



# NLTRA Board of Directors Agenda and Meeting Notice

**Wednesday, May 6, 2015 at 8:30 am**  
**Tahoe City Public Utilities Board Room**

## NLTRA Mission

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

### 2015 Board of Directors

#### Wally Auerbach (Treasurer)

Auerbach Engineering

#### Kali Kopley

Uncorked/Petra/Soupa

#### Brett Williams

Agate Bay Realty

#### Valli Murnane

Tahoe X-Country

#### Phil GilanFarr

CB's Pizza & Grill

#### Adam Wilson

#### (Secretary)

Northstar California

#### Brendan Madigan

#### (Chair)

Alpenglow Sports

#### Joseph Mattioli

The Ritz-Carlton

#### David Tirman (Vice-Chair)

JMA Ventures, LLC

#### Jennifer Merchant

Placer County Rep

#### Sue Busby

Placer County BOS Appointee  
Castle Peak Property Mgmt.

#### Tom Lotshaw

TRPA (Ex-officio)

#### Quorum - 6

Majority of the NLTRA Board  
Representatives

### Items May Not Be Heard In the Order They Are Listed

- A. Call to Order-Establish Quorum
- B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.
- C. Agenda Amendments and Approval
- D. Consent Calendar-**MOTION** (5 minutes)  
All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
  1. **Board Meeting Minutes – April 1, 2015 & March 1, 2015**  
All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)
  2. **Capital Investment/Transportation Committee - April 27, 2015**
  3. **Marketing Committee – April 28, 2015**
  4. **Business Association and Chamber Collaborative – April 8, 2015**
  5. Lodging Committee – No meeting in April
  6. Conference Sales Directors Committee – No Meeting in April
  7. **Finance Committee – April 29, 2015**
  8. **Financial Reports – March**
    - 8.1. **Dashboard and project reports**  
The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member
  9. **Conference Sales Reports**
  10. **Executive Committee Report – April 21, 2015**
  11. **Capital Investment/Transportation Activity Report – April**
- E. Strategic Discussion Items (1 hour) –
  1. **TOT Audit of N. Lake Tahoe properties – Andy Sisk (40 minutes)**
  2. **Discussion of Project approval process – Board Members (20 minutes)**

- F. Action Items (15 minutes )
  - 1. **MOTION:** Approval of proposed Attachment A (Scope of Work) and proposed Attachment C (Contract Budget) for 2015/16 fiscal year – Sandy Evans Hall  
**CI/T Committee vote: 11-0; Marketing Committee vote: 8-0; Finance Committee vote: 4-0-1 (Jennifer Merchant abstained)**
- G. Staff Reports (45 minutes)
  - 1. Membership – Ginger Karl (5 minutes)
    - a. Performance Metrics
    - b. New Members
    - c. Community Awards and Silent Auction final P & L
    - d. Upcoming Events
  - 2. Marketing – JT Thompson (30 minutes)
    - a. Destimetrics
    - b. USA Cycling – cost benefit analysis
  - 3. CEO – Sandy Evans Hall (10 minutes)
    - a. Master Plan Update
    - b. Golf Course Oversight Committee opening to replace Valli Murnane
- H. Director's Comments (5 minutes)
- I. Meeting Review and Staff Direction (5 minutes)
- J. Closed Session (if necessary)/Reconvene to Open Session:
- K. Adjournment

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This meeting is wheelchair accessible

Posted and Emailed (5/1/15)



## north lake tahoe

Chamber | CVB | Resort Association

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

Wednesday, April 1, 2015 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

#### MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Brendan Madigan, Phil GilanFarr, Adam Wilson, David Tirman, Jennifer Merchant, Sue Busby, Tom Lotshaw, Wally Auerbach, Kali Kopley, Brett Williams, Joseph Mattioli

**BOARD MEMBERS NOT PRESENT:** None

**RESORT ASSOCIATION STAFF:** Ron Treabess, Sandy Evans Hall, Marc Sabella, Ginger Karl, JT Thompson, Valerie Lomeli

**OTHERS IN ATTENDANCE:** Stacie Lyans, Cadence Matijevich, Jaime Wright, Joy Doyle, Andy Chapman, Quentin Koch, Marilyn Mora

#### **A. CALL TO ORDER**

- The meeting was called to order at 8:35 am by Brendan Madigan and a quorum was established

**B. Public Forum:** None

#### **C. AGENDA AMENDMENTS AND APPROVAL**

**M/S/C (Jennifer Merchant/Phil GilanFarr) (10/0/0) Motion to approve items on agenda without approval of items #10 & #11**

**M/S/C (Phil GilanFarr/Jennifer Merchant) (11/0/0) Motion to approve items #10 and #11**

#### **D. Consent Calendar-MOTION**

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by committee, and approved by one motion. There will be not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions. All Committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

**M/S/C (Wally Auerbach/Adam Wilson) (12/0/0) Motion to approve Consent Calendar with the exception of item #1**

#### **1. Board Meeting Minutes – March 4th, 2015**

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

#### **2. Capital Investment/Transportation Committee- March 23, 2015**

#### **3. Marketing Committee – March 24, 2015**

#### **4. Business Association and Chamber Collaborative – March 12, 2015**

D1-1

5. Lodging Committee – No meeting in March
6. Conference Sales Directors Committee – No Meeting in March
7. **Finance Committee – March 17, 2015**
8. **Financial Reports – January, February**

**8.1. Dashboard and project reports**

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

**9. Conference Sales Reports**

**10. Executive Committee Report – March 17, 2015**

- Jennifer Merchant had questions and comments regarding item number six on the Executive report regarding the USA Cycling and budget. There were cost increases for the event, she requested there be more information and a budget be brought back to the Marketing Committee and BOD
- Group discussion on why the event coordinator, Caltrans/CHP, and cost of event has had much difficulty, for an event that's been replicated frequently in other cities
  - Sandy responded that the event organizer wasn't familiar with California regulations. Cadence Matijevich explained why the Caltrans/CHP have been responding in the way they have with the event organizer, they felt that the event coordinator wasn't responding to them, turning in permits that were incomplete, and not paying permit fees

Action for Sandy: Sandy will discuss with USA Cycling staff the cost of traffic management and options for reducing those for next year

**11. Capital Investment/Transportation Activity Report – March**

- Jennifer Merchant had a question/comment regarding North Lake Tahoe Express RFP, D11-1, item #2 bullet #2, wanted to know if the RFP could be done at an earlier time
- Ron confirmed the business plan will be completed before the end of the fiscal year

Action for Ron: Ron will look into the possibility of doing an RFP for the NLTE at an earlier time

**12. CEO Report – March**

**E. Strategic Discussion Items**

- **Air Service expansion programs for RTIA, RASC funding and future plans – Quentin Koch, Marily Mora, JT Thompson – Topics included**
  - Allegiant Air, the third weekly flight to Las Vegas began on February 11, 2015. Delta Air, the non-stop daily flight to Minneapolis will return as a Saturday flight on May 23, 2015, Southwest Airlines, the non-stop, Saturday only, flight to Chicago-Midway will transition into a daily flight on March 7, 2015, non-stop flights to Denver and Los Angeles were reduced by one daily flight each in January 2015, the Denver flights return to full schedule in March and the L.A. flights in April 2015
  - A total of 6,300 operations occurred at RNO in January 2015, an increase of 4.9% when compared to January 2014. Total operations include: Air Carrier, Air Taxi, General Aviation and Military operations as reported by FAA.
  - The March 2015 flight schedule at the Reno-Tahoe International Airport provides 55 peak non-stop departures to 15 destinations with 175,135 total scheduled departing seats. In March, the total number of scheduled flights is up 1.2% when compared to the March 2014 schedule. Monthly scheduled seat capacity is up 0.2% for the same period. JetBlue Airways will begin non-stop daily flights between Reno and New York City on May 28, 2015. The airlines will utilize an Airbus 320 aircraft with 150 seats on this route

DF-2



## F. Action Items

1. MOTION: Approval of Recommendation of Transportation projects – Ron Treabess  
Water Shuttle Revised Plan (CI/T Committee voted 7-1 in favor of funding at \$149,000 for one year, minority concerns were amount of subsidy too high, infrastructure immature for water shuttle, more marketing dollars should be used.)
  - Ron goes over the Water Shuttle recommendation and what was discussed at the CI/T meeting
  - Group discussion:
    - Phil addressed the BOD that the Water Shuttle project may have happened a bit too early and the original expectation from the CI/T was to see a growth pattern each year, and it's shown growth, it's just not a "classic transportation item". He does feel there has been an extra effort to show ways to keep the Water Shuttle
    - Kali reminds the committee that Water Shuttle is a pilot program, and there had been great effort in empowering the Committees, there has been many concerns that had been addressed this year as well as the previous year, and it's just still not a success
    - Jennifer wanted to address her concerns and thoughts about spending a lot of money on a program that isn't performing well. She would like to support the program, there just isn't enough money being brought back to the program, and more money is going in, where the money being requested could assist other programs that need assistance

**M/S/C (Wally/Sue) (8/1/1) to accept staff recommendation as presented, up to \$149k for Water Shuttle services in 2014/15. Recommendation includes: future years continuation of services be based on a minimum 5% ridership increase and a minimum TOT funding reduction of \$20k each year**

2. MOTION: Capital Investment Maintenance Request for 4<sup>th</sup> of July Barge Repair – Ron Treabess  
Barge Repair (CI/T Committee voted 10-0 in favor of providing \$22,000 for barge repair, also requested an operations plan for the future.)
  - Group discussion:
    - Few questions from the Board Members to who uses the barge, how much it cost to store, and how old the barge is. Stacie Lyans responded to Board with the following: Tahoe Marina and they also store the barge, and the barge is about 25 years old
    - Kali felt there should be a better agreement with both associations and whoever uses it
    - Jennifer isn't sure why the BOD isn't just paying for the whole project, and feels that TOT should fund the fireworks project, and few committee members agreed

**M/S/C (Kali/Phil) (10/0/0) to approve recommendation of the maintenance request for the 4<sup>th</sup> of July barge repair**

## G. Staff Reports (35 minutes)

1. Membership – Ginger Karl (5 minutes)
  - 477 Total Members
  - 255 Renewals
  - Touch the Lake Campaign
  - Upcoming Events – Chamber Events are being well attended
2. Marketing – JT Thompson

DI-3

- Destimetrics: The occupancy is up and there looks to be an increase in occupancy possibly from social media campaigns
- Group Discussion:
  - Brett wanted to know if the website would keep winter campaign till May 1<sup>st</sup>
  - Adam suggested that JT should wait till the resorts closes, and they release their formal announcement before making changes to the website

Action for JT: The website will be changed to summer photography following all ski area closures

### 3. CEO – Sandy Evans Hall (10 minutes)

- Master Plan Update, topics included:
  - Sandy passed out handouts for the latest outreach of the Master Plan, and the website will be live, Sunday April 5th
  - Workshops have been scheduled for: Northstar, Squaw Creek, Kings Beach, Tahoe City, and Donner Summit
- Jennifer had a few comments, the Donner Summit MAC will be April 16<sup>th</sup>, and the CI/T meeting on April 27<sup>th</sup> is the same day as the BOS

## H. Director's Comments

- Jennifer wanted to let the Board Members know Placer County will be conducting a fiscal year 2013/14 contract audit
- Jennifer sent over the contract budget figure for this coming year, she also copied Brendan and Executive Staff.

## I. Meeting Review and Staff Direction

- Sandy will discuss with USA Cycling staff the costs of traffic management and options for reducing those for next year
- Ron will look into the possibility of doing an RFP for the NLTE at an earlier time
- JT will change the website to summer photography following ski area closures

## J. Closed Session (if necessary)/Reconvene to Open Session: No

## K. ADJOURNMENT

- The meeting adjourned at 11:22 am

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

DI-4



# north lake tahoe

Chamber | CVB | Resort Association

## THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, April 1, 2015 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

### MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Brendan Madigan, Phil GilanFarr, Adam Wilson, David Tirman, Jennifer Merchant, Sue Busby, Tom Lotshaw, Wally Auerbach, Kali Kopley, Brett Williams, Joseph Mattioli

**BOARD MEMBERS NOT PRESENT:**

**RESORT ASSOCIATION STAFF:** Ron Treabess, Sandy Evans Hall, Marc Sabella, Ginger Karl, JT Thompson, Valerie Lomeli

**OTHERS IN ATTENDANCE:** Stacie Lyans, Cadence Matijevich, Jaime Wright, Joy Doyle, Andy Chapman, Quentin Koch, Marilyn Mora

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

- The meeting was called to order at 8:37 am by Brendan Madigan and a quorum was established

#### B. Administration- Motion

- Executive Committee appointments

**M/S/C (Wally Auerbach/Sue Busby) (7/0/0) Motion to approve Brendan Madigan as Chair, David Tirman as Vice Chair, Wally Auerbach as Treasurer and Adam Wilson as Secretary**

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

- Tal Fletcher from Tahoe Sierra Transportation passes out summary qualification info showing interest in possible NLTE RFP
- Brendan Madigan informed the group of Kevin's memorial, celebration of life, that will be on March 15<sup>th</sup> at Tahoe Cross Country at 1:00 pm

#### D. AGENDA AMENDMENTS AND APPROVAL

- Items #7 & #8 pulled from agenda, there were no Quorums and haven't been approved by the committee, and will be in the April BOD packet
- Sandy requests that if the Board gets to item G, before David Tirman returns, it may be moved later on the agenda until he is back
  - Concern from Jennifer Merchant that there could possibly be a conflict of David's affiliation with West Shore Café. Group agrees that it shouldn't prevent discussing item G, unless any of the Board Members were uncomfortable, and all agreed there was no conflict and would move forward

**M/S/C (Wally Auerbach/Jennifer Merchant) (8/0/0) Motion to approve items on agenda with items #7 & #8 taken out**

#### E. Consent Calendar-MOTION (5 minutes)

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

DI-5

will be considered after the motion and vote to approve the remainder of consent calendar-motions. All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

#### **M/S/C (Wally Auerbach/Adam Wilson) (8/0/0) Motion to approve Consent Calendar**

**1. Board Meeting Minutes – February 4, 2015**

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

**2. Capital Investment/Transportation Committee- February 23, 2015**

**3. Marketing Committee – March 2, 2015**

**4. Business Association and Chamber Collaborative – February 12, 2015**

**5. Lodging Committee – No meeting in February**

**6. Conference Sales Directors Committee – No Meeting in February**

**7. Finance Committee – February 26, 2015**

**8. Financial Reports – January**

**8.1. Dashboard and project reports**

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

**9. Conference Sales Reports**

**10. Executive Committee Report – February 17, 2015**

**11. Capital Investment/Transportation Activity Report – February**

**12. CEO Report – February**

#### **F. Strategic Discussion Items (1 hour)**

**• Economic Incentives for North Lake Tahoe Town Centers – Jennifer Merchant**

- Jennifer Merchant gave a presentation on the Economic Development Incentives for North Lake Tahoe Town Centers – Topics Included:

- Establish viable town centers demonstrative of best practices in sustainable environmental design and improvements
- Environmental improvements, tax revenue for Placer County public services, deeper and more diverse local economy for residents and visitors
- Adopt best practices in parking, and fund structured parking costs as necessary
- Align agency land use development process, offset extraordinary costs
- BOS accept the Report draft and direct County staff to complete the subsequent business plan
- For More Information: <http://placer.ca.gov/~media/ceo/tahoe/documents/2015-02-24-Tahoe-Center-Econ-Dev-presentation.pdf>

- Discussion from Board of Directors

- Sandy made a statement, that the program is a game changer for Placer County, it's an exciting movement and Board of Directors should pay close attention to the pay back options and how that may or may not affect TOT and future TOT
- There was a group discussion on how Placer County staff has poor communication, and needs more staff to facilitate - Jennifer Merchant agrees there should be a change and be more efficient
- Wally asked what the timing of this plan is and who will be the stakeholders in the business plan? Jennifer responded - Three month goal and stakeholders will be discussed after the BOS meeting and how the public can help choose a stakeholder. Wally's comments suggested to reach out more broadly for stakeholders and to the community
- Wally, David and Phil volunteer to be on the Business Plan committee
- There were no BOD direction/suggestions

#### **G. Action Items**

**MOTION: Approval of Recommendation of Transportation projects – Ron Treabess**

(C/I/T approved funding of all requests except water shuttle and traffic management for IronMan 14-0; Water Shuttle funding was denied 9-4 – members thought that TOT expenditures on a per person service level were too high to be justified and transportation TOT should be reduced; Traffic Management was denied 13-0 –members thought that funding for a single event was inappropriate use of Transportation TOT and should be paid for with Marketing TOT)

DF4



- Phil addressed the Board of Directors what was discussed at the CI/T Committee, such as the Water Shuttle and whether it's a transportation, an amusement, or visitor driver, and where does it fall into transportation? Phil thinks the water shuttle is an incredible piece for the community, from a visitor opportunity, but doesn't feel it necessarily falls under a transportation expense
- David addressed the conflict of interest that Jennifer mentioned at the beginning of the meeting, he informed that JMA LLC adventures – does own West Shore Café and Homewood, he went on to say that the Water Shuttle Taxi reached out to the West Shore Café, to ask if the West Shore Café would like to be a stop for the program. There is no conflict of interest since the West Shore Café is a business that stands on its own as an independent business and is not funded by JMA. The water shuttle taxi does not bring business for the West Shore Café, and David would like to have the ability to participate on the motion
- Phil addressed some concerns about what was addressed at the CI/T meeting:
  - He agreed that it takes 3-5 years for a project like the Water Shuttle to become viable and should be funded from a Capital Project pot along with some Marketing money for the visitor use. Phil elaborated that he was opposed to the direct Transportation element
  - Phil strongly opposed funding for traffic management for one-time operations and it's not a transportation system directed to the people in the community and visitors, and only a one time operation that is not done efficiently and money not spent well

**M/S/C (Adam Wilson/Wally) (7/1/0) Motion to approve CI/T Committee recommendations, with the exception of T8 that will go back to the CI/T Committee to come back to the BOD for future consideration**

- Wally made a comment, for future motions and directions be handled individually instead of lumped up

#### H. Staff Reports (35 minutes)

1. Membership – Ginger Karl (5 minutes)
  - Performance Metrics, New Members, Touch the Lake Campaign, and Upcoming Events
  - Ginger shared performance metrics, new members, Touch the Lake campaign, Shop Local update and upcoming events
2. Marketing – JT Thompson
  - Destimetrics and Winter Marketing Strategies, along with finding Lifestyle Stories/Local Identify
  - Website update, should have a soft launch in April and would need some assistance from the BOD
3. CEO – Sandy Evans Hall (10 minutes)
  - Master Plan Update, few topics were:
    - Public workshops will be starting April 20<sup>th</sup>-30<sup>th</sup>, in Kings Beach, Donner Summit, Tahoe City, Northstar, and Squaw Valley
    - PowerPoint will be developed, 5 station workshop component, and a postcard for involvement and suggestions to fill out, an online survey in English/Spanish
  - Golf Course Committee Update and Area Plan Design Team Update

#### I. Director's Comments

- There were no director's comments

#### J. Meeting Review and Staff Direction

- To take the Water Shuttle back to the CI/T meeting with some alternative options, which will be brought back to the BOD April meeting

#### K. Closed Session (if necessary)/Reconvene to Open Session: Closed Session to discuss CEO/Executive Director Annual Review (30 Minutes)

#### L. ADJURNMENT

- The meeting adjourned at 11:10am.

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

DH-7



# north lake tahoe

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**COMMITTEE: Capital Investment/Transportation**

**MEETING DATE: April 27, 2015**

**BOARD MEMBERS PRESENT: Wally Auerbach**

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

None

**MOTIONS MADE/VOTE:**

- **M/S/C (Mike Staudenmayer/Will Garner) (7/0/0) Motion to approve Agenda Amendments**
- **M/S/C (John Bergmann/John Pang) (7/0/0) Motion to approve Capital Investment/Transportation Committee Minutes, March 2, 2015**
- **M/S/C (Dan Wilkins/Mike Staudenmayer) (10/0/0) Motion to approve the Draft FY 2015-16 Capital Investment/Transportation Budget for inclusion in NLTRA 15-16 Budget**

D2



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: April 28, 2015**  
**BOARD MEMBERS PRESENT: Brett Williams**

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

Action to JT: Share the creative for the High Notes Campaign with the committee members.

Direction to BACC: Incorporate feedback from the committee members and come back at next month's meeting for further discussion regarding additional funding for Shop Local.

## **MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Williams/Moore) (8/0) to approve the agenda with the addition of item G. FY 15-16 Budget Discussion being a motion item.
- 4.1 M/S/C (Matijevich/Priestland) (8/0) to approve the Marketing Committee minutes from March 24, 2015.
- 5.3 M/S/C (Williams/Raymore) (9/0) approval of Peak Your Adventure, Touch the Lakes and High Notes with Shop Local being tabled until next month for further discussion.

## **BOARD APPROVAL/DIRECTION REQUESTED:**

- 7.2 M/S/C (Williams/Moore) (8/0) to approve the preliminary FY 15-16 Draft Budget.

D3



## north lake tahoe

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**COMMITTEE: Business Association and Chamber Collaborative**

**MEETING DATE: April 9, 2015**

**BOARD MEMBERS PRESENT: Adam Wilson**

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

- 60 Kits have been sold, 50 is the break even, goal is to sell 200
- Request from Committee to Abbi Agency for new hashtag ideas
- Committee is advised by JT and Sandy to present their grant to the Marketing Committee on April 28th
- Committee agrees to ask the Marketing Committee for \$80k
- Committee changed their meeting dates to second Thursdays of the month at 3 pm in The North Lake Tahoe Visitor Center

### **MOTIONS MADE/VOTE:**

- **M/S/C (Michael Gelbman/Amber Burke) (10/0/0) Motion to approve agenda amendments**
- **M/S/C (Joy Doyle/Cadence Matijevich) (10/0/0) Motion to approve Business Association and Chamber Collaborative Committee minutes for March 12, 2015**
- **M/S/C (Michael Gelbman/Stacie Lyans) (9/1/0) Motion to approve West Shore Association grant of \$10,000**
- **M/S/C (Kay Williams/Amber Burke) (10/0/0) Motion to recommend North Tahoe Business Association grant of \$10,000**
- **M/S/C (Joy Doyle/Michael Gelbman) (10/0/0) Motion to recommend Tahoe City Downtown Association grant of \$10,000**

D4





**COMMITTEE BRIEFS: Finance**

**MEETING DATE: April 29, 2015**

**BOARD MEMBERS PRESENT: Wally Auerbach and Jennifer Merchant**

**ACTION ITEMS TAKEN:**

None

**MOTIONS MADE / VOTE:**

M/S/C (Ron Parson, Ramona Cruz) (4/0) to recommend the Board of Directors approve the April 2015 Agenda

M/S/C (Ramona Cruz, Ron Parson) (4/0) to recommend the Board of Directors approve the March 2015 Finance Committee Minutes

M/S/C (Ron Parson, Ramona Cruz) (4/0/1-Jennifer Merchant abstention) to recommend the Board of Directors approve the March 2015 Financial Statements

M/S/C (Ron Parson, Ramona Cruz) (4/0/1-Jennifer Merchant abstention) to recommend the Board of Directors approve the Preliminary NLTRA 2015-2016 Contract Budget Calendar and the Preliminary Budget

D7



April 29, 2015

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the March 2015 Financial Statements

As of March 31st, 75% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

**Profit/Loss:**

- Organizational Revenues are over forecast in total. Membership Revenues are over the re-forecasted year-to-date projections and are almost at the original budget amount. This was due to a strong January renewal of memberships and a good collection effort of longer-dated receivables by the Accounting Department. Membership Activities is over forecast as the Membership Department had a successful Annual Community Awards Dinner.
- Special Events revenue came in lighter compared to budget and will finish lower than reforecast as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number due to the cancellation of the race.
- Conference Commissions are over reforecast but still remains below the year-to-date budget. Actual revenue for billing participating properties is caught up to a normal pace in the past quarter and collections of past due accounts are starting to come in due to a good collection effort by the Accounting Department. The 4<sup>th</sup> quarter projects to have large commissions recorded.
- Salary expense is under forecast as several salary items were forecasted but will not be realized.
- Community Marketing Programs, Non-NLT Co-Op Marketing and Transportation Projects are under budget and reforecast as amounts were expected to be expended at this time but will now be expended later in the year as per the reforecast.
- Membership Activities Expense is over reforecast and budget but after netting the actual expenses against actual Membership Activities Revenues net activities shows a gain for the year.
- Classified advertising costs were not budgeted this year and will remain a deficit variance for the remainder of the fiscal year.

D8-1

## Balance Sheet:

- A/R balances included large receivable amounts from one resort in the prior year. In the current year, there are no such balances with this resort, thus a decrease to the overall A/R balance.
- Membership A/R is now up-to-date with a strong collection effort on delinquent amounts and is now showing a decrease to the balance year over year.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30<sup>th</sup>. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- Accrued expenses from previous months were expensed in January. The result is a lower balance than one year ago.
- Deferred Support is the balance of net activity of the BACC programs and will be removed from the NLTRA books by fiscal year end.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing. Per a previous finance committee meeting, this amount has been rolled into the Designated Marketing Reserves in November.
- All net asset accounts are now matching the net asset balances reported in the audit report for the 2013/14 fiscal year including the new "Designated Visitor Support and Transportation" reserve.

