Increases participation in Retail Agencies, Wholesaler/Tour Operator programs to include the destinations in travel related products and services;
- 3) Creates and establishes partnerships with Wholesalers/Tour Operators, Airlines, Meeting Planners, Visit USA Committee's, Brand USA Australia & New Zealand and OTA's (Online Travel Agency) with the aim of increasing demand for the destinations;
- 4) Strengthens travel professionals knowledge of the destinations through educational programs to include sales calls, seminars, in-market presentations and assistance in producing and maintaining the destinations' online training program on an ongoing basis.

SCOPE OF SERVICES DESIRED

During the term of the agreement, the Representative will provide the following travel trade services for the Australia and New Zealand markets that include but are not limited to:

- 1) Develop and implement an annual travel trade plan that supports activities mentioned in the Travel Trade Overview section. The plan shall include a proposed budget, recommended promotional activity and suggested advertising recommendations.
- 2) Assist the MLT & NLTMC in scheduling and escorting educational/familiarization visits and any other requested by travel

- professionals, during the contract period. The Representative will obtain airline participation (i.e. - seats) and qualify agents.
- 3) Provide assistance and support to consumer advertising campaigns in Australia and New Zealand. The Representative would be a resource for review and evaluation for the campaign and provide insights and recommendations on how to include the travel trade in the plan.
 - 4) Maintain in office inventory of MLT & NLTMC collateral material for distribution to travel trade clients.
 - 5) Jointly coordinate MLT & NLTMC annual sales mission during the contract period, to include airline participation, function organization and invitations to industry representatives. The function will include, but is not limited to, meals, seminars, workshops, presentations, and other activities and logistics.
 - 6) Jointly coordinate and attend key industry trade shows, product launches, seminars and annual visit to the top tour operators.
 - 7) Ensure all MLT & NLTMC activities comply with brand standards and quality levels.
 - 8) Develop, maintain and grow an accurate and up-to-date database (on an ongoing basis) of the tour operators, travel agencies and meeting planners to be use for the distribution of the MLT & NLTMC Travel Industry newsletters.
 - 9) Maintain and develop an editorial calendar for the MLT & NLTMC Travel Industry newsletters.
 - 10) Provide regular reports of Representative's activities which will include: a list of sales calls conducted, with pertinent discussion points; general market information to include economic conditions; competitor observations/perceptions of the Mammoth Lakes & North Lake Tahoe brands; trade shows/road shows or seminars attended or conducted; Tour operator/Wholesale program development; a summary of miscellaneous contacts made, requests and inquiries serviced during each reporting period.
 - 11) Provide assistance and support to MLT & NLTMC partners by providing annual list of wholesalers, incentive buyers, as requested by the MLT & NLTMC and/or partners.
 - 12) Coordinate in market presentations and seminars in partnership with Airlines, Tour Operators, and Wholesalers to educate travel industry about the destination.
 - 13) Jointly coordinate and attend key industry trade shows in Australia and New Zealand.
 - 14) Analyze state and national tourism plans; complete an inventory of Visit California, Travel Nevada and Brand USA Plans in Australia & New Zealand, to identify areas of coordination and use of Best Practices. The plan should incorporate coordination with state and national brand development.
 - 15) Ensures a dedicated account manager assigned to the MLT & NLTMC account.

DETAILED COST

The scope of services outlined above are expected to be included as part of the fee. State all services that the Representative would be willing to perform as part of the fee, and list any services that would not be included. State what routine expenses would need to be covered by MLT & NLTMC (on average).

Please provide Representative's proposed fee structure (i.e. including expense estimates) for managing a two destination cooperative account requiring full service. This must be provided or RFP will not be considered, no markups allowed.

REFERENCES

The Representative shall furnish at least three (3) corporate references with the proposal. The references shall include the company name, contact person and their telephone number. The reference shall describe where services similar in magnitude and scope to that requested in this RFP are currently provided and have been provided for at least six (6) months. Employees of MLT & NLTMC may not be used as corporate references. The MLT & NLTMC reserves the right to contact references or clients not listed in the RFP.

STATEMENT OF QUALIFICATIONS

Responses submitted must contain, at a minimum, the following information. The evaluation of the proposals and presentation will consist of, but not be restricted to, these points. Please respond to each numbered section in order. The Representative should number the responses in the same sequence as below to make the review process easier.

1. CORPORATE BACKGROUND

Describe your firm's internal organization and the manner in which services will be furnished to the MLT & NLTMC cooperative. Include and identify those services, which may not be available in the local office but are available from your firm and how you will access those services. Provide an example of the structure of servicing used for an account similar to the MLT & NLTMC cooperative.

- Details on the corporation background and each known subcontractor, its size, and resources.
- Date established.
- Federal Employer's Identification Number (FEIN) or its equivalent.
- Name(s) and Type of Ownership (public company, partnership, subsidiary, etc.).
- Primary business.
- Total number of full-time employees including ethnic/race/gender breakdown
- List and provide bios for the key individuals in the company.

- Physical locations including addresses of all branches.