D8-2

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended March 31, 2015**  
**Consolidated Departments**

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013, 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
Placer County TOT Funding	\$ 302,552	\$ 302,552	\$ 302,552	\$ 2,784,468	\$ 2,784,468	\$ 2,784,468	\$ -	\$ 2,814,767	\$ 3,692,124	\$ 3,892,120	75%
Membership	13,995	10,896	10,233	96,876	81,257	93,879	15,619	88,180	116,314	124,574	83%
New Member Fees	75	375	383	1,875	2,325	4,100	(450)	1,175	3,450	5,250	54%
Membership Activities	26,472	18,000	16,950	49,795	42,876	42,498	7,119	28,272	55,876	55,698	89%
Tuesday Morning Breakfast Club	315	800	800	8,016	7,201	7,200	815	9,020	9,601	9,600	83%
Sponsorships	2,000	3,000	3,000	3,000	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
Special Events	122	-	-	35,170	51,000	86,500	(16,830)	87,708	51,000	86,500	69%
Non-Retail VIC Sales	1,625	637	537	8,625	8,311	5,733	314	6,316	10,222	7,844	84%
Visitor Guide Income	-	-	-	-	-	3,000	-	-	3,000	3,000	0%
Commissions	3,290	5,500	4,780	66,609	48,625	101,019	17,984	72,620	115,868	115,868	57%
Merchandise Sales	4,823	3,650	3,650	74,303	73,834	76,170	669	77,893	106,328	108,864	70%
<b>Total Revenue</b>	<b>355,269</b>	<b>345,410</b>	<b>342,985</b>	<b>3,128,737</b>	<b>3,104,247</b>	<b>3,210,867</b>	<b>24,490</b>	<b>3,189,701</b>	<b>4,171,883</b>	<b>4,217,218</b>	<b>75%</b>
Cost of Goods Sold/Discounts	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	56,306	71%
<b>Total Cost of Goods Sold</b>	<b>2,510</b>	<b>2,000</b>	<b>2,000</b>	<b>39,924</b>	<b>39,800</b>	<b>41,819</b>	<b>(124)</b>	<b>42,412</b>	<b>56,287</b>	<b>58,306</b>	<b>71%</b>
<b>Gross Margin</b>	<b>352,759</b>	<b>343,410</b>	<b>340,985</b>	<b>3,088,813</b>	<b>3,064,447</b>	<b>3,168,848</b>	<b>24,366</b>	<b>3,147,289</b>	<b>4,115,596</b>	<b>4,158,912</b>	<b>75%</b>
<b>Operating Expenses</b>											
Salaries & Wages	89,346	99,568	100,169	992,840	1,011,798	1,069,099	18,958	924,242	1,357,221	1,413,948	79%
Rent	13,152	13,639	13,516	120,462	120,359	128,456	(103)	140,116	161,810	169,522	74%
Telephone	2,681	3,089	3,136	24,722	26,124	28,227	1,402	24,375	35,250	37,636	70%
Mail - USPS	135	484	348	2,434	3,022	3,190	588	2,992	4,317	4,286	56%
Insurance/Bonding	1,805	1,254	1,238	12,162	11,110	11,142	(1,352)	11,999	14,869	14,856	82%
Supplies	2,000	1,226	1,196	14,200	12,714	10,791	(1,486)	9,890	16,404	14,380	87%
Visitor Communications - Other	-	260	260	97	368	460	261	341	460	460	21%
Equipment Support & Maintenance	-	973	973	4,593	7,406	8,756	2,813	8,971	10,518	11,674	44%
Taxes, Licenses & Fees	259	575	324	4,280	4,144	2,943	(136)	3,060	5,903	3,977	73%
Equipment Rental/Leasing	1,469	1,785	1,786	13,309	12,891	16,071	(418)	14,269	18,246	21,228	73%
Training Seminars	980	100	100	2,768	1,348	4,050	(1,360)	2,755	2,382	4,484	118%
Public Outreach	-	950	-	-	1,130	2,129	1,130	1,092	2,130	2,129	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,360	(7)	18,120	21,220	18,360	100%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,619)	15,000	15,000	381,931	411,968	452,753	30,837	453,698	512,763	517,753	74%
Membership Activities	15,957	16,600	17,600	34,235	30,808	23,695	(3,427)	30,056	33,158	24,085	103%
Tuesday Morning Breakfast Club	611	737	737	7,201	7,395	6,633	184	7,285	9,596	8,844	75%
Marketing Cooperative/Media	15,000	15,000	15,000	818,747	818,747	818,747	0	905,000	898,747	898,747	92%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLT Co-Op Marketing Programs	2,683	300	208	13,120	46,123	47,661	33,003	52,628	123,138	124,492	11%

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**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended March 31, 2015**  
**All Departments Ex Infrastructure/Transportation**

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
Placer County TOT Funding	\$ 218,898	\$ 218,898	\$ 218,897	\$ 2,016,582	\$ 2,016,582	\$ 2,016,581	\$ -	\$ 2,112,659	\$ 2,673,276	\$ 2,673,272	75%
Memberships	13,995	10,896	10,233	96,877	81,257	93,879	16,620	89,180	116,314	124,574	83%
New Member Fees	75	375	383	1,875	2,325	4,100	(456)	1,175	3,450	5,250	54%
Membership Activities	25,472	18,000	16,950	49,795	42,676	42,498	7,119	28,272	55,876	55,688	89%
Tuesday Morning Breakfast Club	315	800	800	6,016	7,201	7,200	815	9,020	9,601	9,600	83%
Sponsorships	2,000	3,000	3,000	3,060	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
Special Events	122	-	-	35,179	51,000	86,500	(15,630)	87,708	51,000	86,500	69%
Non-Retail VIC Sales	1,625	637	637	8,625	8,311	5,733	314	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	-	-	3,000	3,000	0%
Commissions	3,290	5,500	4,780	66,608	48,625	101,019	17,984	72,620	115,868	115,668	57%
Merchandise Sales	4,923	3,650	3,650	74,303	73,634	76,170	669	77,893	106,328	108,864	70%
<b>Total Revenue</b>	<b>271,615</b>	<b>261,756</b>	<b>259,330</b>	<b>2,350,852</b>	<b>2,336,361</b>	<b>2,442,780</b>	<b>24,491</b>	<b>2,487,593</b>	<b>3,153,035</b>	<b>3,198,370</b>	<b>75%</b>
Cost of Goods Sold/Discounts	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
<b>Total Cost of Goods Sold</b>	<b>2,510</b>	<b>2,000</b>	<b>2,000</b>	<b>39,924</b>	<b>39,800</b>	<b>41,819</b>	<b>(124)</b>	<b>42,412</b>	<b>56,287</b>	<b>58,306</b>	<b>71%</b>
<b>Gross Margin</b>	<b>269,105</b>	<b>259,756</b>	<b>257,330</b>	<b>2,320,928</b>	<b>2,296,561</b>	<b>2,400,961</b>	<b>24,367</b>	<b>2,445,181</b>	<b>3,096,748</b>	<b>3,140,064</b>	<b>75%</b>
Salaries & Wages	76,126	86,286	86,887	849,348	869,420	921,810	20,072	810,313	1,168,296	1,220,113	73%
Rent	11,745	11,975	11,877	106,484	107,675	113,055	(809)	128,489	143,912	149,204	75%
Telephone	2,227	2,637	2,711	20,877	22,281	24,402	1,404	20,538	30,051	32,538	69%
Mail - USPS	135	416	349	2,391	2,900	3,140	509	2,682	4,145	4,186	59%
Insurance/Bonding	1,509	1,158	1,142	11,430	10,378	10,278	(1,052)	11,279	13,849	13,704	83%
Supplies	1,915	1,062	1,072	12,862	11,327	9,655	(1,535)	9,001	14,513	12,872	89%
Visitor Communications - Other	-	260	260	97	358	460	261	341	460	460	21%
Equipment Support & Maintenance	-	871	871	4,127	6,650	7,937	2,523	7,968	9,356	10,449	44%
Taxes, Licenses & Fees	214	475	295	4,045	3,704	2,658	(341)	2,881	5,184	3,545	78%
Equipment Rental/Leasing	1,216	1,484	1,495	10,934	10,404	13,452	(530)	11,955	14,886	17,936	73%
Training Seminars	990	100	100	2,738	1,348	4,050	(1,390)	2,755	2,382	4,484	115%
Public Outreach	-	-	-	-	180	179	180	179	180	179	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,350	(7)	18,120	21,220	18,350	100%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,619)	15,000	15,000	383,131	411,998	452,753	28,837	483,698	512,753	517,753	75%
Membership Activities	15,357	16,600	17,600	34,235	30,808	23,885	(3,427)	30,056	33,158	24,065	103%
Tuesday Morning Breakfast Club	611	737	737	7,201	7,395	6,933	184	7,285	9,596	8,844	75%
Marketing Cooperative/Media	15,000	15,000	15,000	818,747	818,747	818,747	0	905,000	888,747	888,747	92%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLTI Co-Op Marketing Programs	2,683	300	208	13,120	46,123	47,661	33,003	52,628	123,138	124,492	11%
Research & Planning	167	-	-	10,211	17,000	17,000	6,789	11,100	17,000	17,000	60%

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226	-	-	-	-	-	-	-	-	8,000	8,000	0%
145	150	Conference - PUD	2,968	3,316	2,425	2,010	0	4,379	4,379	2,438	68%
347	484	Employee Relations	2,058	3,095	3,453	4,322	348	4,547	4,547	4,604	45%
850	516	Board Functions	4,786	5,083	4,086	297	1,037	6,815	6,815	5,449	76%
1,364	541	Credit Card Fees	5,210	5,051	5,436	(159)	5,427	7,045	7,045	7,247	74%
629	445	Automobile Expenses	6,550	5,006	3,353	(1,544)	3,138	6,256	6,256	4,487	105%
2,189	160	Meals/Meetings	6,107	3,888	2,856	(2,718)	3,743	4,613	4,613	4,080	132%
(751)	375	Dues & Subscriptions	3,511	3,275	5,648	(236)	4,352	8,791	8,791	8,664	40%
513	-	Travel	2,139	920	-	(1,218)	979	920	920	-	100%
179,747	651	Classified Advertising	4,483	4,458	5,787	(25)	4,277	5,973	5,973	7,743	76%
115,948	178,589	Depreciation	2,375,642	2,494,294	2,589,675	118,652	2,553,881	3,150,991	3,150,991	3,202,477	75%
153,157	80,009	Total Operating Expenses	(54,714)	(197,733)	(188,714)	143,019	(108,700)	(54,243)	(54,243)	(62,413)	
-	78,741	Operating Income (Loss)	36	34	36	2	46	34	34	48	
1,750	-	4 Investment Income/Interest	15,750	15,750	15,750	0	-	21,000	21,000	21,000	
(6,122)	1,750	Additions to Marketing Reserves	(71,286)	(72,759)	(77,923)	(1,463)	(66,130)	(96,264)	(96,264)	(94,024)	
(4,372)	(7,835)	Allocated Expenses	(55,546)	(57,098)	(62,173)	(1,463)	(66,130)	(75,264)	(75,264)	(73,024)	
157,529	(6,085)	Net Expenses	868	(140,690)	(125,505)	141,558	(42,524)	21,055	21,055	10,659	
	86,094	Net Income (Loss)									

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended March 31, 2015  
 Marketing

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
Placer County TOT Funding	\$ 168,433	\$ 168,433	\$ 168,433	\$ 1,562,397	\$ 1,562,397	\$ 1,562,394	\$ -	\$ 1,649,978	\$ 2,067,696	\$ 2,067,692	76%
Special Events	122	-	-	35,170	51,000	86,500	(15,890)	87,708	51,000	86,500	69%
<b>Total Revenue</b>	<b>168,555</b>	<b>168,433</b>	<b>168,433</b>	<b>1,597,567</b>	<b>1,613,397</b>	<b>1,648,894</b>	<b>(15,890)</b>	<b>1,737,686</b>	<b>2,118,696</b>	<b>2,154,192</b>	<b>75%</b>
<b>Operating Expenses</b>											
Salaries & Wages	17,671	21,755	23,255	223,480	239,489	260,010	16,009	211,830	315,907	341,623	71%
Rent	1,993	1,979	1,979	16,735	16,475	17,813	(260)	16,391	22,412	23,750	75%
Telephone	514	884	884	6,989	7,668	7,956	669	7,657	10,310	10,608	68%
Mail - USPS	5	96	96	148	415	864	267	199	703	1,152	21%
Insurance/Bonding	305	241	241	2,312	2,120	2,169	(192)	2,280	2,843	2,892	81%
Supplies	253	276	276	2,353	2,253	2,484	(100)	1,456	3,081	3,312	76%
Equipment Support & Maintenance	-	200	200	1,071	1,644	1,800	573	1,861	2,244	2,400	48%
Taxes, Licenses & Fees	135	60	60	430	475	540	45	281	655	720	66%
Equipment Rental/Leasing	266	220	220	1,519	1,607	1,980	88	1,705	2,267	2,840	67%
Training Seminars	723	-	-	723	-	2,000	(723)	1,799	334	2,334	216%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,819)	15,000	15,000	383,131	411,968	452,753	28,637	453,470	512,753	517,753	75%
Marketing Cooperative/Media	5,000	5,000	5,000	728,747	728,747	728,747	0	815,000	778,747	778,747	94%
Non-NLT Co-Op Marketing Programs	2,682	-	-	12,971	45,000	45,000	32,029	52,628	121,000	121,000	11%
Research & Planning	167	-	-	10,211	17,000	17,000	6,789	11,100	17,000	17,000	60%
Employee Relations	176	25	-	443	343	200	(100)	180	418	200	106%
Credit Card Fees	-	16	17	-	48	145	48	-	97	193	0%
Automobile Expenses	254	163	183	2,230	2,089	1,647	(141)	2,754	2,638	2,196	85%
Meals/Meetings	746	194	194	4,410	3,059	1,745	(1,351)	2,061	3,641	2,326	121%
Dues & Subscriptions	60	100	100	3,282	1,642	1,900	(1,640)	2,406	2,642	2,600	124%
Travel	1,487	375	375	2,251	1,214	3,675	(1,047)	2,622	3,752	6,213	60%
Classified Advertising	-	-	-	1,219	-	-	(1,219)	-	-	-	100%
Depreciation	153	150	301	1,334	1,326	2,708	(8)	1,273	1,778	3,612	75%
<b>Total Operating Expenses</b>	<b>11,571</b>	<b>66,754</b>	<b>68,381</b>	<b>1,428,549</b>	<b>1,544,572</b>	<b>1,612,836</b>	<b>116,023</b>	<b>1,622,099</b>	<b>1,885,220</b>	<b>1,923,276</b>	<b>76%</b>
<b>Operating Income (Loss)</b>	<b>156,984</b>	<b>101,679</b>	<b>100,052</b>	<b>169,018</b>	<b>68,825</b>	<b>36,058</b>	<b>100,193</b>	<b>115,587</b>	<b>233,476</b>	<b>230,916</b>	
Additions to Marketing Reserves	1,750	1,760	1,760	15,750	15,750	15,750	0	-	21,000	21,000	
Allocated Expenses	13,358	17,493	17,493	155,555	159,942	167,437	4,387	144,497	212,421	209,916	
<b>Net Income (Loss)</b>	<b>141,876</b>	<b>82,436</b>	<b>80,809</b>	<b>(2,287)</b>	<b>(106,867)</b>	<b>(137,129)</b>	<b>104,580</b>	<b>(28,910)</b>	<b>55</b>	<b>-</b>	

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North Lake Tahoe Resort Association  
BUDGET TO ACTUAL  
Statement of Activities and Changes In Net Assets  
For the Month Ended March 31, 2015  
Conference

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
	\$ 26,715	\$ 26,715	\$ 26,715	\$ 240,435	\$ 240,435	\$ 240,435	\$ -	\$ 224,559	\$ 320,580	\$ 320,580	75%
Placer County TOT Funding	320	1,304	641	184	2,769	5,769	(2,585)	5,555	7,690	7,690	2%
Memberships	3,290	5,500	4,780	66,609	48,625	101,019	17,984	72,621	115,868	115,868	57%
Commissions	30,325	33,519	32,136	307,228	291,829	347,223	15,399	302,735	444,138	444,138	69%
<b>Operating Expenses</b>											
Salaries & Wages	17,461	19,607	19,607	189,484	190,265	188,844	721	172,618	252,581	251,219	75%
Rent	1,001	991	991	8,425	8,244	8,923	(181)	8,210	11,217	11,898	75%
Telephone	221	227	281	1,827	1,955	2,529	128	1,974	2,495	3,372	73%
Mail - USPS	10	66	66	272	415	594	143	754	613	792	44%
Insurance/Bonding	305	223	223	2,312	2,086	2,007	(246)	2,280	2,735	2,676	85%
Supplies	69	77	77	1,155	1,146	693	(9)	734	1,377	924	84%
Equipment Support & Maintenance	-	138	138	340	740	1,242	400	1,539	1,154	1,656	29%
Taxes, Licenses & Fees	90	15	15	243	198	135	(45)	146	243	180	100%
Equipment Rental/Leasing	347	188	188	1,545	1,474	1,692	(71)	1,797	2,038	2,256	76%
Marketing Cooperative/Media	10,000	10,000	10,000	90,000	90,000	90,000	0	90,000	110,000	110,000	82%
Conference - PUD	-	-	-	-	-	-	0	-	8,000	8,000	0%
Employee Relations	50	-	-	351	385	425	34	510	398	437	88%
Automobile Expenses	-	90	90	432	702	810	270	873	972	1,080	44%
Meals/Meetings	76	31	31	275	293	279	18	98	386	372	71%
Dues & Subscriptions	430	-	-	855	465	556	(390)	425	510	601	168%
Depreciation	79	77	77	694	687	693	(7)	662	918	924	78%
<b>Total Operating Expenses</b>	<b>30,139</b>	<b>31,730</b>	<b>31,784</b>	<b>298,210</b>	<b>298,975</b>	<b>299,422</b>	<b>765</b>	<b>282,620</b>	<b>395,637</b>	<b>396,387</b>	<b>75%</b>
<b>Operating Income (Loss)</b>	<b>186</b>	<b>1,789</b>	<b>352</b>	<b>9,018</b>	<b>(7,146)</b>	<b>47,801</b>	<b>16,164</b>	<b>20,115</b>	<b>48,501</b>	<b>47,751</b>	
Allocated Expenses	3,061	3,979	3,979	35,648	36,564	35,813	916	33,664	48,501	47,751	
<b>Net Income (Loss)</b>	<b>(2,875)</b>	<b>(2,190)</b>	<b>(3,627)</b>	<b>(26,630)</b>	<b>(43,710)</b>	<b>11,988</b>	<b>17,080</b>	<b>(13,519)</b>	<b>-</b>	<b>-</b>	

DB. 1-6

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended March 31, 2015  
 Transportation

	Current Month Actual	Current Month Reforecast	Current Month Budget	Placer County TOT Funding	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>												
Placer County TOT Funding	\$ 65,620	\$ 65,620	\$ 65,620	\$ 590,582	\$ 590,580	\$ 590,582	\$ -	\$ -	\$ 544,590	\$ 787,440	\$ 787,442	75%
Total Revenue	<u>65,620</u>	<u>65,620</u>	<u>65,620</u>	<u>590,580</u>	<u>590,580</u>	<u>590,582</u>	<u>-</u>	<u>-</u>	<u>544,590</u>	<u>787,440</u>	<u>787,442</u>	<u>75%</u>
<b>Operating Expenses</b>												
Salaries & Wages	6,641	6,641	6,641	73,326	73,919	75,338	(593)	51,940	51,940	96,618	98,630	77%
Rent	703	845	819	6,442	5,989	8,279	453	5,815	5,815	8,899	10,737	67%
Telephone	227	232	225	1,938	1,921	2,025	17	1,918	1,918	2,634	2,700	73%
Mail - USPS	-	50	-	72	22	-	50	25	25	122	50	18%
Insurance/Bonding	48	56	56	390	366	504	24	360	360	558	672	66%
Supplies	43	53	53	740	710	478	30	466	466	1,019	636	70%
Equipment Support & Maintenance	-	47	47	366	233	424	133	501	501	507	565	46%
Taxes, Licenses & Fees	23	50	-	195	117	-	78	90	90	347	60	34%
Equipment Rental/Leasing	127	145	145	1,242	1,188	1,305	54	1,157	1,157	1,677	1,740	71%
Public Outreach	-	950	-	950	-	950	950	-	-	950	950	0%
Research & Plan Dues	-	-	-	4,000	4,000	3,000	0	3,000	3,000	5,000	5,000	80%
Research & Planning	375	375	375	19,781	25,049	30,000	(5,268)	25,658	25,658	32,000	32,000	78%
Transportation Projects	122,868	50,577	577	473,202	416,820	559,033	56,382	441,206	441,206	589,420	589,420	71%
Employee Relations	-	25	-	296	221	125	75	81	81	371	125	60%
Automobile Expenses	201	300	192	1,310	812	1,723	498	926	926	2,304	2,304	35%
Meals/Meetings	137	25	-	449	722	75	(273)	12	12	524	109	138%
Dues & Subscriptions	-	-	-	45	-	45	0	45	45	1	90	0%
Classified Advertising	-	-	-	129	128	-	1	-	-	228	-	100%
Depreciation	49	49	48	427	427	432	0	407	407	574	576	74%
Total Operating Expenses	<u>131,430</u>	<u>63,460</u>	<u>9,178</u>	<u>585,255</u>	<u>532,644</u>	<u>682,741</u>	<u>52,611</u>	<u>533,607</u>	<u>533,607</u>	<u>743,753</u>	<u>746,364</u>	<u>72%</u>
Operating Income (Loss)	(65,810)	2,160	56,442	5,325	57,936	(92,159)	52,611	10,983	10,983	43,687	41,078	
Allocated Expenses	2,504	3,423	3,423	30,418	29,167	30,607	1,251	27,215	27,215	40,687	41,078	
Net Income (Loss)	<u>(63,314)</u>	<u>(1,263)</u>	<u>53,019</u>	<u>(25,093)</u>	<u>28,769</u>	<u>(122,966)</u>	<u>53,862</u>	<u>(16,232)</u>	<u>(16,232)</u>	<u>3,000</u>	<u>-</u>	

08.11

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended March 31, 2015  
 Visitor Information

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
Placer County TOT Funding	\$ 23,750	\$ 23,750	\$ 23,750	\$ 213,750	\$ 213,750	\$ 213,750	\$ -	\$ 238,122	\$ 285,000	\$ 285,000	75%
Non-Retail VIC Sales	1,625	637	637	8,625	9,311	5,733	314	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	0	-	3,000	3,000	0%
Merchandise Sales	4,823	3,650	3,650	74,303	73,634	76,170	669	77,893	106,328	108,864	70%
<b>Total Revenue</b>	<b>30,198</b>	<b>28,037</b>	<b>28,037</b>	<b>296,678</b>	<b>295,695</b>	<b>299,653</b>	<b>983</b>	<b>322,331</b>	<b>404,560</b>	<b>404,508</b>	<b>73%</b>
Cost of Goods Sold	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
<b>Total Cost of Goods Sold</b>	<b>2,510</b>	<b>2,000</b>	<b>2,000</b>	<b>39,924</b>	<b>39,800</b>	<b>41,819</b>	<b>(124)</b>	<b>42,412</b>	<b>56,287</b>	<b>58,306</b>	<b>71%</b>
<b>Gross Margin</b>	<b>27,688</b>	<b>26,037</b>	<b>26,037</b>	<b>256,754</b>	<b>255,895</b>	<b>258,834</b>	<b>859</b>	<b>279,919</b>	<b>348,263</b>	<b>346,202</b>	<b>74%</b>
<b>Operating Expenses</b>											
Salaries & Wages	12,134	12,951	12,951	131,918	133,590	137,556	1,672	135,553	182,047	182,942	72%
Rent	6,053	6,225	6,225	58,738	58,995	62,193	257	79,911	78,190	81,389	75%
Telephone	476	500	520	3,810	4,024	4,680	214	2,706	5,524	6,240	69%
Mail - USPS	41	100	66	778	877	594	99	1,060	1,174	792	66%
Insurance/Bonding	401	304	288	3,023	2,732	2,592	(291)	3,000	3,841	3,456	83%
Supplies	750	377	377	2,840	2,820	3,393	(20)	3,178	3,951	4,524	72%
Visitor Communications Other	-	260	260	98	358	460	260	341	460	460	21%
Equipment Support & Maintenance	-	175	175	669	1,180	1,575	511	1,058	1,705	2,100	39%
Taxes, Licenses & Fees	-	125	93	153	561	837	408	204	936	1,116	16%
Equipment Rentals/Leasing	(112)	500	500	3,358	2,870	4,500	(689)	3,958	4,170	6,000	81%
Training Seminars	75	-	-	924	848	1,400	(76)	-	1,448	1,400	64%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLT Co-Op Marketing Programs	-	300	208	150	1,123	2,661	973	-	2,138	3,492	7%
Employee Relations	-	50	-	439	400	300	(99)	336	550	300	80%
Credit Card Fees	174	300	288	2,670	3,089	2,142	419	2,714	4,172	2,856	64%
Automobile Expenses	416	150	150	1,246	1,101	1,800	(145)	978	2,001	2,750	62%
Meals/Meetings	293	60	60	715	495	540	(220)	346	720	720	99%
Travel	332	-	-	333	201	550	(132)	181	579	628	56%
Depreciation	79	80	78	694	695	619	1	652	935	851	74%
<b>Total Operating Expenses</b>	<b>21,112</b>	<b>22,457</b>	<b>22,189</b>	<b>212,632</b>	<b>216,585</b>	<b>229,218</b>	<b>3,953</b>	<b>237,362</b>	<b>295,167</b>	<b>302,792</b>	<b>72%</b>
<b>Operating Income (Loss)</b>	<b>6,576</b>	<b>3,580</b>	<b>3,848</b>	<b>44,122</b>	<b>39,310</b>	<b>27,616</b>	<b>4,812</b>	<b>42,057</b>	<b>53,096</b>	<b>43,410</b>	
Allocated Expenses	2,783	3,618	3,618	32,407	33,242	32,558	835	30,915	44,086	43,410	
<b>Net Income (Loss)</b>	<b>3,793</b>	<b>(36)</b>	<b>230</b>	<b>11,715</b>	<b>6,068</b>	<b>(4,942)</b>	<b>5,647</b>	<b>11,142</b>	<b>9,000</b>	<b>-</b>	

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended March 31, 2015  
 Infrastructure

Current Month Actual	Current Month Reforecast	Current Month Budget	Revenue	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
\$ 18,034	\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 177,306	\$ 177,306	\$ 177,304	\$ -	\$ 157,518	\$ 231,408	\$ 231,406	77%
18,034	18,034	18,034	Total Revenue	177,306	177,306	177,304	-	157,518	231,408	231,406	77%
6,591	6,841	6,641	Operating Expenses	69,572	69,052	71,950	(520)	61,989	92,307	95,205	79%
703	819	819	Salaries & Wages	5,989	6,242	7,123	253	5,813	8,989	9,582	67%
227	220	200	Rent	1,924	1,905	1,800	(19)	1,918	2,565	2,400	75%
-	28	-	Telephone	22	50	50	28	23	50	50	44%
48	40	40	Mail - USPS	366	342	360	(24)	360	462	480	79%
43	71	71	Insurance/Bonding	627	647	659	20	424	872	872	72%
-	55	55	Supplies	233	390	495	157	501	655	660	36%
23	50	29	Equipment Support & Maintenance	117	245	285	128	90	372	372	31%
127	146	146	Taxes, Licenses & Fees	1,197	1,245	1,314	58	1,157	1,663	1,552	71%
-	-	-	Equipment Rental/Leasing	-	-	1,000	0	913	1,000	1,000	0%
-	-	-	Public Outreach	32,288	38,486	56,485	4,198	44,078	64,000	64,000	50%
375	5,825	5,825	Research & Planning	151	225	125	74	131	300	125	50%
-	25	-	Employee Relations	762	711	1,053	(51)	926	1,127	1,216	68%
201	117	117	Automobile Expenses	698	536	279	(162)	130	736	372	95%
176	100	31	Meals/Meetings	-	-	-	0	45	-	-	0%
-	-	-	Dues & Subscriptions	128	128	-	0	-	128	-	100%
-	-	-	Classified Advertising	427	427	432	0	407	575	576	74%
49	49	48	Depreciation	114,471	118,611	143,410	4,140	118,905	175,631	178,462	65%
8,563	14,186	14,022	Total Operating Expenses	62,835	58,695	33,894	4,140	38,613	55,577	52,944	
9,471	3,848	4,012	Operating Income (Loss)	42,130	42,341	39,708	211	38,914	55,577	52,944	
3,618	4,412	4,412	Allocated Expenses	20,705	16,354	(5,814)	4,351	(301)	-	-	
5,853	(584)	(400)	Net Income (Loss)	1,261,848	1,261,848	(597,303)	34,255	393,981	1,642,074	(1,642,074)	
			Capital Improvement Funding - Placer Held	(563,048)	(597,303)			(393,981)			
			Infrastructure Projects								

Infrastructure Projects to be Recorded by Placer County:  
 Year-to-date Summary:  
 Capital Improvement Funding - Placer Held  
 Infrastructure Projects

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North Lake Tahoe Resort Association  
BUDGET TO ACTUAL  
Statement of Activities and Changes in Net Assets  
For the Month Ended March 31, 2015  
Membership

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 Reforecast	Total 2014 Budget	Percent of YTD Reforecast Consumed
<b>Revenue</b>											
Membership	\$ 13,995	\$ 9,592	\$ 9,592	\$ 96,693	\$ 79,488	\$ 88,110	\$ 18,205	\$ 83,625	\$ 108,624	\$ 116,886	89%
New Member Fees	75	375	383	1,875	2,325	4,100	(450)	1,175	3,450	5,250	54%
Membership Activities	26,472	18,000	16,950	49,795	42,676	42,498	7,119	28,272	55,876	55,998	89%
Tuesday Morning Breakfast Club	315	800	800	8,016	7,201	7,200	815	9,020	9,601	9,800	83%
Sponsorships	2,000	3,000	3,000	3,000	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
<b>Total Revenue</b>	<b>42,857</b>	<b>31,767</b>	<b>30,725</b>	<b>159,379</b>	<b>135,440</b>	<b>148,008</b>	<b>23,939</b>	<b>124,842</b>	<b>185,651</b>	<b>195,534</b>	<b>86%</b>
<b>Operating Expenses</b>											
Salaries & Wages	6,554	6,993	6,003	51,280	52,839	64,553	1,559	52,505	77,428	86,442	66%
Rent	703	702	702	6,039	6,055	6,320	16	5,813	8,161	8,427	74%
Telephone	238	310	310	2,083	2,299	2,790	216	2,227	3,229	3,720	65%
Mail - USPS	53	66	66	568	401	584	(167)	266	589	792	95%
Insurance/Bonding	145	116	116	1,105	1,020	1,044	(85)	1,980	1,368	1,392	81%
Supplies	181	57	57	932	674	513	(258)	1,335	845	684	110%
Equipment Support & Maintenance	-	47	47	251	384	424	133	395	525	565	48%
Taxes, Licenses & Fees	45	75	60	215	420	540	205	90	700	720	31%
Equipment Rentals/Leasing	326	331	331	2,638	2,756	2,982	118	1,845	3,749	3,975	70%
Training Seminars	46	-	-	46	-	200	(46)	405	-	200	0%
Membership Activities	15,357	16,600	17,600	34,235	30,808	23,685	(3,427)	30,384	33,158	24,085	103%
Tuesday Morning Breakfast Club	811	737	737	7,201	7,385	6,633	184	7,285	9,596	8,844	75%
Classified Advertising	(750)	-	-	341	341	-	0	545	341	-	0%
Employee Relations	-	25	-	365	440	250	75	220	515	250	71%
Credit Card Fees	173	200	200	2,117	1,946	1,800	(171)	1,823	2,546	2,400	83%
Automobile Expenses	117	25	-	824	818	900	(106)	711	900	900	103%
Meals/Meetings	149	60	60	832	772	540	(60)	136	952	720	87%
Dues & Subscriptions	139	60	60	484	540	540	56	774	720	720	67%
Travel	-	-	-	60	60	390	0	390	60	390	100%
Depreciation	49	48	48	427	424	428	(3)	407	568	571	75%
<b>Total Operating Expenses</b>	<b>24,136</b>	<b>26,362</b>	<b>26,397</b>	<b>112,143</b>	<b>110,382</b>	<b>115,126</b>	<b>(1,761)</b>	<b>108,936</b>	<b>145,960</b>	<b>145,797</b>	<b>77%</b>
<b>Operating Income (Loss)</b>	<b>18,721</b>	<b>5,405</b>	<b>4,328</b>	<b>47,236</b>	<b>25,058</b>	<b>32,882</b>	<b>22,178</b>	<b>15,906</b>	<b>39,691</b>	<b>49,737</b>	
Allocated Expenses	2,505	3,257	3,257	29,167	29,920	29,308	753	27,215	39,691	39,078	
<b>Net Income (Loss)</b>	<b>16,216</b>	<b>2,148</b>	<b>1,071</b>	<b>18,069</b>	<b>(4,862)</b>	<b>3,574</b>	<b>22,931</b>	<b>(11,309)</b>	<b>-</b>	<b>10,659</b>	
<i>Use of Gain for Addition to EOY Net Assets Unrestricted Reserves</i>											
										<b>3,000</b>	

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North Lake Tahoe Resort Association  
BUDGET TO ACTUAL  
Statement of Activities and Changes in Net Assets  
For the Month Ended March 31, 2015  
Administration

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 Reforecast	Total 2014 Budget	Percent of YTD Reforecast Consumed
<b>Operating Expenses</b>											
Salaries & Wages	\$22,306	\$25,070	\$25,070	\$253,187	\$253,287	\$270,848	\$110	\$237,897	\$340,333	\$357,884	74%
Rent	1,993	2,078	1,978	18,548	17,936	17,805	(642)	18,174	23,932	23,740	78%
Telephone	678	716	716	6,188	6,345	6,447	177	5,974	8,493	8,596	73%
Mail - USPS	27	88	55	624	792	494	168	402	1,056	659	59%
Insurance/Bonding	353	274	274	2,678	2,440	2,456	(238)	2,640	3,262	3,288	82%
Supplies	661	275	285	5,582	4,434	2,572	(1,148)	2,298	5,259	3,427	106%
Equipment Support & Maintenance	(56)	311	311	1,796	2,702	2,796	906	2,615	3,728	3,728	48%
Taxes, Licenses & Fees	391	200	67	3,003	2,050	607	(953)	2,159	2,650	809	113%
Equipment Rental/Leasing	145	255	255	1,872	1,897	2,298	25	2,850	2,662	3,064	70%
Training Seminars	-	100	100	1,045	500	450	(545)	550	600	550	174%
Public Outreach	-	-	-	-	180	179	180	179	180	179	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,350	(7)	18,020	21,220	18,350	100%
Employee Relations	-	50	-	1,370	1,748	1,250	378	764	2,498	1,250	55%
Board Functions	145	484	384	2,059	3,095	3,453	1,036	4,322	4,547	4,604	45%
Automobile Expenses	52	93	93	377	341	278	(36)	112	534	371	71%
Meals/Meetings	100	130	100	317	387	250	70	498	557	350	57%
Dues & Subscriptions	-	-	-	1,487	741	160	(746)	135	741	160	201%
Travel	370	200	-	657	1,800	1,033	943	1,158	4,400	1,433	19%
Classified Advertising	-	-	-	579	579	-	0	434	579	-	100%
Depreciation	153	150	150	1,334	1,326	1,339	(8)	1,273	1,776	1,785	75%
<b>Total Operating Expenses</b>	<b>28,988</b>	<b>32,444</b>	<b>29,838</b>	<b>324,110</b>	<b>323,780</b>	<b>333,075</b>	<b>(330)</b>	<b>302,364</b>	<b>429,007</b>	<b>434,227</b>	<b>76%</b>
Operating Income (Loss)	(28,988)	(32,444)	(29,838)	(324,110)	(323,780)	(333,075)	(330)	(302,364)	(429,007)	(434,227)	
Investment Income/Interest	-	-	4	36	34	36	2	46	34	48	
Allocated Expenses	(28,988)	(36,182)	(29,834)	(324,074)	(332,427)	(333,059)	(8,353)	(302,318)	(440,973)	(434,179)	
<b>Net Income (Loss)</b>	<b>-</b>	<b>3,738</b>	<b>-</b>	<b>-</b>	<b>8,681</b>	<b>-</b>	<b>(8,681)</b>	<b>-</b>	<b>12,000</b>	<b>-</b>	

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	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Placer County TOT Funding	\$ 1,562,997	\$ 240,435	\$ 213,750	\$ 2,016,582	\$ -	\$ -	\$ 2,016,582	\$ 177,306	\$ 590,580	\$ 2,784,468
Memberships	-	184	-	184	96,693	-	96,877	-	-	96,877
New Member Fees	-	-	-	-	1,875	-	1,875	-	-	1,875
Membership Activities	-	-	-	-	49,795	-	49,795	-	-	49,795
Tuesday Morning Breakfast Club	-	-	-	-	8,016	-	8,016	-	-	8,016
Sponsorships	-	-	-	-	3,000	-	3,000	-	-	3,000
Special Events	35,170	-	-	35,170	-	-	35,170	-	-	35,170
Non-Retail VIC Sales	-	-	8,625	8,625	-	-	8,625	-	-	8,625
Commissions	-	66,609	-	66,609	-	-	66,609	-	-	66,609
Merchandise Sales	-	-	74,303	74,303	-	-	74,303	-	-	74,303
<b>Total Revenue</b>	<b>1,597,567</b>	<b>307,228</b>	<b>296,678</b>	<b>2,201,473</b>	<b>159,379</b>	<b>-</b>	<b>2,360,852</b>	<b>177,306</b>	<b>590,580</b>	<b>3,128,738</b>
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	39,924	39,924	-	-	39,924	-	-	39,924
<b>Gross Profit</b>	<b>1,597,567</b>	<b>307,228</b>	<b>256,754</b>	<b>2,161,549</b>	<b>159,379</b>	<b>-</b>	<b>2,320,928</b>	<b>177,306</b>	<b>590,580</b>	<b>3,088,814</b>
<b>Operating Expenses</b>										
Salaries & Wages	223,480	189,484	131,918	544,882	51,280	253,187	849,349	69,572	73,919	992,840
Rent	16,735	8,425	58,738	83,898	6,039	18,548	108,485	5,989	5,989	120,463
Telephone	6,989	1,827	3,810	12,626	2,083	6,168	20,877	1,924	1,921	24,722
Mail - USPS	148	272	778	1,198	568	624	2,390	22	22	2,434
Insurance/Bonding	2,312	2,312	3,023	7,647	1,105	2,678	11,430	366	366	12,162
Supplies	2,353	1,155	2,840	6,348	932	5,582	12,862	627	710	14,199
Equipment Support & Maintenance	1,071	340	669	2,080	251	1,796	4,127	233	233	4,593
Taxes, Licenses & Fees	430	243	153	826	215	3,003	4,044	117	117	4,278
Equipment Rental/Leasing	1,519	1,545	3,359	6,423	2,638	1,872	10,933	1,187	1,188	13,308
Training Seminars	723	-	924	1,647	46	1,045	2,738	-	2,738	2,738
Professional Fees	-	-	-	-	-	21,227	21,227	-	-	21,227
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	10,211	-	-	10,211	-	-	10,211	32,268	4,000	47,479
Transportation Projects	-	-	-	-	-	-	-	-	25,049	25,049
Community Marketing Programs	22,550	-	-	22,550	-	-	22,550	-	416,820	416,820
Special Events/Sponsorships	383,131	-	-	383,131	-	-	383,131	-	-	383,131
Membership Activities	-	-	-	-	34,235	-	34,235	-	-	34,235
Tuesday Morning Breakfast Club	-	-	-	-	7,201	-	7,201	-	-	7,201
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	728,747	90,000	-	818,747	-	-	818,747	-	-	818,747
Emergency Marketing	12,971	-	150	13,121	-	-	13,121	151	221	13,121
Non-NLT Co-Op Marketing Programs	443	351	439	1,233	365	1,370	2,968	-	-	3,340
Employee Relations	-	-	-	-	-	2,059	2,059	-	-	2,059
Board Functions	-	-	-	-	-	-	-	-	-	-
Credit Card Fees	-	-	2,670	2,670	2,117	-	4,787	-	-	4,787
Automobile Expenses	2,230	432	1,246	3,908	924	377	5,209	762	812	6,783
Meals/Meetings	4,410	275	715	5,400	832	317	6,549	698	722	7,969
Dues & Subscriptions	3,282	855	4,137	4,137	484	1,487	6,108	-	-	6,108
Travel	2,261	-	333	2,594	60	857	3,511	-	-	3,511
Depreciation	1,334	694	694	2,722	427	1,334	4,483	427	427	5,337
Miscellaneous/Classified Advertising	1,219	-	173	1,392	341	579	2,312	128	128	2,968
<b>Total Operating Expenses</b>	<b>1,428,549</b>	<b>298,210</b>	<b>212,632</b>	<b>1,939,391</b>	<b>112,143</b>	<b>324,110</b>	<b>2,375,644</b>	<b>114,471</b>	<b>532,644</b>	<b>3,022,759</b>
<b>Operating Income (Loss)</b>	<b>169,018</b>	<b>9,018</b>	<b>44,122</b>	<b>222,158</b>	<b>47,236</b>	<b>(324,110)</b>	<b>(54,716)</b>	<b>62,835</b>	<b>57,936</b>	<b>66,055</b>
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	36	36	-	-	36
Additions to Marketing Reserves	15,750	-	-	15,750	-	-	15,750	-	-	15,750
<b>Other Expenses</b>										
Allocated	155,555	35,648	32,407	223,610	29,167	(324,074)	(71,297)	42,130	29,167	-
<b>Net Income (Loss)</b>	<b>(2,287)</b>	<b>(25,630)</b>	<b>11,715</b>	<b>(17,202)</b>	<b>18,069</b>	<b>-</b>	<b>867</b>	<b>20,705</b>	<b>28,769</b>	<b>50,341</b>

D8.1-12

**North Lake Tahoe Resort Association**  
**COMPARISON BALANCE SHEET**  
 At March 31, 2015

	March 31 2015	March 31 2014	<i>Audited</i> June 30 2014
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	1,000	500	1,000
Cash - Operations Acct #6712	213,897	338,547	368,544
Cash - Payroll Account #7421	17,832	10,409	7,958
Marketing Cooperative Cash	0	41,876	0
Other Cash Accounts	96,823	398	221
UBS Cash	0	8,891	0
Cash in Drawer	789	311	1,545
Quickbooks Accounts Receivable	8,383	66,109	105,516
A/R - Sales Estimates	652	0	13,701
A/R - TOT Funding	437,796	116,311	381,702
Undeposited Funds	289	327	427
WebLInk Accounts Receivable	20,639	46,215	19,756
Inventories	29,621	23,483	29,302
AR TOT Transportation NLTRA	131,242	951,970	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	36,070	1,335,847	35,006
AR TOT Infrastructure NLTRA Held	0	276,038	0
AR TOT Infra Maintenance County	0	150,000	0
<b>Total Current Assets</b>	<b>994,533</b>	<b>3,365,232</b>	<b>1,086,700</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(65,284)	(63,597)	(63,948)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(40,220)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(31,529)	(28,787)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,817)	(23,617)	(23,668)
<b>Total Property and Equipment</b>	<b>7,420</b>	<b>14,349</b>	<b>12,757</b>
<b>Other Assets</b>			
Prepaid Expenses	125,045	123,062	128,828
Prepaid Insurance	5,303	5,124	3,656
<b>Total Other Assets</b>	<b>130,348</b>	<b>128,186</b>	<b>132,484</b>
<b>Total Assets</b>	<b>1,132,301</b>	<b>3,507,767</b>	<b>1,230,941</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	11,299	143,115	156,869
Salaries / Wages Payable	82,323	20,200	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
401(k) Plan	(2,833)	(3,020)	1,784
Estimated PTO	58,974	62,415	56,974
Sales and Use Tax Payable	1,051	996	1,685
Accrued Expenses	756	19,106	54,324
Marketing Cooperative Liabilities	(3,745)	41,876	0
Infra-Company Borrowings	(1,872)	13,619	(1,248)
Payroll Liabilities	(10,051)	4,162	2,633
Deferred Rev - Membership Dues	74,242	95,230	72,400
Deferred Revenue - Conferenco	8,628	13,708	14,732
Deferred Support	(5,331)	572,558	8
Deferred Transportation Support	0	181,526	0
Deferred Infrastructure Support	0	1,422,287	0
Deferred Support- Infra Maint. Reserve	0	292,086	0
<b>Total Liabilities</b>	<b>222,835</b>	<b>2,881,419</b>	<b>384,624</b>
<b>Net Assets</b>			
Unrestricted Net Assets	392,909	368,805	509,348
Designated Marketing Reserve	309,401	337,694	295,694
Designated Infra Maint Reserve	0	98,544	0
Designated Visitor Support & Transportation	156,715	0	0
Net Income/(Loss)	50,341	(178,695)	41,275
<b>Total Net Assets</b>	<b>909,366</b>	<b>626,348</b>	<b>846,317</b>
<b>Total Liabilities and Net Assets</b>	<b>1,132,301</b>	<b>3,507,767</b>	<b>1,230,941</b>

DB-1-13

March 2015 Quickbooks Accounts Receivable												
Total	Customer/Business Name	Conf Dues		Group Comm		Misc.		For	Status			
		age	amount	age	amount	age	amount					
150.00	Northstar California					60	150.00	Kiosk Rental Dec 14 VIC	Resent Invoice April 2015			
2,200.00	Conference Dues		2,200.00			60		2015 Conference dues	Resent Invoice April 2015			
545.10	Northstar California: CAMAC				545.10	30		Sept - Dec Commissions	Resent Invoice April 2015			
1,163.80	The Ritz-Carlton: IronMan				1,163.80	30		Sept - Dec Commissions	Resent Invoice April 2015			
1,512.00	The Ritz-Carlton: Superior Farms				1,512.00	30		Sept - Dec Commissions	Resent Invoice April 2015			
411.75	Squaw Valley Resort: Elevation Lake				411.75	New		Elevation Lake Tahoe	Resent Invoice April 2015			
1,400.00	Tree Top Adventure				1,400.00	New		Kiosk rental VIC	Resent Invoice April 2015			
1,000.00	Tahoe Tech Group						1,000.00	Sponsorship for Community Awards Dinner				
<b>8,382.65</b>	Paid in April 2015		2,200.00		5,032.65							

D8.1-14



March 2015 WebLink Accounts Receivable										
Total	Business Name	Chamber Dues		Membership Activities	For	Status				
		age	amount				% O/S	age	amount	
75.00	Squaw Valley Institute			120	75.00					Resent invoice April 2015
20.00	Tahoe Donner Association			120	20.00					Winter Recreation Event
75.00	Creative Concepts			90	75.00					Email Blast Jan 15
100.00	silent A Photography			60	100.00					Bridal Faire Booth 2/15
30.00	Homewood Mountain Resorts			New	30.00					Community Awards Dinner
240.00	Liberty Utilities			New	240.00					Community Awards Dinner
30.00	Northstar California			New	30.00					Community Awards Dinner
800.00	Placer-Lake Tahoe Film Office			New	800.00					Community Awards Dinner
90.00	Resort @ Squaw Creek			New	90.00					Community Awards Dinner
500.00	Resort @ Squaw Creek			New	500.00					Community Awards Dinner
240.00	Sierra Sun Newspaper			New	240.00					Community Awards Dinner
30.00	Squaw Valley Resort			New	30.00					Community Awards Dinner
120.00	Tahoe City PUD			New	120.00					Community Awards Dinner
40.00	Ta-Hoe Nalu			New	40.00					Community Awards Dinner
60.00	Truckee Tahoe Unified School			New	60.00					Community Awards Dinner
75.00	Disabled Sports			New	75.00					Community Awards Dinner
250.00	Liberty Utilities			New	250.00					Eblast Feb 2015
130.00	Moe's Original BBQ			New	130.00					Community Award Sponsor
60.00	silent A Photography			New	60.00					Community Awards Dinner
1,750.00	Squaw Village Neighbourhood			New	1750.00					Community Awards Dinner
120.00	Squaw Valley Resort			New	120.00					Community Awards Auction
160.00	Castle Peak Vacation Rentals			New	160.00					Community Awards Dinner
149.00	Lake Tahoe Visitor Network			New	149.00					Community Awards Dinner
50.00	Tahoe Tech Group			New	50.00					Eric Brandt Auction Awards
50.00	Gary Davis Group			New	50.00					Ernie Dambach Auction Awards
250.00	Tahoe Dave's Sports			New	250.00					Gary Davis Auction Awards
2,225.00	May membership billing	330	2,225.00			30.00%				Community Awards Sponsorship
1,375.00	June membership billing	300	1,375.00			24.00%				5/1/14 Chamber dues
225.00	July membership billing	270	225.00			7.00%				6/1/14 Chamber dues
135.00	November membership billing	120	135.00			3.00%				7/1/14 Chamber dues
495.00	December membership billing	90	495.00			10.00%				11/1/14 Chamber dues
4,940.00	January membership billings	60	4,940.00			7.00%				12/1/14 Chamber dues
3,315.00	February membership billings	30	3,315.00			55.00%				1/1/2015 Chamber dues
2,435.00	March membership billings	New	2,435.00			42.00%				2/1/2015 Chamber dues
20,639.00			15,145.00							3/1/2015 Chamber dues
	Amounts paid in April		15,145.00							New

D8.1-15



Monthly Infrastructure Payments FY 14/15 Through March 31, 2015

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	380.24	T-NL 12	153,900.00	54,412.42	
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	3,994.03	T-NL 13	153,900.00	60,418.39	
July Total				4,374.27				
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	3,108.06	T-NL 17	44,400.00		314,472.05
August	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	68,014.58	TBO0096			313,365.99
August	08/15/14	FALLOON MULTIMEDIA	Regional Transit System Branding	7,750.00	T101	100,000.00	86,118.41	
August	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	9,090.00	T115	158,500.00	54,328.38	
August	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,492.93	T-NL 19	150,000.00	335,618.14	
August Total				94,453.58				
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,829.44	TBO0017	153,632.00	34,289.97	
September	09/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter Bike Trail snow clearing program	366.29	02200514	70,000.00	25,985.45	310,999.70
September	09/18/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	Not Paid		153,900.00	54,418.39	
September	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	T118	153,900.00	59,934.11	
September Total				52,679.01				
October	10/09/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Snow Creek Restoration Project Wayfinding Signs	5,712.00	T-NL 21	12,000.00	2,588.00	
October	10/09/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Lake Forest Boat Ramp Rehab Project	15,658.76	T-NL 20	86,000.00	49,799.95	
October	10/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	28,263.59	TBO0008	153,632.00	55,261.27	
October	10/09/14	LSC TRANSPORTATION CONSULTANTS	North Lake Tahoe Water Shuttle Service	2,449.99	48767	153,632.00	3076.79	
October	10/17/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Toiyabe River Trail 2014 Clean Up	2,039.43				308,960.37
October	10/28/14	TRUCKEE NORTH TAHOE TRANSPORTATION (TMA)	North Lake Tahoe Water Shuttle Service	3,076.00	16802	153,632.00	0.73	
October	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	36,840.00	T19	96,000.00	59,460.00	
October	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	HomeWood Bike Trail Design & Environmental	17,111.25	13894	144,500.00	39,932.02	
October Total				110,907.92				
November	11/19/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	35,000.00	13904	118,000.00	83,000.00	
November	11/19/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	63,200.00	13905	118,000.00		
November	11/19/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	KBCIP Public Arts Project	5,848.00	J-Transfer	25,000.00	9,152.00	
November	11/19/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	10,108.26	T-NL 22	66,000.00	35,684.59	
November Total				114,156.26				
December	12/16/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter Bike Trail snow clearing program	19,524.92	00200559	70,000.00	50,475.08	289,435.35
December	12/16/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	T121	96,000.00	47,280.00	
December	12/16/14	ECONOMIC PLANNING SYSTEMS	N.L.T/Truckee Transit Vision Economic Analysis	37,157.30	141072	45,900.00	8,142.50	
December Total				68,862.22				
Total Infrastructure Payments			Total Infrastructure Expenditures through 12/31/14	485,842.46				
January 2015	01/06/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	T120	96,000.00	35,100.00	
January 2015	01/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	2,188.99	00200571	70,000.00	48,286.49	287,246.76
January 2015	01/06/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	14,774.98	T-NL 23	66,000.00	24,908.61	
January 2015	01/08/15	ECONOMIC PLANNING SYSTEMS	N.L.T/Truckee Transit Vision Economic Analysis	11,591.25	141072-2	45,900.00		
January Total				40,735.22				
February 2015	02/05/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	4,713.28	T-NL 24	150,000.00	130,904.86	????
February 2015	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	761.25	T124	153,900.00	52,454.01	????
February 2015	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	T122	96,000.00	72,920.00	
February 2015	02/05/15	TAHOE CITY PUBLIC UTILITY DISTRICT	HomeWood Bike Trail Design & Environmental	20,294.83	13860	144,500.00	19,857.19	
February Total				37,949.36				
March 2015	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	398.19	00200584	70,000.00	47,948.36	286,998.63
March 2015	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	511.89	00200592	70,000.00	47,451.97	286,397.24
March 2015	03/10/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	T125	96,000.00	10,740.99	
March 2015	03/18/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	5,200.14	T-NL 26	150,000.00	125,704.72	????
March 2015	03/30/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	291.96	T126	96,000.00	10,448.14	
March Total				18,521.52				
Total Infrastructure Payments			Total Infrastructure Expenditures Year-to-Date	563,048.16				

Light blue payments are Infrastructure Maintenance Balance Payments

28,074.81

D8.1-16

North Lake Tahoe Resort Association  
Fiscal Year 2015-16 Projected Budget Calendar

PLAYERS

TASK

DATE

<u>DATE</u>	<u>TASK</u>	<u>PLAYERS</u>
Month of April, 2015	Produce New Budget Format and Documents, Calendar, Assumptions and Goals for the Budget process in Detailed Budget Documents.	Director of Finance
Month of April	Produce and Distribute Actual vs. Budget Reports through March to Department Managers.	Director of Finance, All Department Managers
Month of April	Meet with Department Managers for Preliminary Individual Department Budgets.	Director of Finance, All Department Managers
April 1, 2015	County Calendar in Budget Process.	Placer County, Director of Finance
April 21, 2015	Complete First Draft of Organizational Budget (Preliminary Budget)	Director of Finance
April 21, 2015	Executive Committee Meeting (E.C. gets 1 <sup>st</sup> look at preliminary Placer Co. Contract Budget)	Executive Committee
April 27, 2015	Meeting of CEO Office, Executive Committee and Staff	Placer County, Executive Committee
April 27-28, 2015	Marketing and CIT receives Preliminary Budget	Marketing and CIT Committees
April 29, 2015	Finance Committee Meeting (F.C. gets 1 <sup>st</sup> look at Preliminary Placer Co. Contract Budget)	Finance Committee
April 30, 2015	Scope of Work (Attachment A) and Budget by Major Category (Attachment C) of the County Contract with NLTRA is produced and presented.	All Department Managers, Placer County
Month of May	County Negotiates Contract with NLTRA.	Placer County
May 6, 2015	Board of Directors receives scope of work and proposed budget.	Board of Directors

D8.1-17

May 19, 2015	Executive Committee Meeting (E.C. gets Draft Organizational Budget)	Executive Committee
May 28, 2015	Finance Committee Meeting (F.C. gets Draft Organizational Preliminary Budget)	Finance Committee
End of May	Individual Preliminary Budgets to Committees for Input.	All Committees
May 31, 2015	Updated Preliminary Budget is Prepared.	Director of Finance
June 3, 2015	Board of Directors Meeting (Board gets 1 <sup>st</sup> look at Draft Organizational Budget and Contract Budget)	Board of Directors
Beginning of June	Enter Preliminary Budget into Quick Books Accounting System.	Director of Finance
June 16, 2015	Final County Contract with NLTRA Approved.	Placer County
June 17, 2015	Final Organizational Budget Prepared for Finance Committee Meeting.	Director of Finance
June 18, 2015	Finance Committee Meeting Recommends Budget.	Finance Committee
June 25, 2015	Strategic Retreat - Board of Directors Approves Budget for 2015/16 Year.	Board of Directors
June 30, 2015	Enter Final Budget into Quick Books Accounting System.	Director of Finance

Note: The CEO is involved in all processes of the budget. The timeline is subject to change.

D8.1-18

**NLTRA**  
**Fiscal Year 2014/15 Projected Cashflow**

	Actual	July	August	September	October	November	December	January	February	March	April	May	June
<b>Beginning Cash</b>	\$368,544	\$366,919	\$119,342	\$253,124	\$217,921	\$196,618	\$263,447	\$205,162	\$291,283	\$350,620	\$423,472	\$481,324	
<b>Receipts</b>													
Piacer County TOT	268,863	268,863	302,552	302,552	364,052	302,552	302,552	302,552	302,552	302,552	302,552	302,552	302,552
Membership	6,250	5,416	4,195	11,730	6,636	13,564	25,233	18,399	42,897	12,000	12,000	12,000	12,000
Visitor Center Sales	19,966	17,197	9,900	9,648	4,496	6,899	4,656	4,330	6,448	5,000	10,000	10,000	10,000
Commissions	14,523	18,587	19,702	87,210	85,532	0	4,423	28,693	3,290	2,500	10,000	10,000	10,000
Other	1,135	405	285	10,837	14,006	0	0	5,626	122	500	500	500	500
<b>Total Receipts</b>	\$310,737	\$310,468	\$336,635	\$421,977	\$454,722	\$323,015	\$336,863	\$359,599	\$355,269	\$322,552	\$335,052	\$335,052	\$335,052
<b>Disbursements</b>													
Salaries & Wages	91,539	119,903	56,024	179,500	98,153	82,628	93,871	101,333	89,246	125,000	95,000	95,000	95,000
Rent	15,807	12,323	15,999	9,244	13,561	12,343	14,004	13,426	13,152	14,000	14,000	14,000	14,000
Marketing Cooperative	125,000	125,000	0	155,000	120,000	120,000	120,000	106,747	15,000	20,000	15,000	15,000	35,000
Events	1,006	3,838	6,140	4,706	2,818	0	4,272	4,563	0	2,500	25,000	16,000	16,000
Marketing Programs	10,858	125,789	16,933	4,208	157,729	6,546	3,428	2,001	18,324	0	0	0	90,000
Miscellaneous Programs	0	17,416	21,271	48,251	20,180	1,013	0	0	15,357	4,000	4,000	4,000	5,000
Telephone	2,399	2,844	3,143	3,199	2,750	2,345	2,798	2,617	2,681	2,700	2,700	2,700	2,700
Equipment Rental/Leasing	155	2,176	2,837	1,957	1,281	1,269	1,413	1,258	1,469	1,500	1,500	1,500	1,500
Market Study Reports	16,000	0	0	0	10,369	4,989	0	0	0	0	0	0	35,000
Transportation Projects	43,512	133,274	64,558	38,415	246	11,386	36,024	32,083	123,618	60,000	60,000	60,000	35,500
Iron Man	0	0	0	0	0	0	100,000	0	0	0	40,000	40,000	75,500
Other Outgo/Transfers	6,086	15,478	15,950	12,699	9,495	12,367	19,340	9,450	17,086	20,000	20,000	20,000	20,000
<b>Total Disbursements</b>	\$312,362	\$568,045	\$202,853	\$457,180	\$436,582	\$256,186	\$395,148	\$273,478	\$295,932	\$249,700	\$277,200	\$425,200	
<b>Prior Year Transactions</b>													
<b>Net Increase/Decrease</b>	(\$1,625)	(\$247,577)	\$133,782	(\$35,203)	\$18,140	\$66,829	(\$58,285)	\$86,121	\$59,337	\$72,952	\$57,852	(\$90,148)	
<b>Ending Balance</b>	\$366,919	\$119,342	\$253,124	\$217,921	\$235,061	\$263,447	\$205,162	\$291,283	\$350,620	\$423,472	\$481,324	\$391,176	

D8.1-19

Quickbooks Pros:

Quickbooks is our primary accounting program used for all other functions and Intuit payroll uploads into Quickbooks automatically	ADP has the function to upload into Quickbooks Accountants will be given access to utilize the QB interface & have access to payroll reports
Quickbooks has automatically generated W-2 forms which are mailed to the employees included in our fees	ADP UPS's paychecks & payroll reports overnight - Included in the cost Employees can view & print paystubs online
Quickbooks has automatically generated all payroll reports to the government	Option of "Going Green" by canceling delivery - ADP awards \$100 cash Required CA and Federal labor posters included and updated for free
Employees receive no paper paycheck stubs. Available to view online and print individually when needed.	ADP will submit garnishment payments directly to vendors
Timeclock and Time and Attendance work with Quickbooks	ADP Deposits, files and reconciles all State and Federal tax filings Takes full liability paying any fines incurred
	ADP maintains a 99.9% payroll tax filing accuracy rate w/IRS
	Workers Comp Pay by Pay Automated system helps avoid the up front deposits and YE expenses
	401k Administration integrated with payroll to streamline your process and reduce liability
	Timekeeping is Free - eTimecards
	Or offer more robust Timekeeping solution for \$53.00/month
	All Account set-up and web training is free
	Client Service support is 24/7, 365 days/year is free - unlimited use
	Our auditors recommend using ADP as our payroll service provider
	Process and Audit Unemployment Claims filed against you business
	ADP on average reduces your SUI tax rate .08%/year

ADP Pros:

Quickbooks Cons:

Quickbooks payroll processing fees are \$180.00 per month	ADP payroll processing fees are \$121.22 per month
Reporting is confusing and must re-entered into an excel spreadsheet to insure correct dates of payroll	ADP charges \$122.50 for filing W-2's
Quickbooks payroll support is difficult to contact. You're on hold for a half at times	

ADP Cons:

D8.1-22



# Tahoe Tech Group LLC

## Total Tech Support Proposal

### NLTRA

December 13, 2014



### ATTACHMENT A - Managed IT Services

The TAHOE TECH GROUP Total Tech Support program provides affordable IT management and support to growing businesses. Utilizing our unique framework for providing managed IT services, TAHOE TECH GROUP provides a range of proactive services to keep your computer systems up and running and your people and business productive.