2. CORPORATE EXPERIENCE

- Listing of major accounts including current tourism/leisure/hospitality accounts.
- Details of corporate client experiences within the last three (3) years relevant to the services requested in this RFP.
- List any other relevant experience of the Representative (including knowledge of the travel, tourism and meeting industry).
- List experience in brand marketing and experience in developing and implementing programs.
- Identify the staff person who would be the MLT & NLTMC cooperative Account Executive and describe their qualifications, credentials, experience and responsibilities and specifically, work and experience on similar accounts.
- All clients added and lost in the past five years.

3. FINANCIAL BACKGROUND

Financial statements for the applicable legal entity(ies) sufficient to demonstrate the capability to perform this contract shall be provided for each of the last three (3) years. These should include:

- Financial statements
- Auditor's reports
- Business licenses
- Professional certification
- Annual Reports

CONTRACT TERM

The MLT & NLTMC cooperative seeks a contract with the selected Representative effective August 1, 2017 and continuing through June 30, 2018. Upon MLT & NLTMC's determination that the Representative is performing in an exemplary fashion, MLT & NLTMC may negotiate a three year contract.

The terms of the contract will be set forth in a definitive agreement to be signed by MLT & NLTMC and the selected Representative, which will contain usual and customary terms for transactions of this type, including standard representations, warranties and termination provisions; and any contract terms set forth in this RFP will be merged into and superseded by the terms of such definitive agreement. This agreement shall automatically terminate upon the insolvency of the Representative or client's reasonable determination that Representative may not be able to pay its debts as they become due.

CONFLICT OF INTEREST

The Representative, if selected, must agree not to represent and/or terminate all conflict of interest accounts. This may include, but not be limited to, a state, county, city, nation or region deemed to be a competitor as defined by both MLT & NLTMC. MLT & NLTMC are to be advised of all new business solicitations by the Representative that could be perceived to constitute a conflict of interest. With regards to the matter of branch or subsidiary offices of the Representative, it should be clear that all such offices are considered as part of the total corporate entity. List any accounts the Representative would perceive as a potential conflict.

EVALUATION PROCESS

The MLT & NLTMC cooperative reserves the right to determine the suitability of proposals on the basis of a proposal's ability of meeting administrative requirements, technical requirements, the review team's assessment of the quality and performance of the strategy, services proposed and cost.

During the evaluation process, the MLT & NLTMC cooperative may require a proposer's representative to answer questions with regard to the proposal and require those chosen as final bidders to make a formal presentation.

The following criteria will be used in reviewing and comparing the proposals and in determining the appropriate candidate. The weight to be assigned to each criterion appears following each item.

1. SCOPE OF WORK (25%)

The ability, capacity, and flexibility of the proposer to perform the contract.

2. CAPABILITY AND EXPERIENCE (30%)

Financial viability, client references, knowledge and/or experience of similar accounts, demonstrated leadership and success with similar accounts with similar requirements which should include destination planning capabilities.

3. PROJECT TEAM (25%)

Level and expertise of proposed team that would be assigned to the MLT & NLTMC account.

6.4. COST/VALUE (20%)

Value of the proposers in relation to the cost and their overall qualifications and services rendered.

USE AND DISCLOSURE

MLT & NLTMC cooperative reserves the right to use information submitted in response to this document in any manner it may deem appropriate in evaluating the fitness of the services proposed. Materials that are submitted by the Representative that should be

considered highly confidential should be marked as such. If confidentiality is requested but cannot be afforded, the Representative will be notified and will be permitted to withdraw its proposal.

Additionally and at its discretion, the MLT & NLTMC cooperative agrees to maintain confidentiality of any product information developed by and offered by the Representative. All information provided in this RFP shall be deemed confidential and shall not be shared by the Representative.

ACQUISITION OF GOODS AND SERVICES/OFFICE EXPENSES

Any goods and services or expenses incurred by the Representative on behalf of the MLT & NLTMC cooperative, must receive staffs’ advance approval. For major purchases, actual specifications used to obtain bids/quotes should be provided as well. Sole service purchases, or selection or recommendation of a vendor that is not the lowest bidder should be supported in writing as to the basis for such a recommendation.

KEY DATES AND EVENTS

The following schedule provides key events and their associated completion dates, and is provided primarily for planning purposes. The MLT & NLTMC may modify the project timeline at its discretion.

Task	Timing
Send RFP to Representative target list throughout United Kingdom	April 6 th
Intent to Respond & Questions from candidates due via email to: jt@gotahoenorth.com	April 21 st
Email all candidates the answers to questions	April 26 th
All proposals due. Send via email to: jt@gotahoenorth.com	May 19 th
Australia and New Zealand Representative finalists announced – all candidates notified	May 26 th
Finalist Candidates present (via Skype or GoToMeeting)	Week of June 5 th
Representative selected – begin negotiations with top ranked company	June 12 th
Start Date	August 1 st

QUESTIONS, REQUESTS FOR CHANGES AND CONCERNS

From the date this RFP is issued until a determination is made, **no contact related to this RFP will be allowed** between Representative and any employee of MLT & NLTMC with the exception of the RFP Manager. Any contact with MLT & NLTMC may only be directed to the **RFP Manager** in writing (via email) only. Any unauthorized contact may disqualify the respondent from further consideration. All questions must be submitted to

the RFP Manager in writing (via email) and will be taken up until Friday, April 21, 2017. Consistency will be maintained in the answers provided to all proposers.