#### Features

- Site Assessment and Inventory
- Best Practice Driven
- On-site break/fix maintenance of workstations and attached peripherals
- Knowledge transfer to in-house administrators and end users as needed
- Optional on-site hardware maintenance
- One number to call for issues with software and hardware
- Provide a technical liaison to software and hardware vendors
- Track issues through resolution

#### Benefits

- Reliability
- Security
- Consistency
- Increased Employee Productivity
- Cost Management and Control
- Increased Hardware Performance
- Managed Expansion and Growth
- Realize value: reduce your cost of ownership
- One point of contact - easy to remember and hand off for all aspects of the issue
- Consistent communication – helps to expedite a resolution

**Our goal is to serve as your technology partner with a focus on providing solutions.** We use a consultative approach to evaluate your business and technology needs and then advise on the best solutions for your current and future needs. TAHOE TECH GROUP can save your organization time and money through better use of appropriate technologies.

D8.1-23

## ATTACHMENT B - Fee Schedule for Server, Workstation and Peripheral Total Tech Support Services

TAHOE TECH GROUP will provide the NLTRA with the Total Tech Support Services as defined in ATTACHMENT A.

TAHOE TECH GROUP will provide the NLTRA with services on an as-needed basis.


### Billing Rates Compared

	<u>Standard Rate</u>	<u>Discounted Rate for NLTRA</u>
Remote Support	\$100/hr	\$80/hr
Onsite Support	\$140/hr	\$120/hr
Special Projects	\$140/hr	\$120/hr
Group Training	\$150/hr	\$130/hr
Tech Bench (In-shop)	\$100/hr	\$80/hr

Upgrading or replacing hardware or software normally requires on-site service. Fees do not include the cost of new or replacement hardware, software, cabling or other equipment that may be required to perform services under this agreement. NLTRA will be quoted a price for new or replacement equipment prior to installation, and will sign a work order therefore and be billed separately.

### Terms

*Any amount due to TAHOE TECH GROUP under this Agreement shall be payable in full upon receipt of an invoice therefore, without withholding, deduction or offset of any amounts for any purpose. Any amount not paid within fifteen (15) days of the date of each invoice shall be subject to an interest charge equal to the lesser of 10% monthly or the maximum interest charge permissible under applicable law, payable on demand. Any charges not disputed by NLTRA in good faith within fifteen (15) days of the receipt of an invoice therefore will be deemed approved and accepted by NLTRA.*

Signature  Date 1/28/15

Signature \_\_\_\_\_ Date \_\_\_\_\_

DB.1-24



KEY METRICS FOR APRIL 29, 2015

Total TOT Collections by Quarter 2009 - 2015 (through March 31, 2015)	2015 (through March 31, 2015)				Total
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,874	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 20XX - 20XX									
Referrals (July - March) Tahoe City:	2011/2012		2012/2013		2013/2014		2014/2015		YOY % Change
	Annual Totals	12,188	Annual Totals	36,819	Annual Totals	36,289	Annual Totals	34,372	
Walk In	2,912	2,997	2,997	2,997	2,345	1,989	1,989	3,472	-5.28%
Phone	2,995	3,014	3,014	5,278	5,278	3,472	Closed	Closed	-15.18%
Kings Beach (Walk In Only)	1,660	1,793	1,793	3,894	3,894	Closed	Closed	Closed	-34.22%
Renp (Walk In) (Closed)									N/A

Infrastructure Fund Balances Held by Placer County as of 6/30/14	
Contracts In:	
FY 2013-14	\$ 1,348,042
<b>Total Fund Balances</b>	<b>\$ 1,348,042</b>

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
March 2015	467

Destimetrics Reservations Activity	FY 13/14		FY 14/15		Change
	42.9%	243	40.5%	223	
Occupancy during March	\$	\$	\$	\$	-5.6%
ADR March (Average Daily Rate)	\$	243	\$	223	-8.2%
Occupancy Forecast March	\$	26.0%	\$	26.7%	2.7%
ADR April (Average Daily Rate)	\$	173	\$	159	-8.1%
Occupancy (prior 6 months)	\$	41.0%	\$	41.5%	1.2%
ADR (prior 6 months)	\$	259	\$	248	-4.2%
Occupancy (next 6 months)	\$	25.7%	\$	29.4%	14.4%
ADR (next 6 months)	\$	224	\$	220	-1.8%

Unemployment	December 2013		June 2014		December 2014	
	7.9%	7.1%	6.0%	7.1%	6.7%	6.7%
California (pop. 38,332,521)	6.5%	6.0%	6.0%	6.0%	5.2%	5.2%
Placer County (367,309)	7.6%	7.1%	7.1%	7.1%	6.1%	6.1%
Dollar Point (1,215)	6.5%	6.0%	6.0%	6.0%	5.2%	5.2%
Kings Beach (3,893)	7.6%	7.0%	7.0%	7.0%	6.1%	6.1%
Sunnyside/Tahoe City (1,557)	11.0%	10.1%	10.1%	10.1%	8.9%	8.9%
Tahoe Vista (1,433)						

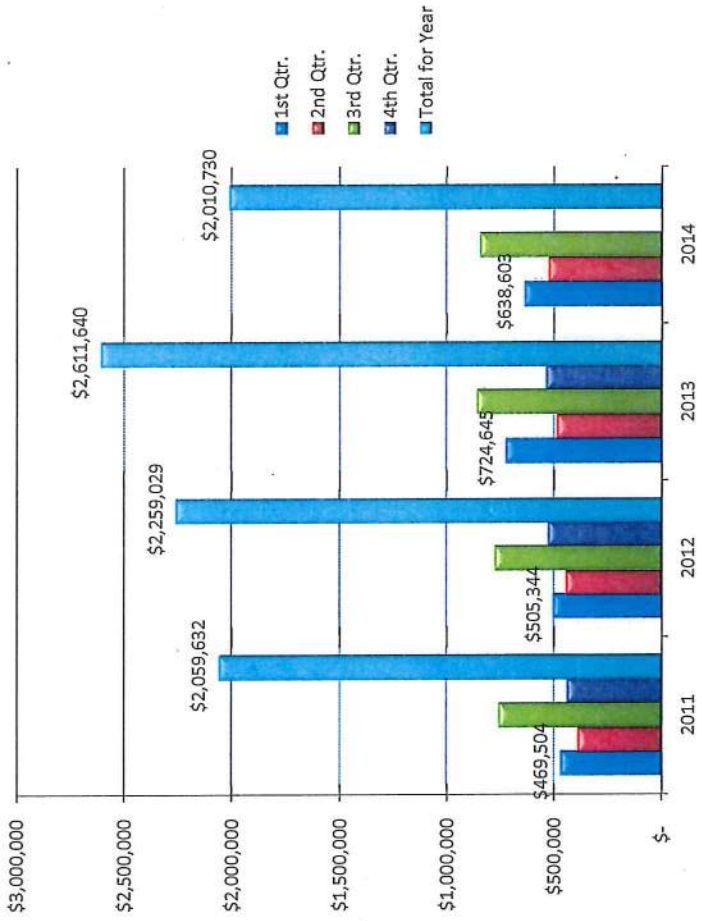
Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX					
	2013-14		2014-15		YOY % Change
	Actuals	Forecasted	Actuals	Forecasted	
<b>FORWARD LOOKING (2014/15)</b>					
Total Revenue Booked through February	\$ 2,807,318	\$ 2,861,443	\$ 2,861,443	\$ 2,861,443	2%
Forecasted Commission for this Revenue	151,069	155,703	155,703	155,703	3%
Number of Room Nights	15,289	16,792	16,792	16,792	10%
Number of Tentative Bookings	96	97	97	97	1%

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%
Conference Revenue And Percentage by County:			
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,889,519	-5%
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	-45%
South Lake ('14; 17%; '15; 27%)	\$ 462,174	\$ 777,786	68%
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056	-52%
<b>Total Conference Revenue</b>	<b>\$ 2,807,318</b>	<b>\$ 2,861,443</b>	<b>2%</b>

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2012		2013		YOY % Change
	2011	2012	2012	2013	
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	
<b>Total</b>	<b>\$ 2,059,632</b>	<b>\$ 2,259,029</b>	<b>\$ 2,611,640</b>	<b>\$ 2,010,730</b>	<b>-23.0%</b>

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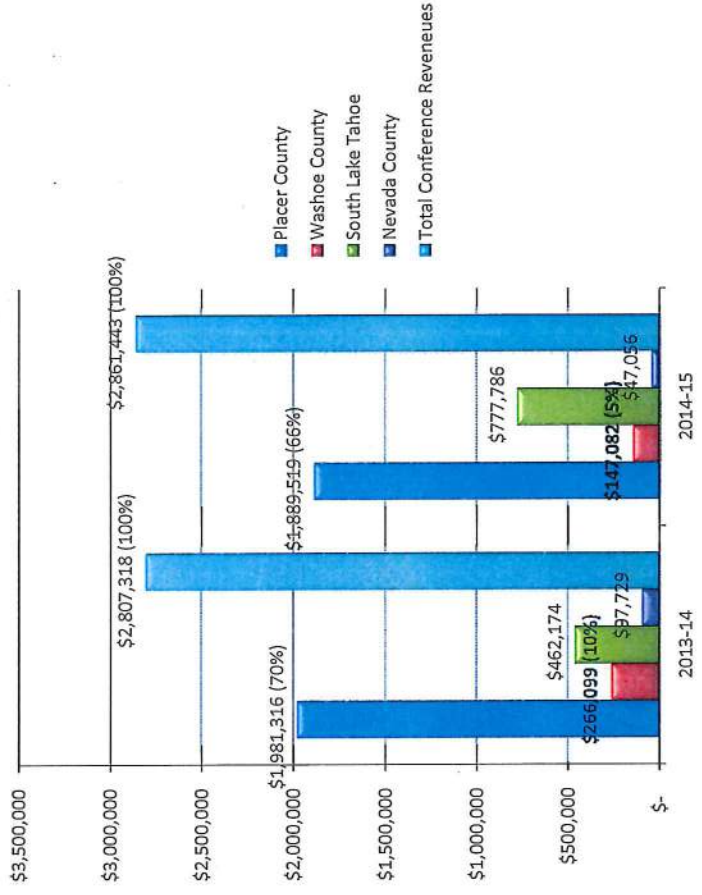
### Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2011				2012				2013				2014				YOY % Change
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total		
First (JFM)	\$469,504	\$505,344	\$724,645	\$370,139	\$2,059,632	\$488,100	\$488,100	\$724,645	\$370,139	\$2,059,632	\$488,100	\$488,100	\$724,645	\$370,139	\$2,059,632	-11.9%	
Second (AMJ)	\$391,536	\$446,802	\$488,100	\$523,696	\$1,850,134	\$446,802	\$446,802	\$488,100	\$523,696	\$1,850,134	\$446,802	\$446,802	\$488,100	\$523,696	\$1,850,134	8.2%	
Third (JAS)	\$757,531	\$777,413	\$860,783	\$844,033	\$3,239,760	\$777,413	\$777,413	\$860,783	\$844,033	\$3,239,760	\$777,413	\$777,413	\$860,783	\$844,033	\$3,239,760	-1.9%	
Fourth (OND)	\$441,061	\$529,470	\$538,112	\$-	\$1,508,643	\$441,061	\$529,470	\$538,112	\$-	\$1,508,643	\$441,061	\$529,470	\$538,112	\$-	\$1,508,643	-23.0%	
<b>Total</b>	<b>\$2,059,632</b>	<b>\$2,259,029</b>	<b>\$2,611,640</b>	<b>\$2,010,730</b>	<b>\$9,000,000</b>	<b>\$2,059,632</b>	<b>\$2,259,029</b>	<b>\$2,611,640</b>	<b>\$2,010,730</b>	<b>\$9,000,000</b>	<b>\$2,059,632</b>	<b>\$2,259,029</b>	<b>\$2,611,640</b>	<b>\$2,010,730</b>	<b>\$9,000,000</b>		

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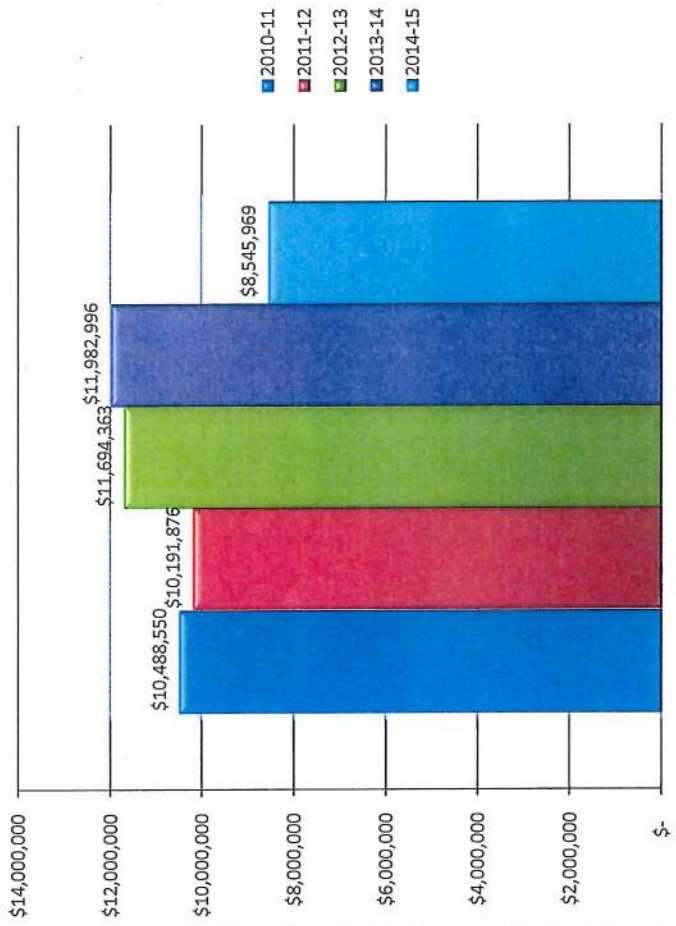
### Conference Revenue Statistics & Revenue Share by County



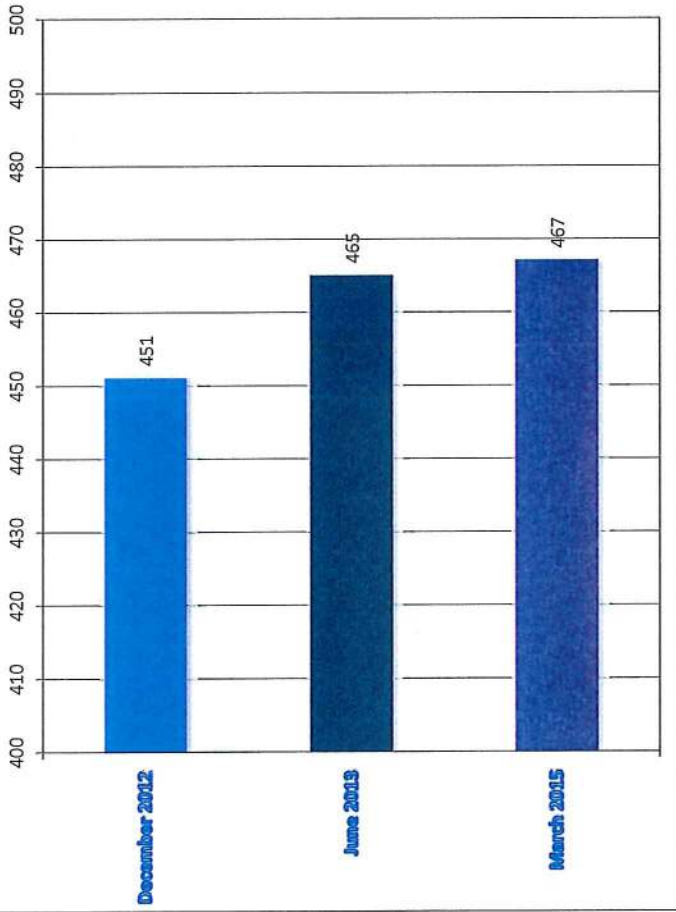
Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
<b>FORWARD LOOKING (2014/15)</b>		Forecasted	
Total Revenue Booked through February	\$ 2,807,318	\$ 2,861,443	2%
Forecasted Commission for this Revenue	151,069	155,703	3%
Number of Room Nights	15,289	16,792	10%
Number of Tentative Bookings	96	97	1%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%
Conference Revenue And Percentage by County:			
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,889,519	-5%
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	-45%
South Lake ('14; 17%; '15; 27%)	\$ 462,174	\$ 777,786	68%
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056	-52%
<b>Total Conference Revenue</b>	<b>\$ 2,807,318</b>	<b>\$ 2,861,443</b>	<b>2%</b>



### 5-Year Annual TOT Collections (Fiscal Year Basis)



### Chamber Membership (# of Members)



### Total TOT Collections by Quarter 2009 - 2015 (through March 31, 2015)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,034	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

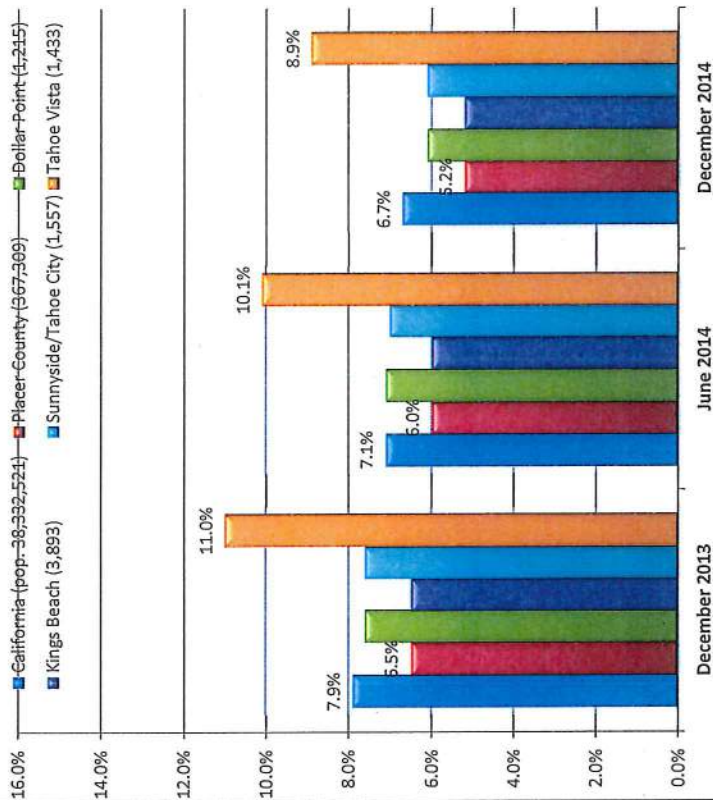
### Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
March 2015	467

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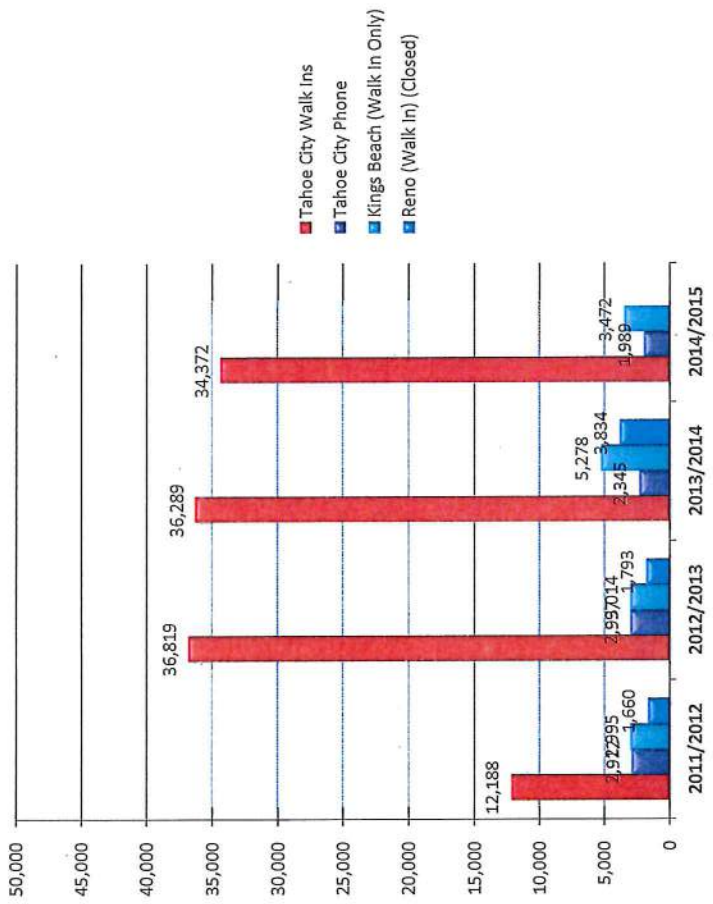


### Unemployment Rates by Region



Unemployment	December 2013	June 2014	December 2014
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	5.2%
Sunnyside/Tahoe City	7.6%	7.0%	6.1%
Tahoe Vista	11.0%	10.1%	8.9%

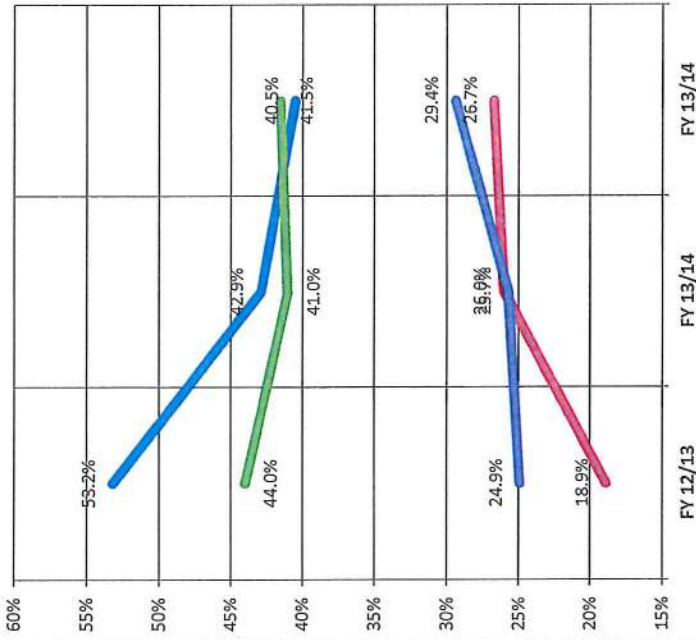
### Visitor Information - Fiscal YTD through March



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - March)	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:				
Walk In	36,819	36,289	34,372	-5.28%
Phone	2,997	2,345	1,989	-15.18%
Kings Beach (Walk In Only)	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,793	3,834	Closed	N/A

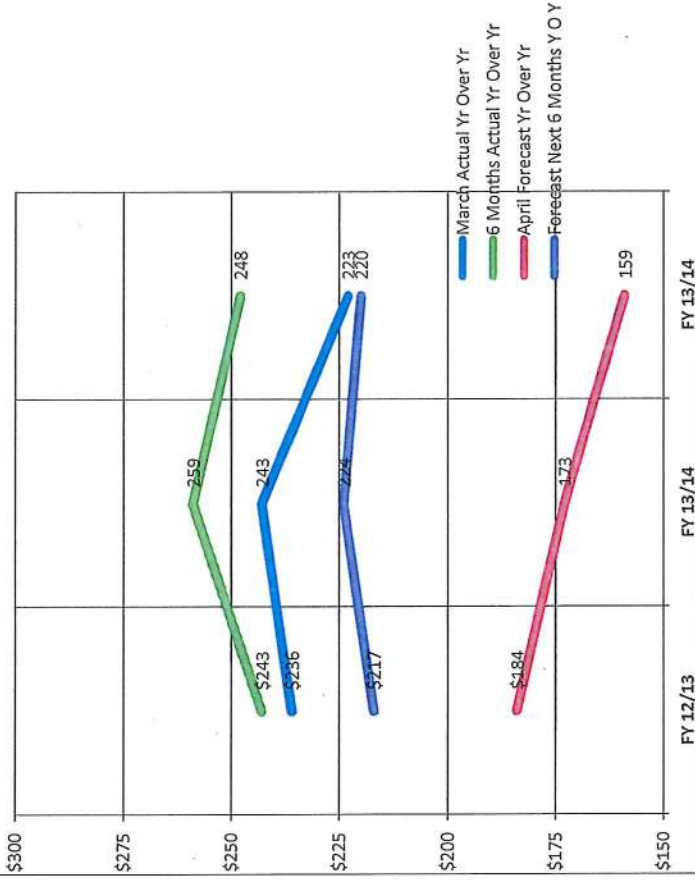
D8.1-28

### Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during March	42.9%	40.5%	-5.6%
ADR March (Average Daily Rate)	243	223	-8.2%
Occupancy Forecast March	26.0%	26.7%	2.7%
ADR April (Average Daily Rate)	173	159	-8.1%
Occupancy (prior 6 months)	41.0%	41.5%	1.2%
ADR (prior 6 months)	259	248	-4.2%
Occupancy (next 6 months)	25.7%	29.4%	14.4%
ADR (next 6 months)	224	220	-1.8%

### Destimetrics RevPar in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
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ADR March (Average Daily Rate)	243	223	-8.2%
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Occupancy (next 6 months)	25.7%	29.4%	14.4%
ADR (next 6 months)	224	220	-1.8%

D8.1-29

**Monthly Report March 2015**  
**CONFERENCE REVENUE STATISTICS**  
**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 14/15**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 14/15</u>	<u>FY 13/14</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/15:	\$2,043,921	\$2,177,625	-6%
Forecasted Commission for this Revenue:	\$113,258	\$154,236	-27%
Number of Room Nights:	11337	11420	-1%
Number of Delegates:	6963	6649	5%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	98	115	-15%

<u>Monthly Detail/Activity</u>	<u>March-15</u>	<u>March-14</u>	
<u>Number of Groups Booked:</u>	<b>3</b>	<b>2</b>	
Revenue Booked:	\$33,498	\$32,263	4%
Projected Commission:	\$3,350	\$913	267%
Room Nights:	280	143	96%
Number of Delegates:	285	100	185%
	2 Assoc, 1 Non-		
Booked Group Types:	Profit	2 Corp.	
Lost Business, # of Groups:	7	0	

<u>Arrived in the month</u>	<u>March-15</u>	<u>* Est.</u>	<u>March-14</u>	
Number of Groups:	<b>3</b>		<b>3</b>	
Revenue Arrived:	\$28,588		\$5,847	389%
Projected Commission:	\$2,858		\$222	1187%
Room Nights:	139		69	101%
Number of Delegates:	69		58	19%
Arrived Group Types:	2 Corp, 1 Smf		2 Corp, 1 Smf	

<u>Monthly Detail/Activity</u>	<u>February-15</u>	<u>February-14</u>	
<u>Number of Groups Booked:</u>	<b>5</b>	<b>3</b>	
Revenue Booked:	\$416,981	\$58,460	613%
Projected Commission:	\$32,217	\$6,098	428%
Room Nights:	2223	288	672%
Number of Delegates:	902	154	486%
	2 Corp, 2 Smf,		
Booked Group Types:	1 Assn.	2 Corp. 1 Film	
Lost Business, # of Groups:	2	3	

<u>Arrived in the month</u>	<u>February-15</u>	<u>February-14</u>	
Number of Groups:	<b>1</b>	<b>3</b>	
Revenue Arrived:	\$19,368	\$21,833	-11%
Projected Commission:	\$1,936	\$927	109%
Room Nights:	82	119	-31%
Number of Delegates:	100	61	64%
Arrived Group Types:	1 Smf	1 Corp, 1 Smf, 1 Film	

D9-1

<b>Monthly Detail/Activity</b>	<b><u>January-15</u></b>	<b><u>January-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>8</b>	
Revenue Booked:	\$109,861	\$52,456	109%
Projected Commission:	\$6,498	\$4,173	56%
Room Nights:	833	435	91%
Number of Delegates:	325	346	-6%
		1 Corp, 6 Smf,	
Booked Group Types:	2 Assn.	1 Assn.	
Lost Business, # of Groups:	9	4	

<b><u>Arrived in the month</u></b>	<b><u>January-15</u></b>	<b>* Est.</b>	<b><u>January-14</u></b>	
Number of Groups:	<b>3</b>		<b>7</b>	
Revenue Arrived:	\$28,082		\$159,033	-82%
Projected Commission:	\$241		\$9,815	-98%
Room Nights:	137		758	-82%
Number of Delegates:	90		368	-76%
Arrived Group Types:	1 Corp, 2 Assn.		3 Corp, 3 Assn, 1 Govt.	

<b>Monthly Detail/Activity</b>	<b><u>December-14</u></b>	<b><u>December-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>12</b>	
Revenue Booked:	\$96,912	\$672,078	-86%
Projected Commission:	\$4,564	\$47,775	-90%
Room Nights:	740	5038	-85%
Number of Delegates:	540	3225	-83%
		1 Corp, 6 Assn,	
		2 Tour Oper., 2	
Booked Group Types:	3 Smf	Smf, 1 Govt	
Lost Business, # of Groups:	5	5	

<b><u>Arrived in the month</u></b>	<b><u>December-14</u></b>	<b><u>December-13</u></b>	
Number of Groups:	<b>0</b>	<b>0</b>	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			
Arrived Group Types:			

<b>Monthly Detail/Activity</b>	<b><u>November-14</u></b>	<b><u>November-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>5</b>	<b>3</b>	
Revenue Booked:	\$225,094	\$10,800	1984%
Projected Commission:	\$9,249	\$459	1915%
Room Nights:	1360	90	1411%
Number of Delegates:	1533	80	1816%
	1 Film, 1 Corp,		
Booked Group Types:	1 Smf, 2 Assn.	3 smf	
Lost Business, # of Groups:	6	3	

D9-2

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$11,520	\$13,351	-14%
Projected Commission:	\$1,728	\$0	
Room Nights:	80	75	7%
Number of Delegates:	18	40	-55%
Arrived Group Types:	1 Film crew	1 Corp	

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	4	7	
Revenue Booked:	\$44,208	\$163,439	-73%
Projected Commission:	\$895	\$12,807	-93%
Room Nights:	260	1080	-76%
Number of Delegates:	180	473	-62%
		5 Corp, 1 Smf,	
Booked Group Types:	1 Corp, 3 Smf	1 Corp	
Lost Business, # of Groups:	6	2	

<u>Arrived in the month</u>	<u>October-14</u>	<u>October-13</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$74,408	\$158,725	-53%
Projected Commission:	\$1,160	\$13,718	-92%
Room Nights:	510	980	-48%
Number of Delegates:	568	675	-16%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc, 1 Smf, 1 Non-Profit, 1 TA	

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	8	6	
Revenue Booked:	\$367,511	\$59,226	521%
Projected Commission:	\$28,336	\$5,421	423%
Room Nights:	3417	347	885%
Number of Delegates:	2115	265	698%
		1 Corp, 2	
Booked Group Types:	2 Corp, 6 Assoc	Assoc, 3 Smf	
Lost Business, # of Groups:	5	9	

<u>Arrived in the month</u>	<u>September-14</u>	<u>September-13</u>	
Number of Groups:	9	12	
Revenue Arrived:	\$537,101	\$848,564	-37%
Projected Commission:	\$7,879	\$17,455	-55%
Room Nights:	2782	4052	-31%
Number of Delegates:	1675	2148	-22%
Arrived Group Types:	4 Assoc, 1 Corp, 3 Smf and 1 Society	4 Corp, 2 Assoc, 1 Govt, 1 Film, 4 Smf	

<u>Monthly Detail/Activity</u>	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$328,584	\$106,808	208%
Projected Commission:	\$14,879	\$6,248	138%
Room Nights:	1452	767	89%
Number of Delegates:	723	359	101%

D9-3

Booked Group Types:	4 Smf, 2 Corp, 1 Assn, 1 Govt.	2 Seminar, 2 Film, 1 Smf
Lost Business, # of Groups:	4	4

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	8	15	
Revenue Arrived:	\$44,210	\$552,037	-92%
Projected Commission:	\$1,739	\$31,949	-95%
Room Nights:	252	2457	-90%
Number of Delegates:	278	1064	-74%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

<u>Monthly Detail/Activity</u>	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	4	6	
Revenue Booked:	\$156,104	\$45,413	244%
Projected Commission:	\$1,075	\$2,247	-52%
Room Nights:	636	369	72%
Number of Delegates:	390	328	19%
Booked Group Types:	2 Assoc., 2 Corp	4 Assn, 6 Smf, 1 Govt.	
Lost Business, # of Groups:	1	4	

<u>Arrived in the month</u>	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	12	10	
Revenue Arrived:	\$546,907	\$177,016	209%
Projected Commission:	\$23,673	\$5,685	316%
Room Nights:	2103	1256	67%
Number of Delegates:	898	1086	-17%
Arrived Group Types:	6 Smf, 2 Corp, 2 Assoc., 2 Sem.	3 Assoc, 5 Smf, 1 Govt 1 Corp.	

For 2015/16:	\$1,870,640	\$1,500,000
For 2016/17:	\$2,243,497	\$2,000,000

NUMBER OF LEADS Generated as o 3/31/15: 109

**Total Number of Leads Generated in Previous Years:**

2013/14	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

D9-4

**Monthly Report March 2015**  
**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 14/15**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>14/15</u>	<u>13/14</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/15:	\$772,413	\$476,488	62%
Forecasted Commission for this Revenue:	\$30,972	\$7,410	318%
Number of Room Nights:	5337	4275	25%
Number of Delegates:	2551	1327	92%
Annual Commission Projection:	\$30,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>March-15</u>	<u>March-14</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>March-15</u>	Est.	<u>March-14</u>
Number of Groups:	1		1
Revenue Arrived:	\$38,493		\$1,875
Projected Commission:	\$1,925		\$202
Room Nights:	230		25
Number of Delegates:	200		25
Arrived Group Types:	1 Smf		1Smf

<u>Monthly Detail/Activity</u>	<u>February-15</u>	<u>February-14</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$43,804	\$0
Projected Commission:	\$0	\$0
Room Nights:	345	0
Number of Delegates:	235	0
Booked Group Types:	1 Corp., 1 Assn.	

<u>Arrived in the month</u>	<u>February-15</u>	Est.	<u>February-14</u>
Number of Groups:	2		0
Revenue Arrived:	\$13,018		\$0
Projected Commission:	\$333		\$0
Room Nights:	71		0
Number of Delegates:	56		0
Arrived Group Types:	1 Corp., 1 Smf		0
Arrived Group Types:	1 Corp., 1 Smf		0

D9-5



Monthly Detail/Activity	<u>January-15</u>	<u>January-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$21,882	\$1,350	1521%
Projected Commission:	\$1,289	\$202	538%
Room Nights:	175	20	775%
Number of Delegates:	118	25	372%
Booked Group Types:	1 Corp., 1 Assn.	1 Corp.	

<u>Arrived in the month</u>	<u>January-15</u>	Est.	<u>January-14</u>
Number of Groups:	1		0
Revenue Arrived:	\$4,230		\$0
Projected Commission:	\$212		\$0
Room Nights:	50		0
Number of Delegates:	20		0
Arrived Group Types:	1 Smf		0

Monthly Detail/Activity	<u>December-14</u>	<u>December-13</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>December-14</u>	<u>December-13</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$382,681
Projected Commission:	\$0	\$0
Room Nights:	0	3769
Number of Delegates:	0	1000
Arrived Group Types:		1 Corp.

Monthly Detail/Activity	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$20,898	\$28,800	-27%
Projected Commission:	\$0	\$4,320	
Room Nights:	180	93	94%
Number of Delegates:	60	30	100%
Booked Group Types:	1 Corp.	1 smf.	

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		

D9-6

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$9,841
Projected Commission:	\$0	\$1,476
Room Nights:	0	105
Number of Delegates:	0	35
Booked Group Types:		1 Corp.

<u>Arrived in the month</u>	<u>October-14</u>	<u>October-13</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,493	\$36,900	4%
Projected Commission:	\$1,925	\$1,800	7%
Room Nights:	230	490	-53%
Number of Delegates:	200	220	-9%
Booked Group Types:	1 Smf	1 Assoc.	

<u>Arrived in the month</u>	<u>September-14</u>	<u>September-13</u>	
Number of Groups:	4	1	
Revenue Arrived:	\$521,681	\$8,792	5834%
Projected Commission:	\$27,677	\$1,318	2000%
Room Nights:	3664	48	7533%
Number of Delegates:	1645	40	4013%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>August-14</u>	<u>August-13</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$9,603	\$0
Projected Commission:	\$481	\$0
Room Nights:	80	0
Number of Delegates:	30	0
Booked Group Types:	2 Smf	1 Corp, 1 Assoc.

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$39,794	\$8,792	353%
Projected Commission:	\$0	\$1,318	
Room Nights:	217	48	352%
Number of Delegates:	75	40	88%
Arrived Group Types:	1 Corp.	1 Assoc.	

D9-7

<b>Monthly Detail/Activity</b>	<b><u>July-14</u></b>	<b><u>July-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>3</b>	
Revenue Booked:	\$10,800	\$490,297	-98%
Projected Commission:	\$0	\$24,010	
Room Nights:	55	1525	-96%
Number of Delegates:	40	3666	-99%
Booked Group Types:	1 Smf	1 Corp, 1 Assoc. :	
<b><u>Arrived in the month</u></b>	<b><u>July-14</u></b>	<b><u>July-13</u></b>	
Number of Groups:	2	1	
Revenue Arrived:	\$111,391	\$10,103	1003%
Projected Commission:	\$825	\$1,515	-46%
Room Nights:	760	60	1167%
Number of Delegates:	320	40	700%
Arrived Group Types:	2 Assn.	1 Smf	

**NUMBER OF LEADS Generated as of 3/31/15: 109**

**Total Number of Leads Generated in Previous Years:**

2013/2014 172  
2012/2013: 171  
2011/2012: 119  
2010/2011: 92  
2009/2010: 107  
2008/2009: 151  
2007/2008: 209  
2006/2007: 205

D9-8



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

## NLTRA Executive Committee

Tuesday, April 21, 2015  
7:30 a.m.  
NLTRA Offices

### Report

#### A. Open Session

1. Items for Board Agenda – May 6  
**Placer County TOT Audit will be on the Strategic Discussion agenda for May 6. We will also have the contract budget and scope of work to approve and a report on the USA Cycling event.**
2. Strategic Discussion ideas
  - a. Strategy for increasing Destination Visitor segment of market (suggested at last board meeting)
  - b. David Boesch – E. Placer revenues and expenses
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. **Placer County (TOT Audit – Jerry Gamez) This will be on the agenda for the May board meeting**
3. Contract Budget – amounts and process  
**Sandy shared the County Services proposal and went over the available discretionary budget amounts that will be left to use. Including an upfront amount of \$750,000 from the future fund balance, there is a \$1,048,000 increment in the 2015/16 budget.**
4. Contract Compliance Audit – VTD Currently in process  
**Sandy shared the list of requested forms and documents for the contract compliance audit. Staff has been working very hard to provide all the materials at the auditors' request with short notice. With the Tourism Master Plan outreach schedule and the contract budget and scope of work due at the end of the month, this has been a challenge.**

D10-1

5. Revise Supplemental Operating Procedures and Policies to reflect the new Conflict of Interest form 700  
**Have spoken with Steve Gross and he is reviewing our policy and will get back with recommended amendment.**
6. USA Cycling Issues – change in venue for time trials, all permits in process  
**A report will be prepared for the May 6 Board meeting where costs and benefits will be discussed.**
7. Master Plan Update
  - a. Revised Outreach Plan, Survey  
**Sandy shared a revised outreach plan in working with Seana Dougherty of Fresh Tracks Communications. Workshops will end on April 29 and presentations to various agencies will continue into May.**
8. Meet with David Boesch regarding next steps with Transit Vision – include key partners on RTTVC – April 24 3:30 p.m.
9. Succession plan for board: end of year – Kali, Phil, Joseph; Valli's position? Wally?  
**Sent past prospective board member list to Wally; Golf Course Oversight position Sandy will place an item on the May agenda requesting another volunteer to replace Valli on the Golf Course Oversight Committee that meets quarterly.**

D10-2



## north lake tahoe

Chamber | CVB | Resort Association

May 6, 2015

**Subject:** Monthly Activity Report—April, 2015

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

### A. Capital Investment/Transportation Work Plan Projects—Update

#### 1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The following are receiving further research
  - Funding techniques of other resort areas
  - Sales Tax survey for Placer County
- Staff discussed strategy for advancing the vision with Placer County
- Placer direction to investigate other funding efforts underway before Initiating separate new efforts
- Coalition will then start to develop a suggested funding process

#### 2. North Lake Tahoe Express

- A new Business and Operational Plan Consultant will be solicited to give goals and direction for the NLTE over the next 3-5 years.
- A RFP process for operator selection will be conducted during 15/16 based on new B & O Plan.
- A tentative agree with the current contractor has been reached for 2015/16.
- It can be terminated at any time if a new direction is taken. .

#### 3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Public outreach is now underway for April and May, 2015, and the meeting schedule is posted on NLTRA website.
- Five public workshops and four presentations to organizations have been conducted

#### 4. SR28/Fanny Bridge Community Revitalization Project

- The draft environmental documents for the SR 89/Fanny Bridge project have been prepared.
- There were three public hearings on the document including two on the North Shore.
- The TTD Board met on April 10<sup>th</sup> and approved the adequacy of the Draft EIR/EIS/EA, and selected Alternative 1, Option 2.
- The documents go to the TRPA Governing Board in May.

D-11-1



#### **5. North Tahoe Parking Study**

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners have completed the study
- The goal of the study is to provide an overview of existing parking capacity and utilization
- The study provides project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It analyzes the development of a parking management strategy and new parking standards such as an in-lieu fee parking program for North Lake Tahoe.
- Placer County will hold a public workshop to discuss the results
- It will be held on May 11, 2015 at the Tahoe City Public Utility District, 5:30 to 7:00 pm

#### **6. Kings Beach Commercial Core Improvement Project.**

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- The project is getting ready to begin 2015 construction.
- This has been the largest single project allocation of TOT funds,

#### **7. Wayfinding Signage**

- Caltrans has given tentative approval for design and location of 1<sup>st</sup> phase of right-of-way signage to be installed
- DPW received approval from Supervisors on March 10<sup>th</sup> to start preparing scope of work to issue bid documents for construction and installation of 1<sup>st</sup> phase.
- Roadside mile markers are being accessed for necessary repairs to be done this spring.

#### **8. Tahoe City Ped/Bike Road Safety Audit**

- Staff participated in the Federal Highway Administration audit of pedestrian/bike and auto conflict locations within the Tahoe City commercial core
- Several agencies, organizations, business owners, and residents participate in this April 28-30 study.
- Considerations include signage, lighting, signals, striping, and curb, parking, and driveway adjustments.
- FHWA suggested recommendations will be compiled in a report and shared with the community by mid-June

#### **9. Placer County Board of Supervisors April 28th Actions**

- Approved transportation project recommendations with exception of North Lake Tahoe Water Shuttle

D11-2

- The Supervisors unanimously agreed the TOT investment was not justified by the amount of ridership served
- The Supervisors did approve \$22,000 toward the Business Associations' repair of the 4<sup>th</sup> of July fireworks barge.
- It was determined these TOT funds should be from the maintenance reserve account

**10. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting is scheduled for Monday, **June 22, 2015, 1:30 p.m. until 3:30 p.m., at the Tahoe City PUD.**
- There will not be a May meeting as it would conflict with Memorial Day.
- The main agenda item in June will be preparation of the FY2015-16 Capital Investment and Transportation Work Plan
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- NLTE Committee Meet
- Kings Beach Pier Reconstruction Public Wrkshp
- TMA Board
- Mouse Hole Ground Breaking
- LAFCo Board Meeting
- NTRAC Presentation
- Placer County Auditors
- Master Plan Presentations and Wrkshps (8)
- NTBA Design Committee Wayfinding

**C. Project Funding Needs Status As of April 15, 2015**

<b>Approved Projects Expected Invoices</b>		<b>Status</b>	<b>15-16 Invs</b>
Wayfinding Signage Installation	A-3	RFP to Install	\$115,000
Tahoe XC Trails Wayfinding Signage	A-6	Main Signs Complete	\$3,000
North Tahoe Regional Park Trails and Wayfinding	A-8*	Construct in 15-16	\$135,000
Tahoe City Field Station Wayfinding Signage	A-10*	Construct in 15-16	\$6,500
Lakeside Multipurpose Trail	B-1	Complete July	\$25,000
Northstar Community Multi-Purpose Trail	B-4*	Starting phase 3	\$502,048
Truckee River Corridor Access Plan	B-5	DPW has no date	\$126,398

D11-3

Homewood Bike Trail Design & Env. Docs	B-6	Design done July	\$19,637
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	Complete July	\$50,000
Truckee River Trail Restoration	B-15*	Start 3yr in 15-16	\$433,859
Squaw Valley Bike Trail Rehabilitation	B-18*	Start 2yr in 15-16	\$246,500
North Tahoe Shared-Use Trail	B-22*	Planning start 15-16	\$100,000
Public Art Program	D-4	Selected; Caltrans Delay	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-7*	Outreach started	\$50,000
Commons Beach Sand Replenishment	F-7*	Complete July	\$30,000
Community House	G-2	Awaiting TAU transfer	\$250,000
North Tahoe Parking Analysis	G-8*	Phase 1 in July	\$24,900
King's Beach Pier Concept Plan	G-9*	Env Analysis underway	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13*	Begin in 15-16	\$147,995
Tahoe City Parking Project Plan	G-16*	Begin in 15-16	\$85,000
Tahoe City Mobility Improvement Plan	G-17*	Just underway	\$85,000
Signage-Mile Markers	H-1	Rehab this spring	\$2,500
Tahoe Pedestrian Safety Program (Maintenance)	H-2	Maintain as necessary	\$18,600
North Tahoe Barge Repair (Maintenance)	H-7*	Complete end of May	\$22,000
Regional Transit System Branding	J-2	Brand approved	\$88,500
<b>Approved Projects Totals:</b>			<b>\$2,991,589</b>

D11-4



## **Transient Occupancy Tax**

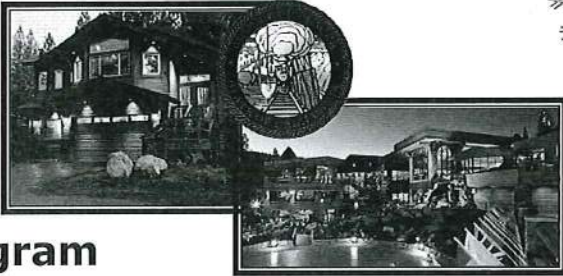
### **Audit & Communications Strategy**



## **AGENDA:**

- Introductions
- TOT Program Overview
- Audit & Communications Strategy
- Q & A

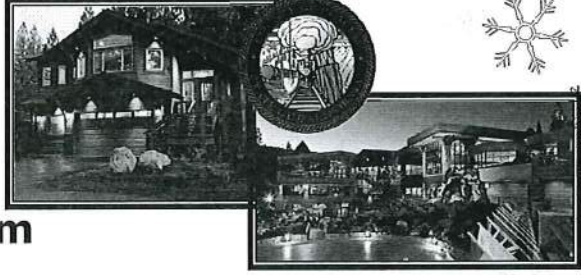




## TOT Program Overview:

TOT Certificate Holder Totals		
Qty.	Location	% Increase
2976	Eastern Slope w/Management Co.	+6%
779	Eastern Slope w/o Management Co.	+8%
32	Eastern Slope New Accounts w/o Certificates	+4%
32	Western Slope	+16%
3819	TOTAL ACTIVE ACCOUNTS	+6%

Notes:  
63 Management Companies

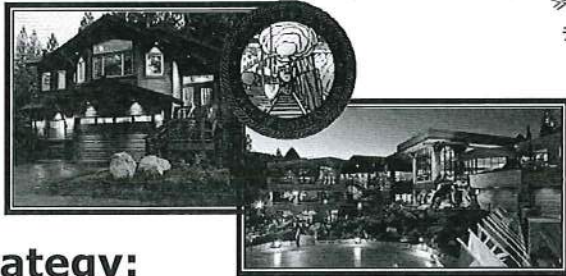


## TOT Program Overview:

FY 2013/14

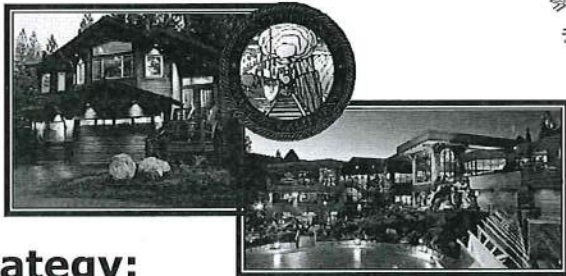
Month	Reporting Period	East 10%	West 8%	10% Delinq	8% Delinq	Total
01	Jul-13	714,670	82,440	2,499	3	799,612
02	Aug-13	1,067,680	19,777	12,861	7	1,100,325
03	Sep-13	558,427	438	3,269	0	562,134
04	Oct-13	2,524,805	105,545	999	0	2,631,349
05	Nov-13	677,567	19,845	600	0	698,012
06	Dec-13	290,406	0	2,048	60	292,514
07	Jan-14	1,481,402	82,366	1,490	13	1,565,271
08	Feb-14	858,103	28,812	2,910	0	889,825
09	Mar-14	752,013	0	3,673	0	755,686
10	Apr-14	1,559,495	57,305	637	0	1,617,437
11	May-14	789,890	19,010	958	0	809,858
12	Jun-14	176,428	6,153	3,041	201	185,823
Totals		11,450,886	421,691	34,985	284	11,907,846





## Audit Strategy:

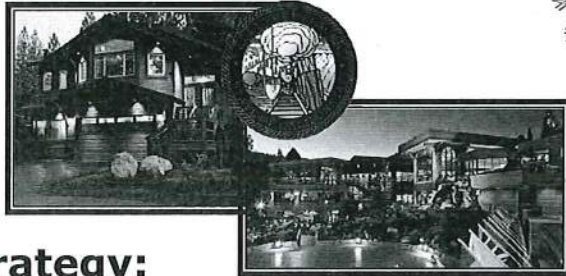
- Western Slope
- Eastern Slope
- Communication Strategy
  - Notice to Operators
  - Community Meetings
  - Training "How to Prepare for an Audit"



## Audit Strategy:

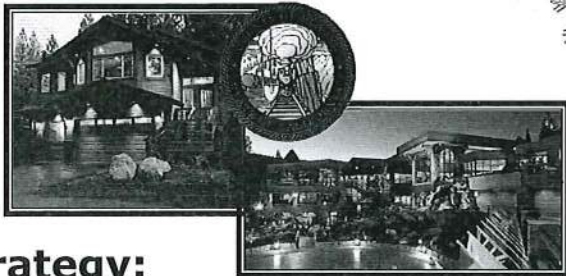
- Western Slope Audit Overview
  - 2012 TOT Year
  - Eight Operators
  - Performed in 2013
  - Completed in 2014
  - Key Findings





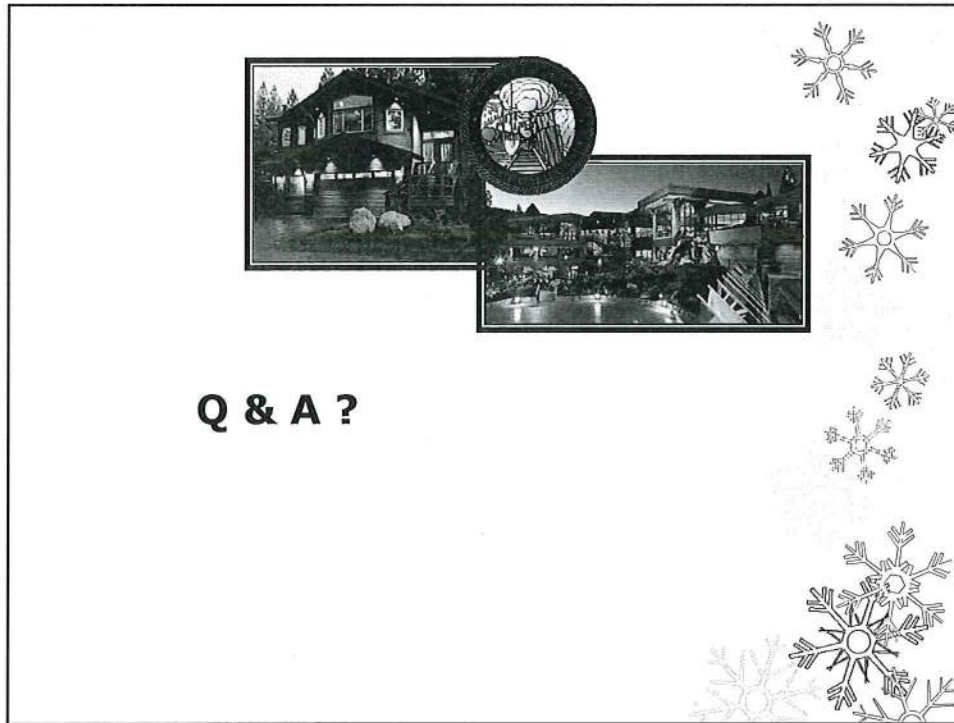
## Audit Strategy:

- Eastern Slope Audit Overview
  - Last Audit Completed in 2008, for 2006 TOT Year
  - Key Findings
  - Targeting Aug – Sept Timeframe
  - 2014 TOT Year
  - Scope of Audit Being Developed



## Audit Strategy:

- Questionnaires
- Training " How to Prepare for an Audit"
- Conduct 10 to 25 Field Audits
  - Identify High Risk Indicators
- Desk Audits
  - Target More Frequent Smaller Engagements
- RFP – Consulting Firm
- SB 593 – Online Rentals



**Q & A ?**

## 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.

F1-1



## Tourism Division

### 2011-16 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.

### **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
- 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 Special Events Grant Program administered by the Business Association and Chamber Collaborative. Promotional responsibilities of the department include coordinating special events with the [www.GoTahoeNorth.com](http://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 Special Events 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.
- Work to develop or recruit a major special event with national and international television coverage, preferably in one of our initiative areas or during one of our strike zones.
- Develop a special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all event markets to improve coordination with business associations and other event producers, return on investment and consistency with Resort Association goals.

### **Web Site Strategies**

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 to the start of the 2015/16 fiscal year. The new web site will allow us to increase our communication with the consumer through varied platforms, to leverage our tourism servicing businesses and to streamline the conversion from traveler inspiration, to interest, to booking and beyond.

### **Key Performance Objectives**

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

### **Public and Media Relations**

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](http://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.

F1-5



## **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**. The funding criteria are included in Attachment D. 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 Business Association and Chamber Collaborative, with the final approval of all grant recommendations by the NLTRA Board of Directors.

## **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 businesses 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 has been 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. The new format of the GoTahoeNorth.com website will be through Wordpress and will have a responsive view depending on the device. This will be launched prior to the end of the 2014/15 fiscal year. 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.

- 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 to provide visitor information content

- 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 front line staff in the hospitality industry.

### **Key Performance Indicators**

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



## 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 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
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.

### **Transportation**

The Visitor Support Services (Transportation) allocation provides funding for the NLTRA's contributions to the operation of Placer County's Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-2.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and summer Nightrider services, the winter ski shuttle to Sugar Bowl/Donner Summit, and the North Tahoe Free Coordinated Winter Skier Shuttle. The Coordinated Winter Skier Shuttle operates under management of TART. A free voucher system for guests staying at Eastern Placer properties wanting to ride TART to ski resorts regardless of the time of day was also implemented. This service will be provided again this winter. Funding is provided through TOT and ski area operators. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District (TTD). Additional transit service that had been provided through contract with the TTD was the North Lake Tahoe Water Shuttle. Upon the completion of the three-year pilot program in 2014, the operation was evaluated and it was determined not to continue the service at this time as it has been operated.

The two highest priorities for transit service expansion are still year-round service between North Lake Tahoe and Truckee along SR 267, and a summer pilot program between Tahoe City and Emerald Bay. The NLTRA will work with Placer County and partner entities in order to coordinate route schedules, funding agreements, operations contracts and marketing.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the "Tahoe City Three Lane Program" and, as necessary, a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for traffic management in downtown Tahoe City each Thursday morning (to assist the flow of traffic in and out of the Tahoe City Farmer's Market), and traffic management efforts in downtown Kings Beach on holidays and busy Saturdays. Other possible traffic management times will continue to be reviewed. Other possible solutions for traffic/pedestrian management will be evaluated for possible implementation which may affect the current traffic management operations.

The NLTRA has facilitated Transportation Summits in the fall of 2012, 2013, and 2014, to develop a vision and identify steps for North Lake Tahoe Transportation improvements. The vision is that "The greater North Lake Tahoe area has a comprehensive environmentally sensitive transportation system that encourages and supports an enjoyable experience while reducing the dependency on the personal automobile."

This has led to a region-wide North Tahoe Resort Triangle Transportation Vision Coalition which has now reviewed existing service, evaluated various transit serving scenarios, and prepared environmental and economic analyses. In FY 2015-16, the NLTRA, with the coalition, will continue exploring opportunities for region-wide transit governance and potential funding revenue sources. In addition, the newly completed regional transportation branding will be implemented as one of the first steps toward initiating the Transit Vision.

This year Placer County and NLTRA, along with partner entities such as the Tahoe Transportation District and Truckee North Tahoe Transportation Management Association, will prepare an up-to-date Business Plan for the North Lake Tahoe Express to reconfirm the purpose and objectives of the service. Upon completion of the Business Plan, a Request for Proposals can be issued to solicit an operator to run the service in a manner to achieve the Plan.

### **Key Performance Objectives**

- TART transit service will increase passengers per vehicle service hour by 2% during the winter of 2015/16 over the winter of 2014/15.
- Continue to improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are contributed.

- Complete the Business Plan for the NLTE and solicit an operator that can provide the recommended service.

### **Research and Planning**

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts to further implementation of the adopted NLTRA Master Plans and 5-year Strategic Goals. More specific research and planning projects are listed in Attachment A-1.

## **Resort Association Administration/Management Team**

### **2011-16 Strategic Goals**

- Have a comprehensive communication plan through all mediums
- Build trust, confidence and leadership with key partners
- Be a recognized voice of community in all core function areas
- Have a recognized brand message of "Who we are and what we do"
- Be the recognized business leader in the regulatory environment
- Be the recognized business leader for legislative issues impacting tourism
- Take the lead on Economic Development plans that align with tourism development
- Provide advocacy for all project and programs that align with our mission

The NLTRA is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

The Administration/Management team will be responsible for oversight and execution of various other activities such as legislative advocacy, partnership management, economic development, and review of the Tourism Development Master Plan.

### **Placer County Tourism Development Master Plan Review and Update**

The TDMP is in the final stages of written updates and Freshtracks Communications has been contracted to assist with the organization of the written material as well as the

community outreach plan. A chapter outlining the outreach process and input as well as an implementation chapter will be written and the plan is expected to be ready for adoption by the NLTRA Board and Committees and the Placer County Board of Supervisors in October, 2015.

### **Preparation and Adoption of the Placer County Area Plans**

The NLTRA continues its active involvement with Placer County's North Lake Tahoe Community Plan update. This is a planning process with significant ramifications for the North Lake Tahoe Chamber/CVB/Resort Association membership and its many partners, including Placer County.

### **Specific NLTRA/Chamber Regional Plan Update Activities Key Performance Objectives**

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs. Continue to work in cooperation with Placer County and other partners to support economic development goals as they align with the mission as defined in the 2004 Tourism and Community Investment Master Plan and the soon to be adopted 2015 Tourism Development Master Plan.

### **Legislative Advocacy**

#### **Key Performance Objectives**

- Work with County Executive Office to insure that NLTRA legislative platform, approved by the Board annually, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to support maintaining the new source of federal funds as well as state funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
- Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.

### **Maintaining and Developing Partnerships**

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

### **Partnerships with Placer County and Related Agencies**

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County as it benefits the businesses and economic vitality of the North Lake Tahoe region. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Community Development Resources Agency, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Council, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

### **Economic Development**

The NLTRA will continue to work with the Placer County Office of Economic Development and The Prosperity Center on economic development initiatives that align with the TDMP and Strategic Goals. Some of the areas that are currently in progress are Health and Wellness initiatives that take advantage of the region's active lifestyle and performance sports, creating the ability to have increased broadband/wireless access in all areas of the Tahoe Basin, and developing opportunities for businesses and tourism that promote environmental innovation.

# 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
  - 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**

F1-15



## ATTACHMENT A-2 FY 2015-16 Proposed Transportation Programs and Services

	Approved 14-15	Proposed 15-16
<b>Traffic Management</b>		
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$20,000
T-18 Summer Traffic Management (Existing)	22,000	22,000
<b>Sub-Total Traffic Management Programs</b>	<b>\$ 42,000</b>	<b>\$42,000</b>
<b>Transportation/Transit Programs</b>		
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
T-9 Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	\$ 164,800 *	171,900 *
T-11 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	155,000	163,800
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
<b>Sub-Total Transit Programs</b>	<b>\$ 1,285,920</b>	<b>1,310,530</b>
<b>Transportation &amp; Transit/Management Total</b>	<b>\$ 1,327,920</b>	<b>\$1,352,530</b>
*Services provided by Placer County including Baseline	<b>\$ 714,500 *</b>	<b>702,000</b>
Services provided by other providers to be paid by NLTRA	<b>\$ 613,420 **</b>	<b>\$650,530 **</b>
** \$24,000 provided to Placer; \$6,000 provided to others (TMA)		

F1-16



## Strategic Goals and Action Plan 2011– 2016 Revised 2014 Progress Report: May 1, 2015

### Marketing

By 2016, the North Lake Tahoe Region will dominate the National market as a destination for Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.

#### 2014/15 Action Plan

- Establish marketing capacity to support the North Lake Tahoe Nordic product and campaign. This effort will be coordinated with the newly formed Nordic Council made up of resorts, retailers, lodging providers, industry representatives, student athlete associations and other interested parties.
  - DONE but challenging year to launch with very few of the resorts able to open. No sales. Next year has great potential. Looking into working with Living Social and some additional partners to help sell the booklet while making a huge number of impressions for little/no cost
- Focus on human-powered sports as a key competitive advantage woven through all appropriate channels.
  - Done - Continue to push this focus through all our social networks.
- Increase web referrals from Ski Lake Tahoe by having them in the top 5 referral sites.\*
  - Ongoing - Ski Lake Tahoe web referral numbers we down across the board in 2014/15 season due to lack of snowfall and the negative media attention recieved. This will be a continued effort with the 15/16 ski season
- Grow unique visits to GoTahoeNorth.com website by 5% to the human-powered sports landing page and by 20% to Cross County landing page.\*
  - In Progress - Numbers in this area were also lower across the board. This will be an easier goal to reach with the launch of the new website in May 2015.
- Combine NLTRA and sports producer social and PR outreach to broaden the message and have HPS landing page URL the call to action.
  - In Progress - Continued efforts throughout the year, and will continue with the launch of the new website and development of individual landing pages for each HPS.
- Encourage grant recipients to do reciprocal likes and shares on their social channels.

F1-17



- Done, and ongoing.
- Increase social conversation and engagement about human-powered sports by 10% and increase press coverage mentions by 15%.\*
  - Done - Increases in total social engagement rose by over 60% on all channels. Individual press coverage mentions rose by 40%. \*Please note that due to snow conditions we received an increased number of media inquiries, but due to conditions received an overall lower number of placements. Also, please note that the agency changed its advertising equivalency methods. In the past the value included a three times multiplier to reflect publicity value. However, this year the value is the direct advertising value.
- Collaborate with sports producers to cross promote across all media.
  - Done and ongoing
- Support efforts to brand and position North Lake Tahoe as a premier Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners, increasing visits to the Cross County landing page of [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) by 20%.\*
  - Postponed - This initiative did not move forward in the 2014 Ski Season due to low snow amounts. It will continue for the 2015 Ski Season.
- Support and coordinate cooperative efforts for tradeshow booths at Marathon expos and local IronMan expos.
  - Done and ongoing
- Insure all FAMs with sufficient time allotted for activities have the opportunity to choose one or more of the following human powered sports: stand up paddleboarding, kayaking, hiking, biking, skiing, snowboarding, cross country skiing and snowshoeing.
  - Done and ongoing
- Increase exposure and third party product offerings and packages for the activity providers within the region.
  - Done and ongoing
- Target groups that host meetings or produce events related to alpine/Nordic skiing, biking, paddle boarding and kayaking.

Conference Sales booked the following programs in 2016-2017:

1. Tom Whitman Presents - Elevation Lake Tahoe (Gay Ski Week), February 2015, 82 room nights, 100 people, \$19,368 room revenue, \$236 ADR, Squaw Valley
2. Desert Ski Club, March 2015, 60 room nights, 24 people, \$10,980 room revenue, \$183 ADR, Squaw Valley
3. Bonfire Entertainment-Winter WonderGrass Tahoe, March 2015, 79 room nights, 45 people, \$20,785 room revenue, \$263 ADR, Squaw Valley  
\*This program was VIPs and Vendors for WWG. Attendees did stay at several properties in North Lake Tahoe. Approximately 3,000 people attended this first time event.
4. Tough Mudder Tahoe, June 2015, 300 room nights, 10,000 people, \$39,013 room revenue, \$130 ADR, Various Properties in North Lake Tahoe

5. Triple Crown Sports, July 2015, 495 room nights, 800 people, \$63,585, \$128 ADR, 3 North Lake Tahoe Properties
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI which attract meeting planners from destinations markets to showcase Nordic skiing, biking, and paddle boarding/kayaking as teambuilding events.
    1. Done and ongoing (see below for list of shows attended)
  - Fully integrate Special Events department expertise with community and resort sponsored and/or produced events.\*
    1. Done and ongoing.
  - Support departmental efforts in working with the Cross Country ski resorts updating their info on www.GoTahoeNorth to ensure photos, videos and info is current.
    1. Done/Postponed – Updates were made to the current website. This initiative did not move much in the 2014 Ski Season due to low snow amounts. It will continue for the 2015 Ski Season, and will gain momentum with improved conditions and the launch of the new website.
  - Continue to support and coordinate Nordic Council meeting/follow up on action items and take minutes at meetings.
    1. Postponed - This initiative did not move forward in the 2014 Ski Season due to low snow amounts.

**By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.**

#### **2014/15 Action Plan**

- Increase Conference and Group room revenue by increasing the number of site visits to North Lake Tahoe by 20% (32) and increasing sales trips to the Bay Area by 50% (4).\*
  - Done and progress. Conference Sales conducted 19 site visits year-to-date and has a number on the calendar. Below are sales trips to the Bay Area
    - January 7-9, 2015 -Smart Meetings San Francisco and Sales Calls
    - February 17-2015 – Northern California Chapter MPI Annual Trade Show and Sales Calls
    - March 25-27, 2015 – Plan Your Meetings Live San Francisco and Sales Calls
    - June 4-5, 2015 Luxury Meeting Summits in San Francisco and Silicon Valley.
- Increase the number of website clicks to lodging properties by 5%.\*
  - In progress – YTD numbers are up 4% (99k in 13-14 vs. 103k in 14/15 YTD) with two months go to. Expectations are positive with the launch of the new site and the PR messaging that we are undertaking upon launch.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.\*



- In Progress - This is a major objective and will be a high priority once the new website is launched in May 2015
- Attend the major contracting trade shows and opportunities for new business development with the domestic and international travel trade: Mountain Travel Symposium, US Travel Association's International POW WOW and sales missions on behalf of the High Sierra Visitors Council.
  - Done
- Increase North Lake Tahoe product placement in the Wholesale and Tour Operator sales channels by 10%.\*
  - Booking.com has increased their presence in the destination by over 50%, along with other operators from Australia and New Zealand have also grown their portfolios in the destination. Luxury Retreats, and Turnkey Properties, both domestic operators are both new operators entering the market.
  - One of the challenges with this market has been
  - Scott Dunn (UK) is new to the destination.
- Host at least two trade FAMs per year, one with a winter focus and one with a summer focus, and continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.\*
  - Done. Leisure Sales conducted over 20 FAMS this fiscal year. Please refer to monthly reporting.
- Create programs that increase average daily rates (ADR) by 5% and revenue per available room (RevPar) by 10% over the winter and summer periods.\*
  - In progress through social media and advertising efforts in Bay Area and Southern California.
- Increase of 5% from core consumer markets in ad awareness studies over the last study period.\*
  - Postponed – Ad awareness study was not conducted in 14/15 FY.
- Attend targeted sports commission trade shows to bring in major sporting events on an annual and repeat basis.
  - This was taken out of the budget for 14/15 disc golf
- Develop a special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with local associations and other event producers, return on investment and consistency with Resort Association goals.\*
  - Done (individually). Each event is reviewed on an individual basis prior to, and after completion of the event.
- Continue to focus sales and marketing efforts in markets with a high propensity to meet in North Lake Tahoe. (Bay Area, Sacramento, Chicago, Washington DC, Southern California)
- The following are example of groups the conference team booked out the Bay Area, Sacramento and Southern California:
  - Gioworks International LLC-Assemblies of God (Sacramento) May 2015, 130 room nights, 100 people, \$14,170 room revenue, \$109 ADR, Resort at Squaw Creek

FI-20



- California Department of Fish & Game (Sacramento) May 2015, 100 room nights, 150 people, \$7,000 room revenue, \$70 ADR, Granlibakken Tahoe
- Jewish Study Network (Bay Area) May 2015, 70 room nights, 150 people, \$9,030 room revenue, \$129 ADR, Resort at Squaw Creek
- DP Technology (Southern California) June 2015, 1249 room nights, 450 people, \$207,908 room revenue, \$166 ADR, Resort at Squaw Creek
- Helms Briscoe – Law Firm Social Retreat (Sacramento) June 2015, 102 room nights, 75 people, \$20,298 room revenue, \$199 ADR, Ritz Carlton Lake Tahoe
- TubeMogul (Bay Area) October 2015, 1241 room nights, 350 people, \$241,995 room revenue, \$195 ADR, Hyatt Lake Tahoe
- Combustion Research Facility, Sandia National Lab (Bay Area) August 2015, 515 room nights, 275 people, \$85,700 room revenue, \$166 ADR, Squaw Valley Lodge and PlumpJack Squaw Valley Inn
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business.
  - Conference Sales attended the following tradeshow in 2014-2015 fiscal year:
    - Smart Meetings Events in San Diego, Dallas and San Francisco
    - Plan Your Meeting Live in San Francisco and Chicago
    - MPI Trade Shows in San Francisco and Orange County
    - M&C Interact in Portland, OR.
    - Luxury Meeting Summits in Los Angeles, Seattle, Portland, Sacramento, San Francisco, and Silicon Valley
    - Collaborate in Orlando
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.\*
  - Done and ongoing with each individual event.
- Provide Special Events Resource Guide for event producers and promoters.\*
  - Done and updated annually.
- Assist area special event producers in the completion of final event reports, tracking specific measurements to determine ROI of each event.\*
  - Done and ongoing following each event
- Increase the Advertising Equivalency of Public Relations efforts.\*
  - Done – Also note that due to snow conditions we received an increased number of media inquiries, but due to conditions received an overall lower number of placements. Also, please note that the agency changed its advertising equivalency methods. In the past the value included a three times multiplier to reflect publicity value. However, this year the value is the direct advertising value.
- Increase reference to, and the exposure of, [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) in editorial stories and features about North Lake Tahoe by 15%.\*



- To date, this number was not recorded. We will obtain this record in 2015/16 FY.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com website by 10%.\*
  - To date, this number was not recorded. We will obtain this record in 2015/16 FY.

**By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011 (Strike zones: last two weeks of August, September, October, the first two weeks of January, and May and June).**

#### **2014/15 Action Plan**

- Increase sports commission site visits to four on an annual basis, targeting events that would be positioned during strike zones.
  - Postponed – Due to budget cuts in this category, will be completed in 15/16 budget year.
- In addition to summer and winter vacation messaging, further brand North Lake Tahoe as a “must see” destination for global travelers conducting fly drive vacations in the Western US.
  - In Progress - These efforts are in progress with current follow up from MTS, and ensuring that brochure product into California includes NLT upcoming IPW (June 2015)
- Develop or recruit a major special event with national and/or international television coverage, in one of the NLTRA Board-defined initiative areas or during a defined strike zone period.\*
  - DONE – Worked with LTVA and Co-op to capture the Amgen Ladies Tour of California in May 2015.
- Continue to target companies, associations, fraternal organizations and event producers who execute programs during identified strike zone periods.
  - The following are examples of conferences and groups the conference has booked during our strike zone periods:
    1. Gioworks International LLC-Assemblies of God (Sacramento) May 2015, 130 room nights, 100 people, \$14,170 room revenue, \$109 ADR, Resort at Squaw Creek
    2. California Department of Fish & Game (Sacramento) May 2015, 100 room nights, 150 people, \$7,000 room revenue, \$70 ADR, Granlibakken Tahoe
    3. Jewish Study Network (Bay Area) May 2015, 70 room nights, 150 people, \$9,030 room revenue, \$129 ADR, Resort at Squaw Creek
    4. DP Technology (Southern California) June 2015, 1249 room nights, 450 people, \$207,908 room revenue, \$166 ADR, Resort at Squaw Creek
    5. Tough Mudder Tahoe, June 2015, 300 room nights, 10,000 people, \$39,013 room revenue, \$130 ADR, Various Properties in North Lake Tahoe

- 6. Helms Briscoe – Law Firm Social Retreat (Sacramento) June 2015, 102 room nights, 75 people, \$20,298 room revenue, \$199 ADR, Ritz Carlton Lake Tahoe
- 7. TubeMogul (Bay Area) October 2015, 1241 room nights, 350 people, \$241,995 room revenue, \$195 ADR, Hyatt Lake Tahoe
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business, specifically targeting strike zones.
  - Done and ongoing (see above list of shows attended)
- Complete overhaul of the GoTahoeNorth.com consumer website.\*
  - 90% complete. Expected launch date is May 15, 2015
- The following measurements will be tracked and analyzed regularly to determine success of Web Strategies efforts.\*
  - Total Unique Visitors
  - Cost Per Visitor
  - Percent of Direct and Bookmarked Visitors
  - Number of Repeat Visitors
  - Number of Lodging Referrals
  - Lodging Referral as a Percent of Total Unique Visitors
  - Search Engine Referrals
  - Organic Search Engine Results
    - Done and ongoing. Reporting is included in monthly reports to committees and Board of Directors

**By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13 as measured with intercept research (NLTRA summer, winter ski resorts) and geo-tracking on website.**

#### **2014/15 Action Plan**

- Target key destination markets with a high propensity to travel to North Lake Tahoe.
  - Done and ongoing
- Develop marketing efforts to destination travelers during targeted periods of the travel season.
  - Continued efforts with outreach in new air service destinations. Marketing efforts also extended into the LA and San Diego markets
- Further develop and initiate the Destination Task Force.
  - This effort was stalled with personnel transition with an ongoing effort to increase development in next FY.
- Continue to leverage the international GSAs, Visit California, the Nevada Commission on Tourism, Brand USA, the Sierra Ski Marketing Council, Ski Lake Tahoe and the High Sierra Visitors Council to maximize branding opportunities to the destination traveler.
  - Done and ongoing
- Work with meeting and event planners to encourage their attendees to arrive early and stay longer.



- Ongoing. Every planner is given the opportunity of extending their group rate for attendees pre/post meeting
- Improve the quality and distribution of “in market” visitor information and achieve greater coordination of advertising and promotional messages with those of the drive and destination markets.\*
  - Done - This has been completed through many different channels including social media, visitor centers and kiosks

## **Capital Investments /Transportation**

### **2014/15 Overall Action Plan items**

- Achieve measurable progress in the implementation of approved infrastructure projects for which funds have been approved and budgeted in the FY 2014/15 CIT Work Plan.\* \$706,083 approved and distributed toward progress of approved on-going projects
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.\* Recommended \$2,132,609 for 16 projects approved by BOS
- Revise criteria and application for, and implement new capital fund distribution process.\* DONE
- Provide Placer County with a recommendation on the total maximum amount needed in the Capital Investment Maintenance account, by October 1, 2015.\*DONE
- Complete a Capital Investment Finance Plan for the North Lake Tahoe Region for known visitor-serving capital projects, including planning, multiple funding sources and timelines, by June 30, 2015. \* Delayed to 15-16 by Placer CEO

**By 2016, there will be measureable progress toward a fully integrated transportation system within the North Lake Tahoe area that will effectively link visitor destinations, recreation and lodging products with increased overall ridership on service on routes of 2% per year.**

- Substantial progress on Transit Vision. Third Transit Summit conducted.
- Ridership on both ski shuttles up, Donner substantially so. TART has had small increase
- Improved Donner ski shuttle, mid-day addition
- Better TART connection with above
- Developed regional single brand to be used on all transportation and collateral

### **2014/15 Action Plan**

- Complete public outreach and economic analysis phases of the region-wide Transit Vision, and include priority project recommendations in upcoming plans and budgets by December 30, 2014.\* Done
- Work with Transit Vision Coalition to do voter polling for Vision scenarios by June, 2015, pending results of economic analysis and outreach meetings. On hold per direction of Placer CEO



- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA\* **Done with minor blips during poor winter conditions, some quite good. Branding**
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.\* **Ongoing improvements**
- Reduce traffic congestion during peak periods of visitor movement.\* **reductions during some peaks. Working on additions solutions**
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.\* **Has not happened**

**By 2016, the lodging and/or commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals. Planning, approval, substantial progress, including some construction on 5 lodging properties**

#### **2014/15 Action Plan**

- Work with Placer County Business Development and Economic Development staff to compile lodging list and existing TAUs by January 31, 2015. **Economic Development still compiling**
- Work with Placer County Business Development and Economic Development and Lodging committee to interview all existing lodging properties to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent by May 1, 2015. **Starting in the Spring of 2015**
- Work with Placer County Business Development and Economic Development staff to proactively encourage an incentive program for redevelopment of identified properties as well as other programs through the Placer County Area Plan process. **New incentives being developed and incorporated in Area Plans**

**By 2016 (on-going), there will be a measurable progress toward a completed trail system linking all areas within North Lake Tahoe region resort triangle and West Shore to Incline Village to include:**

- **Bike path system including paved multi-recreation trails, bike lanes, and unimproved backcountry trails Many trails have received funding and are progressing: Truckee River Trail, Truckee Canyon, Squaw Trail, Martis Valley, North Shore, Tahoe Regional Park, Lakeside, Homewood**
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking Working with CTC water trails and TCPUD paddle boards racks**
- **Trail development and signage for providing Nordic skiing throughout the region funding and installation of 12 nordic trail signs**
- **20 new amenities for human powered sports initiative such as racks, tool stations, transportation access paddle board racks being installed, bike facilities planned with bike trails**
- **Marketing of completed infrastructure assets**

#### **2014/15 Action Plan**



- Determine trail development grant opportunities with Tahoe Fund, Federal Lands Access Program, Tahoe Transportation district, and Placer County Transportation Planning Agency. **Have applied with the Fund, got FLAP, TTD included water shuttle funds, PCTPA funds for Truckee River Canyon and Martis Valley**
- Work with partners to incorporate recommendations of American League of Bicyclists to future promote and improve North Lake Tahoe's Bicycle Friendly Community award status to Gold by April 1, 2015. **Have not applied. Due in 2016**
- Meet with 5 focus groups of advocates to plan asset improvements for bike trail support by October 31, 2014. **Met with two groups who will coordinate**
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit, rent-a-bike program) with NLTRA application due September 10, 2014. **Supported trail maps, and NTPUD signage**
- Meet with 5 focus groups to include businesses and individuals (residents and visitors) that are active in the human powered sports and identify amenities that would further promote North Lake Tahoe as a destination for these sports by April 1, 2015. **Still on List**

**By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and a total of 50 by 2016. 9 installed, 0 on Hwy, 12 ready for bids, still awaiting Caltrans final approval**

#### **2014/15 Action Plan**

- Continue to work with Placer County DPW to permit and install 18 or more signs along roadways by September 30, 2014. **DPW still moving forward. Requested extension**
- Distribute approved guidelines and provide incentives for others to construct signage by April 1, 2015. **Have widely distributed and are being used**
- Work with Tahoe City and Kings Beach communities to identify phase II of signage for 2014/15, and convene local groups of stakeholders to verify language and placement by April 1, 2015. **Have met with both are will have needs in place for Fall funding cycle**

#### **Membership/ Economic Development/ Legislative Advocacy**

**By 2016, (ongoing) the organization will have provided advocacy for all project and program development that aligns with our mission, and will be a recognized voice of the community in all core function areas.**

#### **2014/15 Action Plan**

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.\* **Worked with Tahoe Prosperity Center to convene stakeholders to create a Commodities Action Plan**

**By 2016, (ongoing) the organization will be the recognized business leader with public and private partners in the regulatory environment, and voice of business for legislative issues as they impact tourism in E. Placer County.**



### 2014/15 Action Plan

- Work with County Executive Office to insure that NLTRA legislative platform, approved by the Board annually, allocates expenditures and activities only to those consistent with Placer County policies.\* **Done**
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal Lake Tahoe Restoration Act (LTRA) as well as EIP investments from the states of California and Nevada.\* **Done with Lake Tahoe Partnership, Tahoe Summit**
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.\* **Support for MAP21 and SB231**
- Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.\* **Support for SB231 to adjust population count for Tahoe for the purposes of increasing state funding, also includes funding provisions for water transport**

**By 2016, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development. The organization will be the recognized authority for the BOS for regional economic development.**

### 2014/15 Action Plan

- Continue to work with Placer County and other partners to support economic development goals as they align with the mission as defined in the 2004 Tourism and Community Investment Master Plan.\* **Serve as Board Member for the Placer County Office of Economic Development, Chair of the Tahoe Prosperity Center**
- Work with the Tahoe Prosperity Center to assess broadband access and speed in the Lake Tahoe Basin by June 30, 2015. **TPC received grant from CPUC and has conducted speed testing to determine underserved populations within the Basin, also pursuing additional grants to place infrastructure in underserved areas**
- Participate on the Placer County Economic Development Board to create initiatives that improve the economic vitality in the North Tahoe region. **Done**
- Develop Tahoe Basin Socio-Economic Indicators in collaboration with the Tahoe Prosperity Center by June 30, 2015. **This work is being conducted by ADP and will be completed and published by the Tahoe Summit this year and possibly introduced by Senator Feinstein**

**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.**

### 2014/15 Action Plan

- Complete a formal Business Plan for the North Lake Tahoe Chamber of Commerce to be presented to the Board of Directors, September of 2014, the Business Plan will include current membership retention plans, potential membership attainment, Chamber events, Ambassadors Program, advertising,



educational programs and sponsorship that will make the Chamber a sustainable, viable, and relevant entity for our organization **DONE** Chamber is now generating revenue through membership, raffles and new events (2 Bridal Faires per year, Hospitality Holidays, Silent Auction addition to Community Awards and successfully placing the Recreation Luncheons back on track, new Networking events such as Creative Cocktail generating some revenue-Event attendance is at an all-time high.) The Chamber negative budget has turned positive! A successful retention plan is in place along with an aggressive sales strategy executed by staff each week. The first Ambassador meeting was held Thursday, April 30 and has now been scheduled to meet on the last Wednesday of each month. Advertising for all Chamber programs is streamlined and professional. All Communication pieces have been modernized and are being monitored for effectiveness by open rates and click through rates. Press releases are executed through The Abbi Agency in a timely manner. Educational programs are on the calendar and a Fall Tourism Summit is in the works. Chamber is benefiting from programs funded through the BACC Committee such as Shop Local, High Notes, Peak Your Adventure and Touch the Lake. A Chamber Annual Survey is slated for mid-May to June.

- Establish a potential annual dues increase of 2 – 4 % to keep up with cost of business for 2014/15 **DONE** An annual dues increase was completed for 2014-2015 and another is set for 2015-2016 with recommendation from the Board of Directors.

### **Visitor Information**

**By 2016, the organization will have increased net promoter scores by 20% or up to 85, whichever is lower.\***

#### **2014/15 Action Plan**

- Implement an expanded intercept survey throughout the summer of 2014 that asks the visitor a question to determine Net Promoter Score and evaluate the data. **Done, increased to 72% in 2014 from 55% in 2012, an increase of 23% (3% above set goal).**
- Reach out to other partners to determine aggregate Net Promoter Scores for winter visitors. **In Progress**

**The organization will continue to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information delivery.**

#### **2014/15 Action Plan**

- Revamp the Customer Service Road Show and work with larger regional businesses to create a better hospitality program. **Research in progress summer of 2015 working with local businesses to increase reach.**
- Create the fall and summer FAM Week connecting seasonal activities, dining establishments and services to front line staff members. **In Progress to be implemented Fall of 2015**
- Operate and manage the Super Star Program. **Continued**



- Have a twice a year outreach plan to collaborate and train North Lake Tahoe lodging properties on the services and benefits that the NLTRA provides. **Fall Completed, Spring in Progress**
- Continue to conduct front desk staff training on activities, transportation, events and where to find information to provide to visitors, visiting 50% of all lodging each season. **Fall Completed, Spring in Progress**

**The organization will continue to assess regional needs for Visitor Information distribution via virtual or physical locations.**

**2014/15 Action Plan**

- 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 5% using appropriate strategies as may be available.\* **Will have final numbers for end of the fiscal year**
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.\* **Research completed, not in budget this year**
- Increase in-market click-throughs to GoTahoeNorth.com by 25%.\* **Final numbers are not available at this time, but anticipate that they will exceed the 25% goal**
- Continue to monitor visitor information centers in Tahoe City, Kings Beach and Reno and provide seasonal (2X/year) metrics to include guest visitation, local business referrals, sponsorship sales, retail sales, visitor guide distribution and costs incurred. **Continued**
- Determine new visitor information locations or service enhancements for Truckee, Auburn, Kings Beach, Squaw Valley, Northstar, Downtown Reno and possibly Homewood.
  - Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee. **Continued**
  - Research the possibility of adding visitor information to the proposed Squaw Valley Olympic Museum. **Waiting for museum**
  - Research plausibility of a mobile Visitor Center. **Continued**
- Look at creating partnerships with other agencies and funding opportunities to increase visitor information distribution.
  - Continue to participate on the Education Discovery Task Force. **Participated and conducted survey Fall 2014**
  - Continue to incorporate visitor information on modes of transportation such as, The Water Shuttle, The Airport Shuttle, TART and in the Transit Center. (budget allowing). **Listed on Water Shuttle Summer 2014, Continued support to the Airport Shuttle and Transit Center with Guides**
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to nightly and seasonal lodging in North Lake Tahoe. **Put out RFP January 2015 and signed new 3-year contract with Morris Visitor Publications to produce the guide**
- Leverage technology for increased use of distribution of North Lake Tahoe visitor information by distributing the mobile in-market marketing pieces. **Continued, marketing pieces will be revised with new website release in summer 2015**

- Work with local entities to assist in the accuracy of quality recreation-specific guides/maps for new and existing key initiative areas.
  - Cross Country Map
  - Worked with the Bicycle Coalition to update lake-wide map and to add more NLT information. This map is distributed to Visitors all over the basin and to add more NLT information
- Continue efforts to ensure the GTN events calendar for the region on both web and mobile platforms are distributed broadly to all lodging, retail, and dining partners. Working with new web platform to ensure that this happens
- Research the possibility of integrating technology to provide visitors with information to enhance their experience. Continued
  - Up-to-date, in-market information/seasonal webcams, GPS friendly suggestions (budget allowing). Was involved in new website design process meetings and provided input for better visitor navigation

### **Community Relations**

**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.**

#### **2014/15 Action Plan**

- Continue to identify community coalitions for relationship building and presentation outreach and make 4 presentations to new groups. Transit Summit, Master Plan Outreach, Breakfast Club, Transit Vision – 20 presentations
- Coordinate or lead forums or informational events at least 4 times per year. Transit Summit, Master Plan, planning Tourism Forum in fall of 2015

**By 2016 (ongoing), the organization will have a recognized and updated brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members.**

#### **2014/15 Action Plan**

- Prepare and distribute an organization Annual Report in August 2014. Done
- Evaluate and improve upon member and community communication plan by January 31, 2015 Continually revising
- Coordinate a significant outreach program for the 2014 Tourism Development Master Plan by October 31, 2014. Outreach plan is underway and will be completed by June 30, 2015
- Complete the update to the Placer County Tourism Development Master Plan by January 30, 2015.\* Master Plan is slated for adoption in October, 2015

\*Performance Objectives in 2014/15 Scope of Work with Placer County





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## Explanation of Personnel Costs Above Contract Cap For the Budget Fiscal Year 2015/16

Per Placer County Contract: Personnel/Overhead Costs should be no greater than February CPI percentage above the 2014/15 budget amount per Attachment C or per calculation 2.637%.

Taking \$957,521 (personnel/overhead costs from 2014/15 budget) x 1.02637 (CPI rate) = \$982,771 cap.

Preliminary budget amount personnel/overhead 2015/16 = \$996,067. Over cap by \$13,296 or 1.35%.

Explanation of overages in 2015/16 preliminary budget:

- Health insurance is approximately 10% of total salaries and benefits line. Health insurance is projected to increase 12% year over year. Coverage cost varies based upon type of coverage employee has. One employee also does not have medical coverage through the organization. Rough estimated amount above CPI amount is: Total Salaries Projected less Membership Department Salaries = \$1,358,958 x 10% (health insurance portion) = \$135,896 estimated policy cost with 12% increase. \$123,336 = 14/15 budget health insurance x 1.02637 CPI rate = \$126,588. Health insurance projection contributing to cap overage = \$9,308. There are options that are being explored by the organization to reduce the overall policy cost in August 2015 when the policy renews.
- Worker's Compensation insurance has almost doubled over the 14/15 budget. Amount of increase in budget is \$5,000. Amount of worker's compensation increase contributing to cap overage = \$4,840. The organization is working on an insurance product that will reduce the final cost when the policy renews in August 2015.
- All full-time employees are budgeted in the 15/16 year with 2.637% merit and incentive which matches the CPI rate and would create no overage above the cap. Three directors are budgeted at 5% for incentive. Historically, directors and above were eligible for up to a 10% incentive and up to a 5% merit. Below the director-level, employees were eligible for up to 5% incentive and up to a 5% merit. Past budgets reflect these levels and it is possible that the budgeted merit level will not be reached in the upcoming fiscal year so the actual expenditures will be less than budget. Amount of incentive salaries amount contributing to cap overage = \$6,390.

F1-31

	FY 2015-16 PROPOSED	FY 2014-15 FINAL	FY 2013-14 FINAL	FY 2012-13 FINAL	FY 2015-16 FINAL	FY 2014-15 FINAL	FY 2013-14 FINAL	FY 2012-13 FINAL
<b>COUNTY SERVICES:</b>								
% Share TOT Administration	\$50,128	\$47,865	\$44,914	\$51,087	\$	\$101,840	\$95,561	\$109,695
NTPUD- Beach Maint.	86,899	85,195	82,714	80,305	275,261	\$271,195	\$271,504	\$245,990
TCPUD- Beach Maint.	99,263	97,317	94,482	69,680	179,263	\$182,317	\$179,482	\$154,680
Fac Svcs- Contract Mgmt- Parks/Trails	0	31,425	30,510	51,594	586,700	\$543,825	\$506,210	\$477,194
Supplemental- Tahoe Clinics	0	0	0	115,000	193,100	\$279,300	\$450,000	\$555,000
Supplemental- POPPS Officer	0	0	0	0	100,000	\$100,000	\$100,000	\$100,000
KBCCIP Business Mitigation	15,000	30,000			15,000	\$30,000		
East Slope TOT Audit	18,800	18,800			40,000	\$40,000		
<b>TOTAL COUNTY SERVICES</b>	<b>\$270,090</b>	<b>\$310,602</b>	<b>\$ 252,620</b>	<b>\$ 367,666</b>	<b>\$1,495,979</b>	<b>\$1,548,477</b>	<b>\$ 1,602,757</b>	<b>\$ 1,642,559</b>
	18%	20%	16%	22%	91%			

FI-32

	FY 2015-16 PROPOSED	FY 2014-15 FINAL	FY 2013-14 FINAL	FY 2012-13 FINAL		FY 2015-16 FINAL	FY 2014-15 FINAL	FY 2013-14 FINAL	FY 2012-13 FINAL
<b>COUNTY SERVICES:</b>									
% Share TOT Administration	\$ 44,795	\$42,773	\$40,136	\$46,652	% Share TOT Administration	\$11,732	\$11,202	\$10,512	\$11,956
NTBA+ TCDA Contributions	150,000	150,000	130,000	115,000	Sheriff Patrol- Peak Season	38,362	36,000	58,790	50,685
Auburn Welcome Center	40,000	40,000	40,000	40,000	Animal Control- Beach Patrol	40,000	45,000	45,000	45,000
Film Office	56,600	56,600	56,600	56,600	Peak Transit Services Operated by TART	530,100	455,800	419,100	369,000
					Base Transit Services Operated by TART	193,100	279,300	450,000	440,000
					Resort Arterial Snow Removal	100,000	100,000	100,000	100,000
East Slope TOT Audit	16,800	16,800	0	0	East Slope TOT Audit	4,400	4,400	0	0
<b>TOTAL COUNTY SERVICES</b>	<b>\$ 308,195</b>	<b>\$ 306,173</b>	<b>\$ 266,736</b>	<b>\$ 258,252</b>	<b>TOTAL COUNTY SERVICES</b>	<b>\$917,694</b>	<b>\$ 931,702</b>	<b>\$ 1,083,402</b>	<b>\$ 1,016,641</b>
	21%	20%	17%	16%		61%	60%	68%	62%

FI-33



NLTRA  
 FY 2015-2016 TAHOE TOT BUDGET- Preliminary  
 ATTACHMENT C - April Preliminary from Jennifer  
 4/27/2015

MARKETING	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>							
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	64,065	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	650,530	547,420	494,000
				(Detail in Attachment A-3)			
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,831,509</b>	<b>2,626,772</b>	<b>2,290,217</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>893,328</b>	<b>787,442</b>	<b>726,118</b>
Fund Balance Carryforward	45.67%	50.99%	52.12%	Fund Balance Carryforward	14.41%	15.29%	16.52%
		61,500	445,000				
<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>2,831,509</b>	<b>2,688,272</b>	<b>2,735,217</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>893,328</b>	<b>787,442</b>	<b>726,118</b>
County Services	45.67%	50.40%	46.80%	County Services	14.41%	14.76%	12.42%
	308,195	306,173	266,736		917,694	931,702	1,083,402
<b>TOTAL CONTRACT</b>	<b>3,139,704</b>	<b>2,994,445</b>	<b>3,001,953</b>	<b>TOTAL CONTRACT</b>	<b>1,811,022</b>	<b>1,719,144</b>	<b>1,809,520</b>
	38.59%	43.51%	40.31%		22.26%	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.

A-3A



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
<b>RESORT ASSOCIATION CONTRACT:</b>							
Personnel/Overhead Cap - Direct Costs	99,743	95,205	87,012		996,067	957,521	939,343
G+A Cap - Indirect Costs	74,110	72,201	71,013		675,764	659,377	659,462
Research & Planning (Detail in Attachment A-2)	50,000	49,000	52,000		92,000	88,000	82,000
Maintenance Reserve: Tourism Serving Facilities	0	0	150,000		1,407,329	1,252,302	899,555
Capital Improvements - Requires BOS Approval (County retains until BOS Approval)	2,251,310	1,520,903	1,018,080		50,000	50,000	50,000
					5,000	5,000	5,000
					42,000	42,000	48,000
					650,530	547,420	494,000
					0	0	150,000
					2,251,310	1,520,903	1,018,080
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,475,163</b>	<b>1,737,309</b>	<b>1,378,105</b>		<b>6,200,000</b>	<b>5,151,523</b>	<b>4,394,440</b>
	39.92%	33.72%	31.36%		100.00%	100.00%	100.00%
Fund Balance Carryforward		121,171	1,005,372		0	182,671	1,450,372
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,475,163</b>	<b>1,858,480</b>	<b>2,383,477</b>		<b>6,200,000</b>	<b>5,334,194</b>	<b>5,844,812</b>
	39.92%	34.84%	40.78%		100.00%	100.00%	100.00%
County Services	270,090	310,602	252,620		1,495,979	1,548,477	1,602,758
County Services Fund Balance					17,821	*	*
<b>TOTAL CONTRACT</b>	<b>2,745,253</b>	<b>2,169,082</b>	<b>2,636,097</b>		<b>8,135,165</b>	<b>6,882,671</b>	<b>7,447,570</b>
	33.75%	31.52%	35.40%		100.00%	100.00%	100.00%

FI-35



# north lake tahoe

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## Membership Department Pacing and Metrics Report

*Date: April 29, 2015*

	Activities Revenue Only	Activities Expense Only	Total Dept. Profit/(Loss)	New Members	Attrition Members	Net Gain/(Loss) This Year Only
Budget	55,698	24,085	10,659	67	70	-3
Actual	49,795	34,235	18,069	43	27	16
Forecast	55,876	33,158	0	48	40	8

### Year-to-Date Information:

43 new members added to Membership through the month of April.

The actual pace through April is 4.3 new members per month.

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

294 members renewed their existing memberships through the month of April. 27 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 467 members vs. 457 members on June 30, 2014.

### Event Financial Updates:

#### March 2015 61<sup>st</sup> Annual Community Awards Dinner

Revenues: \$27,400 projected. Actual revenue was \$31,260 or +\$3,860.

*Ticket sales (projected) 150 total or \$12,000. Actual ticket sales were 215 or \$17,200 in revenue. \$12,000 net profit projected from silent auction. Silent auction netted \$11,040.*

Expenses: \$15,850 projected. Actual expenses were \$15,823, almost exactly on budget.

Projected Event Gain: \$11,550 (Event last year netted a gain of \$1,235) Actual net gain this year = \$15,437 or \$3,887 better than projected

### Upcoming Event Metrics:

#### June 2015 Summer Recreation Lunch

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

Glb-1

North Lake Tahoe Resort Association  
 Membership Department - 2015 Community Awards  
 27-Aug-14  
 Revised: April 3, 2015

	<u>Budget*</u>	<u>Actual</u>
<b>Revenues:</b>		
Ticket Sales (150@\$80 projected. 215 tix actual)	\$12,000	\$17,200
Sponsorship	3,000	2,250
Silent Auction	12,000	11,040
Comps: 10	-	-
Employee 1/2: 10	400	-
Return on Plaques	-	770
<b>Total Revenues</b>	<u>\$27,400</u>	<u>\$31,260</u>
<b>Expenses:</b>		
Food: (170@\$55 inclusive projected. Actual cost = \$50)	\$8,250	\$11,100
Wine	750	750
Programs	300	-
Office Supplies	100	270
Décor	500	-
Room Rental	1,000	100
Audio/Visual	500	750
Plaques: 25@50                      OVER	1,250	1,693
Photography	500	-
Music	500	-
Credit Card Fees	1,700	760
Advertising	500	400
<b>Total Expenses</b>	<u>\$15,850</u>	<u>\$15,823</u>
<b>Projected Net Gain:</b>	<u><u>\$11,550</u></u>	<u><u>\$15,437</u></u>

\* - prepared by Sandy in August 2014 in conversation with Ginger.  
 Comped tickets = 25 tix @ \$50 per.

G1c-1



# MEMBERSHIP 101

**THURSDAY, MAY 7 | 12 - 1 PM**  
NORTH LAKE TAHOE VISITOR CENTER, TAHOE CITY



**FOR NEW MEMBERS OR  
EXISTING MEMBERS THAT WANT  
TO UNDERSTAND THEIR CHAMBER  
MEMBERSHIP BENEFITS**

Sponsored by Tahoe House Bakery & Gourmet, who will be providing lunch.

**MEMBERS ONLY | FREE**



Please RSVP to Valerie at  
[Valerie@GoTahoeNorth.com](mailto:Valerie@GoTahoeNorth.com)



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



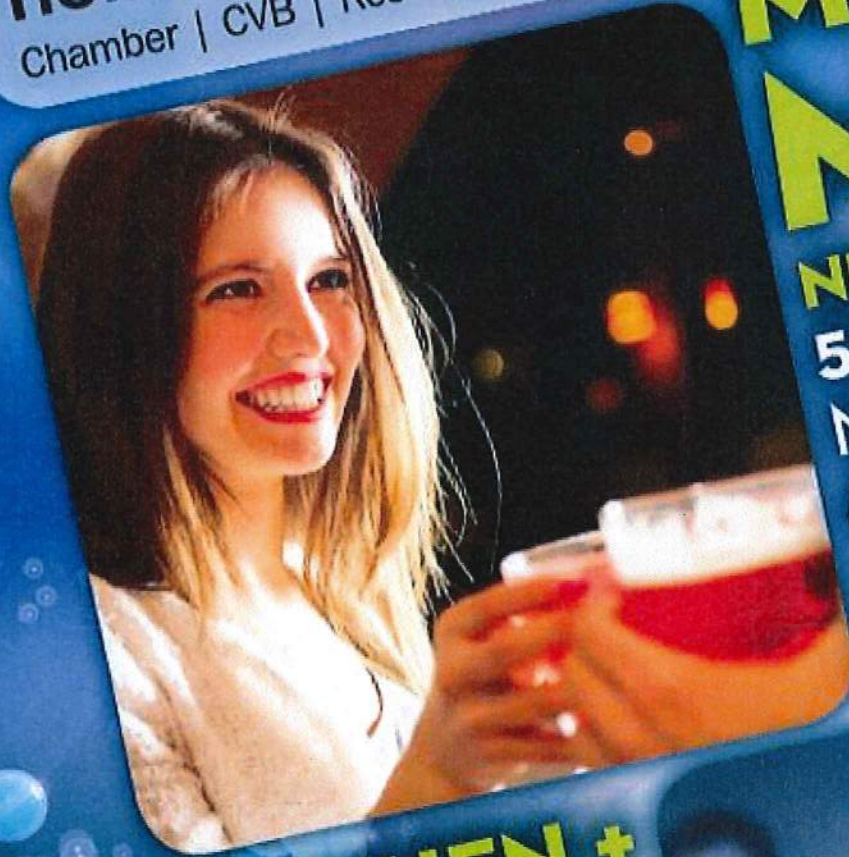


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# MONTHLY MIXER

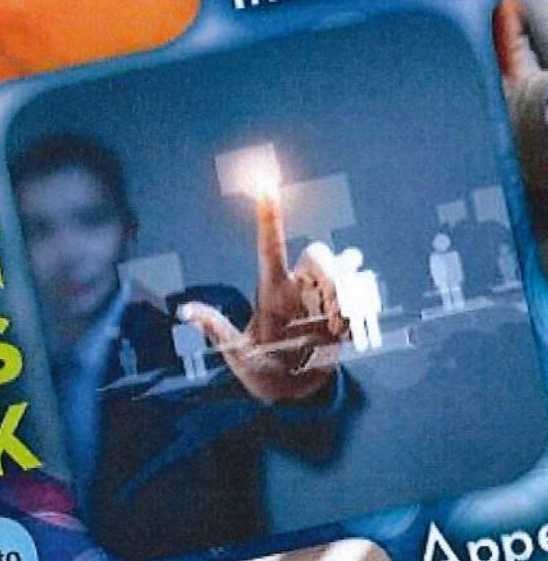
**NEXT: MAY 14**  
**5 TO 7 P.M.**

Mr. G's Wonder Emporium  
& Susie Scoops Ice Cream  
873 Tahoe Blvd.,  
Incline Village, NV 89451



**STRENGTHEN +  
WIDEN  
YOUR BUSINESS  
NETWORK**

Members welcome to  
drop in. Non-members,  
consider joining! RSVP  
to Ginger Karl (530)  
581-8764 or ginger@  
gotahoenorth.com.



Appetizers,  
Drinks, Music,  
+ Giveaways

G11-D2



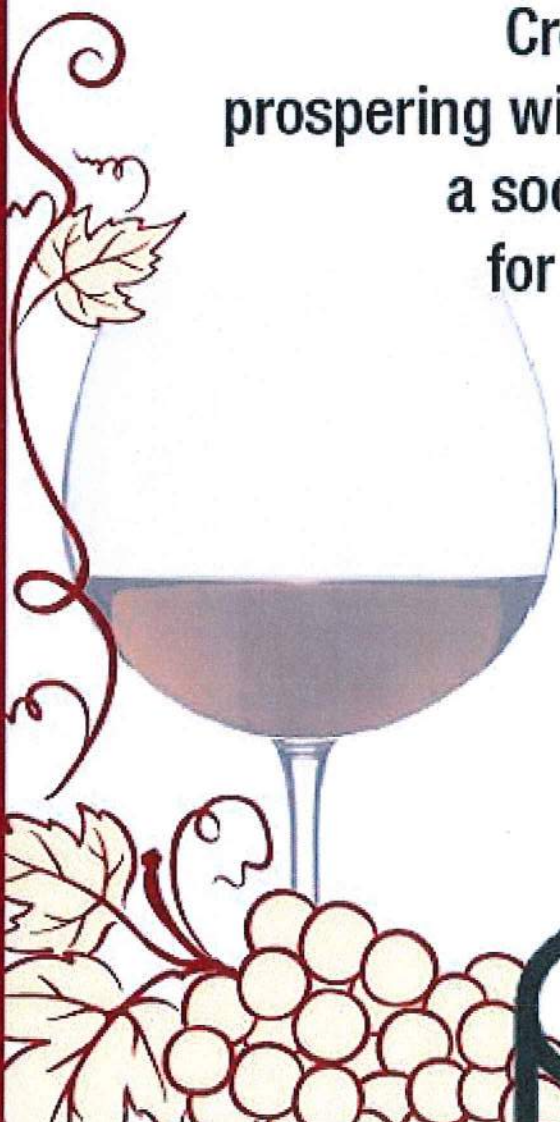


**Wednesday, May 20th**  
**Petra at Northstar • 5:30-6:30pm**

**Creative Cocktail toasts local ventures prospering within the new economy and provides a social setting to discover opportunities for further economic growth. Come out and make new connections for your business!**

**\$5/members**

**\$10/non-members**



**petra**



G1-D3





north lake tahoe

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# Chamber EDucation

## Business Energy Efficiency Rebate Seminar-Free

Thursday, May 28th-12:00 pm @ North Lake Tahoe Visitor Center



LUNCH SPONSORED BY



If you are interested in learning about rebates to upgrade your business or home energy systems such as lighting, appliances, plug load, HVAC and re-  
frigeration, come listen to a half hour presentation on programs such as Energy Upgrade California and Property Assessed Clean Energy (PACE).

- Rebates and financing without upfront costs help business owners and homeowners reduce their utility bills and energy use while being more comfortable at work or at home
- The state of California and Placer County offer incentives to reduce the cost of energy efficiency systems and renewable energy such as solar panels or solar hot water
- The Sierra Business Council, a Truckee based non-profit will provide information on the benefits of these rebate programs



# SIERRA

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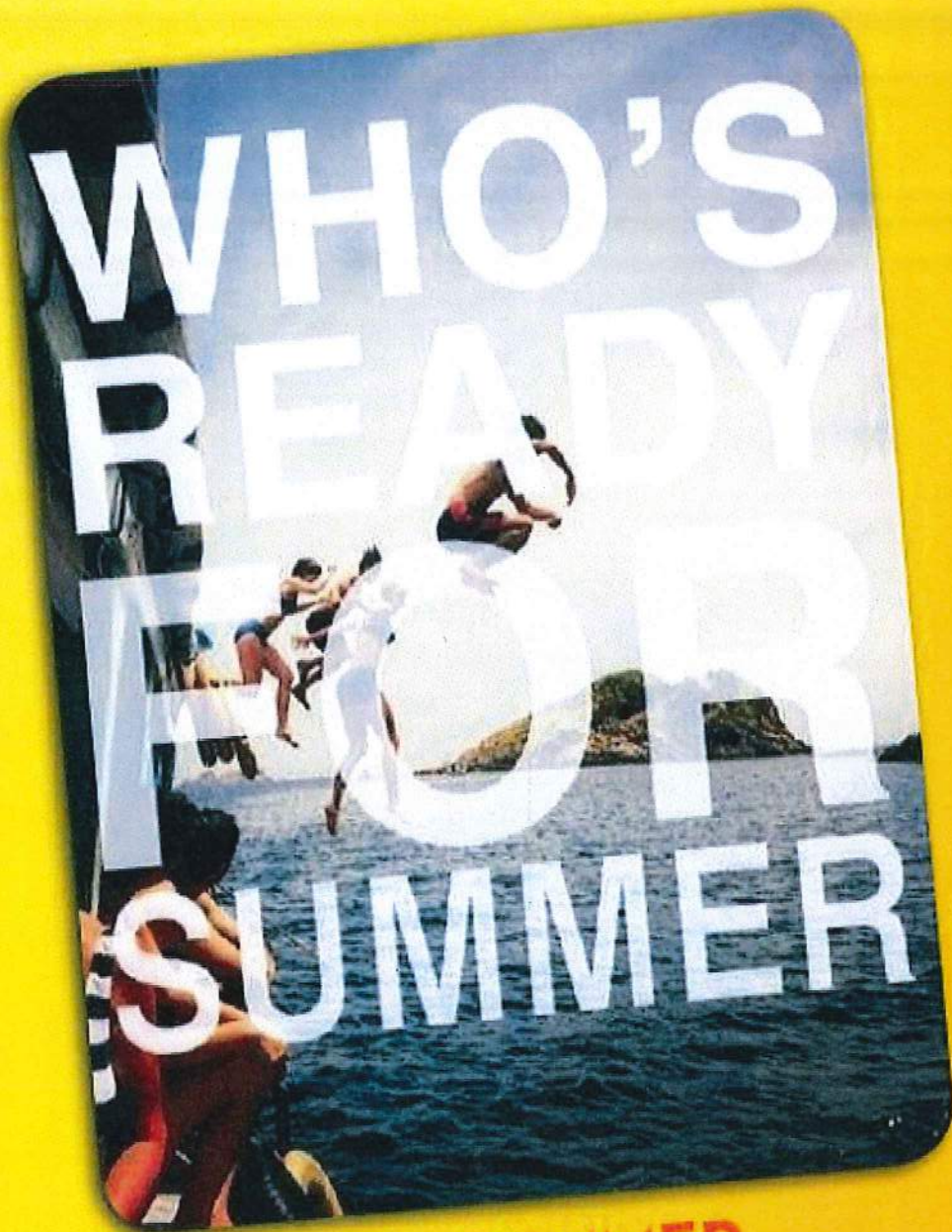
## BUSINESS COUNCIL

RSVP to Valerie at [Valerie@GoTahoeNorth.com](mailto:Valerie@GoTahoeNorth.com) or 530-581-8727

G1-D4



# SUNNYSIDE DECK LUNCHEON



**KICK OFF THE SUMMER  
RECREATION SEASON!**

**\$20 Members | \$30 Non-Members**  
**THURSDAY, JUNE 4 AT 11:30 A.M.**



This event is open to the public. Pre-registration required. Info: Ginger Karl (530) 581-8611-05  
[ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com)





## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of March 31, 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 1,542 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 (March) changed by (-5.6%)	Paid Occupancy Rate (March) :	40.5%	42.9%	-5.6%
North Lake Tahoe Average Daily Rate for last month (March) changed by (-8.1%)	ADR (March) :	\$223	\$243	-8.1%
North Lake Tahoe RevPAR for last month (March) changed by (-13.3%)	RevPAR (March) :	\$90	\$104	-13.3%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for next month (April) changed by (2.4%)	Paid Occupancy Rate (April)	26.7%	26.0%	2.4%
North Lake Tahoe Average Daily Rate for next month (April) changed by (-8.3%)	ADR (April) :	\$159	\$173	-8.3%
North Lake Tahoe RevPAR for next month (April) changed by (-6.1%)	RevPAR (April) :	\$42	\$45	-6.1%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for the prior 6 months changed by (1.2%)	Paid Occupancy Rate	41.5%	41.0%	1.2%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (-4.4%)	ADR	\$248	\$259	-4.4%
North Lake Tahoe RevPAR for the prior 6 months changed by (-3.3%)	RevPAR	\$103	\$106	-3.3%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for the upcoming 6 months changed by (14.5%)	Paid Occupancy Rate	29.4%	25.7%	14.5%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-1.7%)	ADR	\$220	\$224	-1.7%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (12.6%)	RevPAR	\$65	\$57	12.6%
<b>e. Incremental Pacing - % Change In Rooms Booked last Calendar Month: Mar. 31, 2015 vs. Previous Year</b>				
Rooms Booked during last month (March, 2015) compared to Rooms Booked during the same period last year (March, 2014) for arrival March to August has changed by (16.2%)	Booking Pace (March)	5.6%	4.8%	16.2%

\* **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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G2a-1





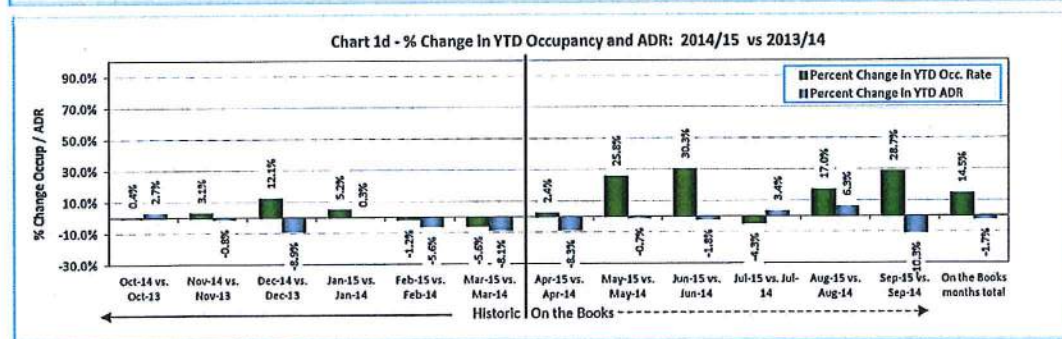
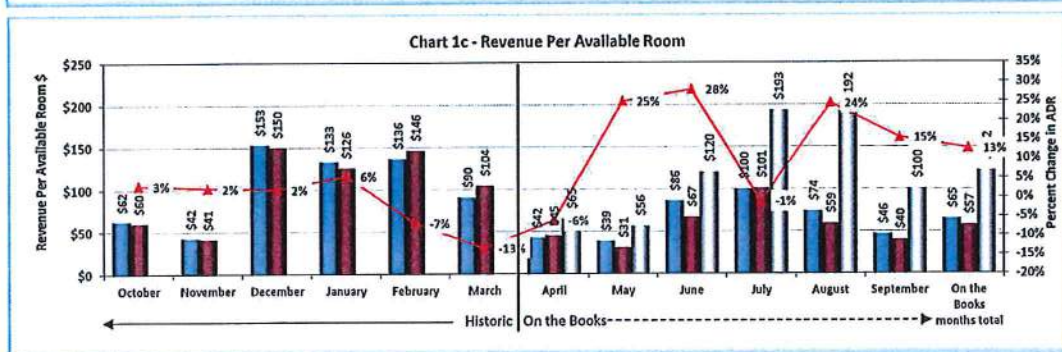
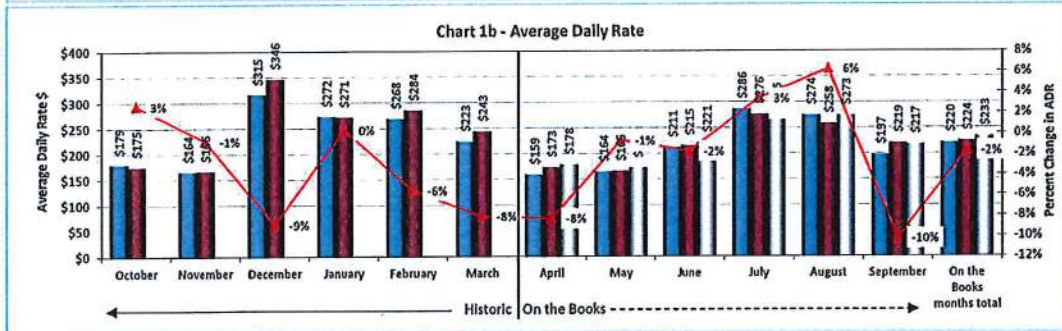
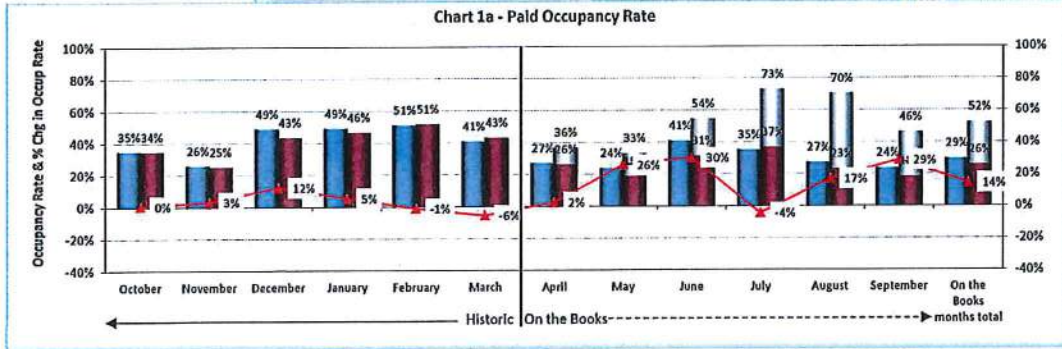
## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2014/15 YTD (as of March 31, 2015) vs. 2013/14 YTD (as of March 31, 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**

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

■ Historic Actual (2013/14 season)      ■ Data as of March 31, 2015 (2014/15 season)  
■ Data as of March 31, 2014 (2013/14 season)      — Percent Change

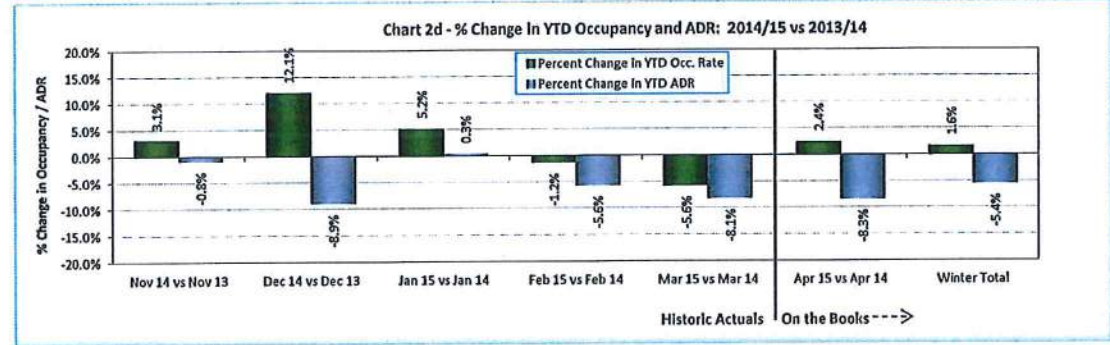
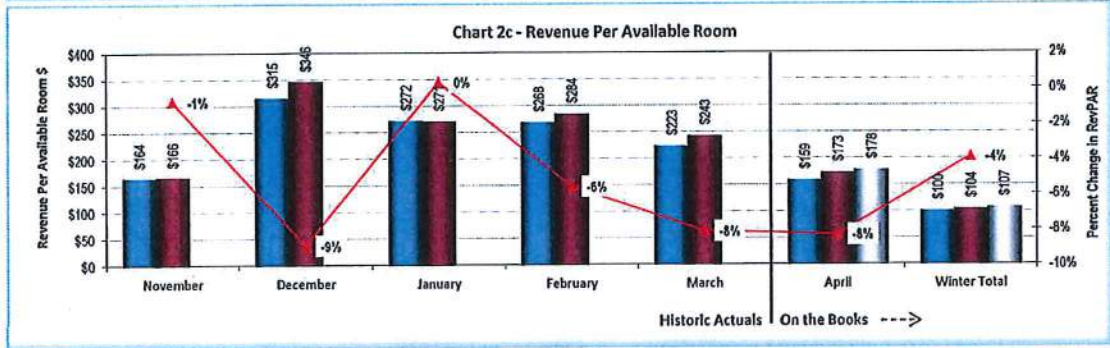
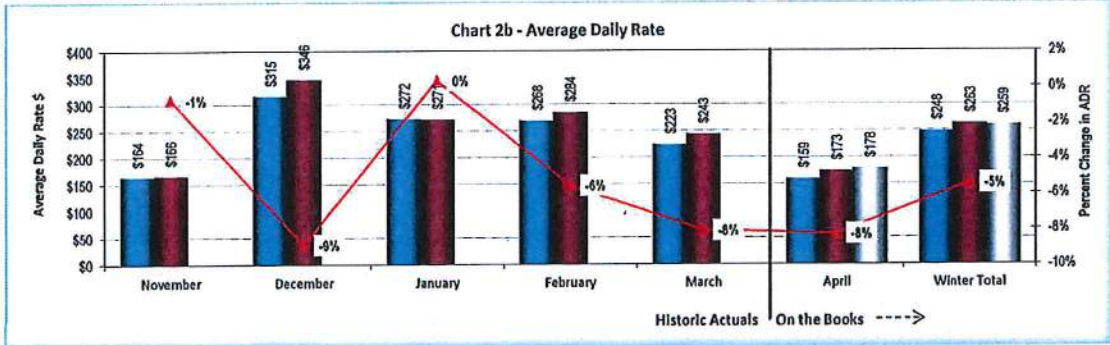
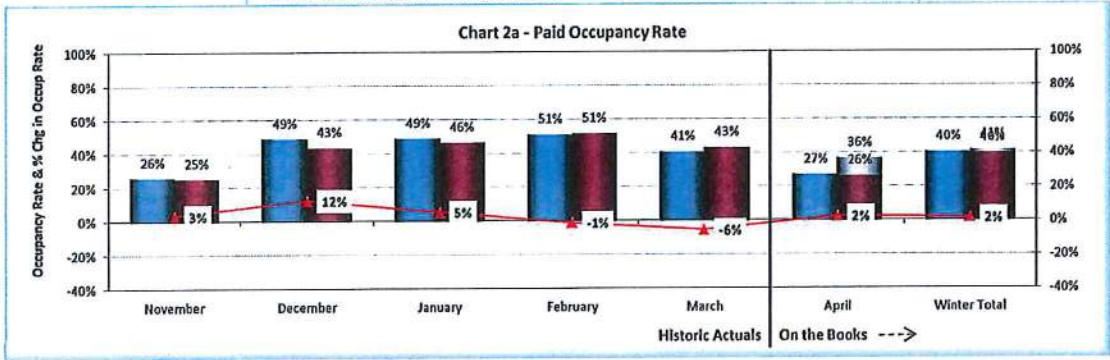


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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 2 - WINTER SEASON SUMMARY GRAPHS**

2014/15 YTD (as of March 31, 2015) vs. 2013/14 YTD (as of March 31, 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**  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

■ Historic Actual (2013/14 season)      ■ Data as of March 31, 2015 (2014/15 season)  
■ Data as of March 31, 2014 (2013/14 season)      — Percent Change



G2a-3



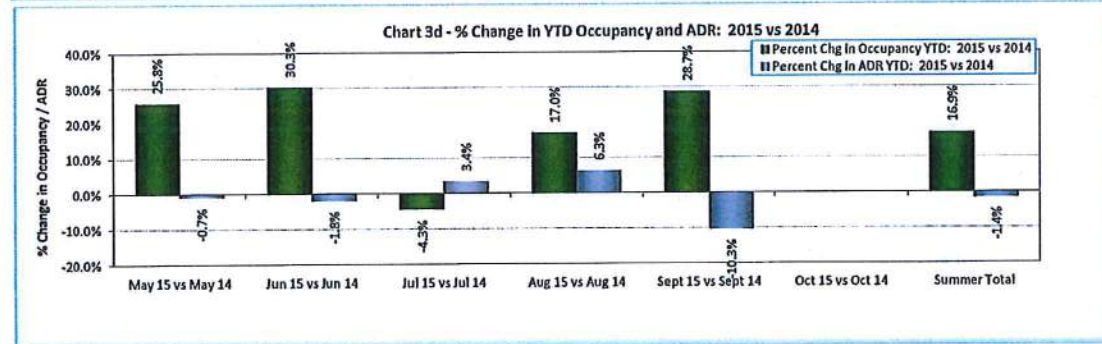
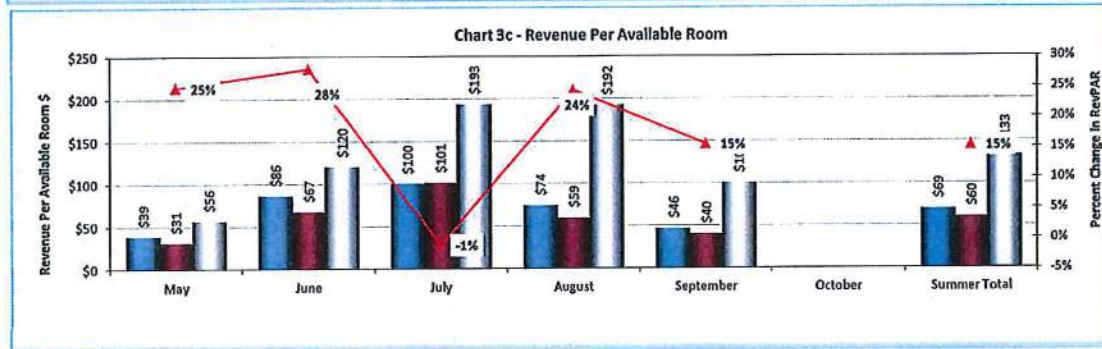
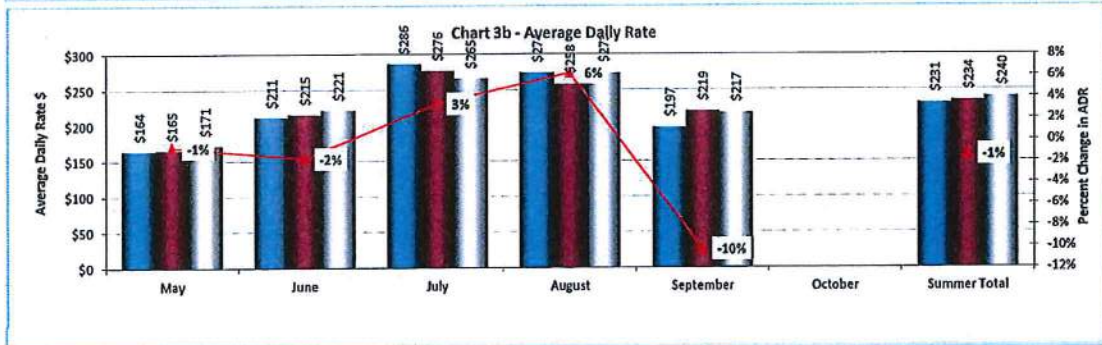
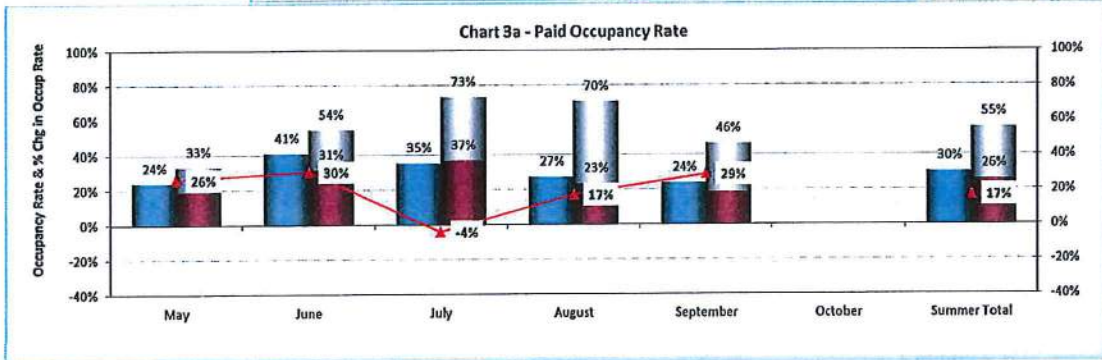


**RESERVATIONS ACTIVITY REPORT**  
**SECTION 3 - SUMMER SEASON SUMMARY GRAPHS**

2015 YTD (as of March 31, 2015) vs. 2014 YTD (as of March 31, 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 March 31, 2015 (2015 season)  
■ Data as of March 31, 2014 (2014 season)      — Percent Change



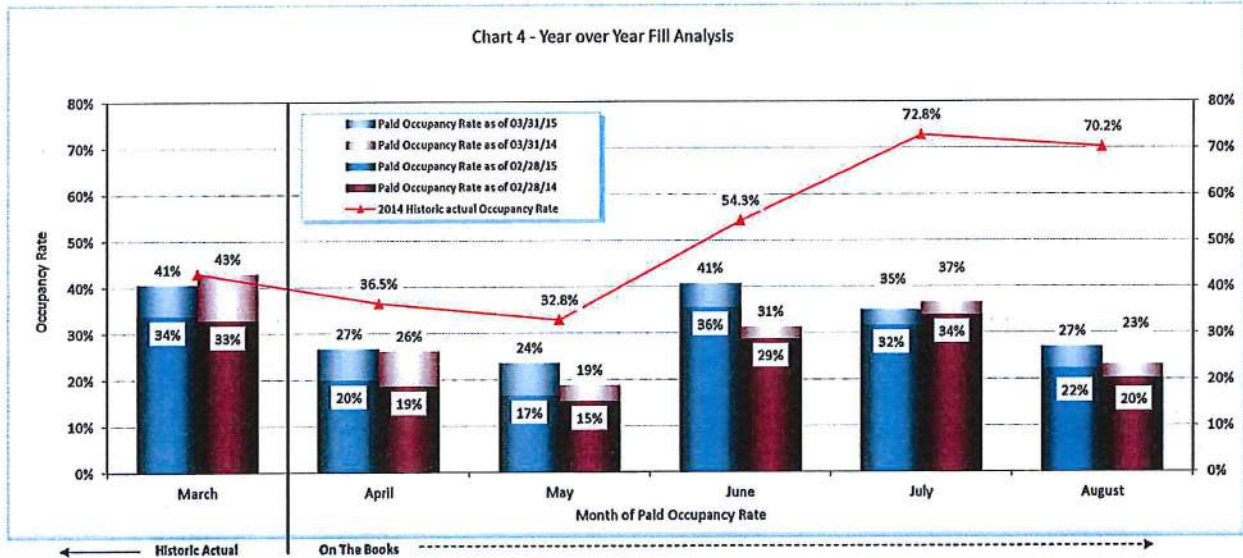
G2a-4

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

2015 Paid Occupancy Rate Pace (as of March 31, 2015) vs. 2014 Paid Occupancy Rate Pace (as of March 31, 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 MAR 31			Paid Occupancy Rate AS OF FEB 28			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 03/31/15	Occupancy Rate as of 03/31/14	Absolute Change	Paid Occupancy Rate as of 02/28/15	Occupancy Rate as of 02/28/14	Absolute Change	Incremental Occupancy booked during Mar. 2015	Incremental Occupancy booked during Mar. 2014	Absolute Change In Incremental Fill	Percent Change In Incremental Fill**	
	March	40.5%	42.9%	-2.4%	33.8%	32.8%	1.0%	6.7%	10.1%	-3.4%	
April	26.7%	26.0%	0.6%	19.9%	18.6%	1.4%	6.7%	7.5%	-0.8%	-10.1%	36.5%
May	23.5%	18.7%	4.8%	16.5%	15.3%	1.2%	7.0%	3.4%	3.6%	104.5%	32.8%
June	40.7%	31.2%	9.5%	35.5%	28.8%	6.8%	5.1%	2.4%	2.7%	111.6%	54.3%
July	35.0%	36.6%	-1.6%	31.6%	33.9%	-2.3%	3.3%	2.6%	0.7%	27.7%	72.8%
August	27.0%	23.0%	3.9%	22.3%	20.2%	2.2%	4.6%	2.9%	1.8%	60.6%	70.2%
<b>Total</b>	<b>32.2%</b>	<b>29.8%</b>	<b>2.4%</b>	<b>26.6%</b>	<b>25.0%</b>	<b>1.7%</b>	<b>5.6%</b>	<b>4.8%</b>	<b>0.8%</b>	<b>16.2%</b>	<b>51.7%</b>

\*\*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.

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5a - SUPPORTING DATA TABLES**  
 Bookings as of March 31, 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)	# of Properties In Sample
	Occup. Rate as of: March 31, 2015 (2014/15 season)	Occup. Rate as of: March 31, 2014 (2013/14 season)	Percent Change In YTD Occ. Rate		
Month of Occupancy (2014/15 & 2013/14)					
October	34.5%	34.4%	0.4%		11
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	Historic Actual 40.5%	42.9%	-5.6%		11
April	On the Books 26.7%	26.0%	2.4%	36.5%	11
May	23.5%	18.7%	25.8%	32.8%	11
June	40.7%	31.2%	30.3%	54.3%	11
July	35.0%	36.6%	-4.3%	72.8%	11
August	27.0%	23.0%	17.0%	70.2%	11
September	23.6%	18.3%	28.7%	46.0%	11
Grand total	35.4%	33.2%	6.8%	46.7%	11
Historic months total	41.5%	41.0%	1.2%	41.0%	11
On the Books months total	29.4%	25.7%	14.5%	52.3%	11

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)	# of Properties In Sample
	ADR as of: March 31, 2015 (2014/15 season)	ADR as of: March 31, 2014 (2013/14 season)	Percent Change In YTD ADR		
Month of Occupancy (2014/15 & 2013/14)					
October	\$179	\$175	2.7%		11
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	Historic Actual \$223	\$243	-8.1%		11
April	On the Books \$159	\$173	-8.3%	\$178	11
May	\$164	\$165	-0.7%	\$171	11
June	\$211	\$215	-1.8%	\$221	11
July	\$286	\$276	3.4%	\$265	11
August	\$274	\$258	6.3%	\$273	11
September	\$197	\$219	-10.3%	\$217	11
Grand total	\$236	\$245	-3.7%	\$244	11
Historic months total	\$248	\$259	-4.4%	\$259	11
On the Books months total	\$220	\$224	-1.7%	\$233	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)	# of Properties In Sample
	RevPAR as of: March 31, 2015 (2014/15 season)	RevPAR as of: March 31, 2014 (2013/14 season)	Percent Change In YTD RevPAR		
Month of Occupancy (2014/15 & 2013/14)					
October	\$62	\$60	3.0%		11
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	Historic Actual \$90	\$104	-13.3%		11
April	On the Books \$42	\$45	-6.1%	\$65	11
May	\$39	\$31	24.9%	\$56	11
June	\$86	\$67	28.0%	\$120	11
July	\$100	\$101	-1.1%	\$193	11
August	\$74	\$59	24.4%	\$192	11
September	\$46	\$40	15.4%	\$100	11
Grand total	\$84	\$81	2.9%	\$114	11
Historic months total	\$103	\$106	-3.3%	\$106	11
On the Books months total	\$65	\$57	12.6%	\$122	11

G2a-b





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of March 31, 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: March 31, 2015 (2014/15 season)	Occup. Rate as of: March 31, 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	<b>Historic Actuals</b>	42.9%	-5.6%	
April	<b>On the Books</b>	26.0%	2.4%	36.5%
Winter Total	40.2%	39.6%	1.6%	41.4%

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)
	ADR as of: March 31, 2015 (2014/15 season)	ADR as of: March 31, 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	<b>Historic Actuals</b>	\$243	-8.1%	
April	<b>On the Books</b>	\$173	-8.3%	\$178
Winter Total	\$248	\$263	-5.4%	\$259

REVENUE PER AVAILABLE ROOM	RevPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)
	RevPAR as of: March 31, 2015 (2014/15 season)	RevPAR as of: March 31, 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	<b>Historic Actuals</b>	\$243	-8.1%	
April	<b>On the Books</b>	\$173	-8.3%	\$178
Winter Total	\$100	\$104	-3.9%	\$107

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING SUMMER DATA TABLES**

**Summer Bookings as of March 31, 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: March 31, 2015 (2015 season)	Occup. Rate as of: March 31, 2014 (2014 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2015 & 2014)				
May	23.5%	18.7%	25.8%	32.8%
June	40.7%	31.2%	30.3%	54.3%
July	35.0%	36.6%	-4.3%	72.8%
August	27.0%	23.0%	17.0%	70.2%
September	23.6%	18.3%	28.7%	46.0%
October				
Summer Total	29.9%	25.6%	16.9%	55.4%

AVERAGE DAILY RATE	<u>ADR: YTD 2015 VS. YTD 2014</u>			Historic Actual ADR (2014 season)
	ADR as of: March 31, 2015 (2015 season)	ADR as of: March 31, 2014 (2014 season)	Percent Change YTD ADR	
Month of Occupancy (2015 & 2014)				
May	\$164	\$165	-0.7%	\$171
June	\$211	\$215	-1.8%	\$221
July	\$286	\$276	3.4%	\$265
August	\$274	\$258	6.3%	\$273
September	\$197	\$219	-10.3%	\$217
October				
Summer Total	\$231	\$234	-1.4%	\$240

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2015 VS. YTD 2014</u>			Historic Actual RevPAR (2014 season)
	RevPAR as of: March 31, 2015 (2015 season)	RevPAR as of: March 31, 2014 (2014 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2015 & 2014)				
May	\$39	\$31	24.9%	\$56
June	\$86	\$67	28.0%	\$120
July	\$100	\$101	-1.1%	\$193
August	\$74	\$59	24.4%	\$192
September	\$46	\$40	15.4%	\$100
October				
Summer Total	\$69	\$60	15.3%	\$133

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## USA Cycling Cost vs. Benefit

May 1, 2015

To: The NLTRA Board of Directors  
Fr: JT Thompson, Judy Lavery

Thank you for the opportunity to address the Board and our Placer County Staff with regards to the USA Cycling Amateur National Road Championships.

**Overview:** The Special Event Department has been tasked with recruiting major sporting events and competitions to stage their events in the North Shore during strike seasons. The USA Cycling Amateur Road National Championships fit that strategy. We want to emphasize this is a **National Championship**. The USA Cycling organization is the national governing body for the sport of competitive cycling and is sanctioned by the USOC.

This is the first time this race has been held in California for many years. The event has been staged in Bend, Oregon and Augusta, Georgia over the past four years. The NLTRA has signed a contract for a two year race series, then the race rotates to a different region of the country

The marketing committee had identified mid to late June as a (one of our) strike zone, particularly mid-week. The USAC race is scheduled to begin arriving on Tuesday, June 22, registration on the 23<sup>rd</sup> and the first stage of racing on the 24<sup>th</sup>. The event ends on Sunday, June 28.

**Room Blocks:** Room blocks have been established at most major lodging properties in Placer County with Northstar being headquarters hotel. A smaller number of conference member lodging properties have been blocked in Truckee.

Rooms have been blocked at: The Village at Squaw Valley, Resort at Squaw Creek, PlumpJack SVI, Squaw Valley Lodge, Northstar, Granlibakken, Hotel Truckee Tahoe, Hampton Inn, Truckee Hotel and Ferraris Crown Resort.

**Anticipated total room nights:** Historically, the average stay for the athlete and their families in the past 6 years of the event has been 6-7 nights within the area. This includes 2-3 days for course review and acclimatization and 4-5 days of racing. Racers from all 50 states will be in attendance this year.

1. Not every athlete races every day. They may do the long race, and stay over for the time trials or other combinations of races.
2. Since the athletes are mostly ages 10-23 and with some up to 50 years of age, the majority of them travel with their families

G12b-1



3. These athletes come from all over the country. We feel a large number of them have never been to Lake Tahoe before and will either come early or stay over on a family vacation.

### **Anticipated TOT Collections**

We took a conservative approach on estimating room nights prior to submitting the bid:

900 athletes and their families x 5 night stay x \$175 ADR = \$787,500 Gross Revenue  
Total estimated TOT collections at 10% = \$78,500

### **Original Budget**

We budgeted \$60,000 in the 2014-2015 fiscal budget and raised it to \$67,500 in the reforecast. This budget was based on early reporting of the permitting fees, CHP fees, emt, ems and ancillary services for the Ironman race, which we felt was a good measure stick. Unfortunately the CHP requires far more officers and motorcycles than originally anticipated.

### **Change of original course**

**Overview:** The original **long race** was scheduled to go around the Resort Triangle (like Ironman) and finish at Northstar. The **short course** was scheduled to depart Northstar, do a loop around the Truckee Tahoe Airport with a finish at Northstar.

Result: CalTrans and the CHP could not approve permits for these routes due to:

1. Traffic impacts on the North Shore
2. Safety concerns about crossing 267 to the airport.
3. CalTrans has instituted a new policy where they could not allow any road events on Highway 28 in the North Shore from Memorial Day to Labor Day due to heavy traffic impacts. We were notified of this policy after we secured the event.

**Route Change:** The only region where we could get the mileage for the Long Course with no heavy traffic impacts and still offer a beautiful ride was in Sierra Valley which has become a known cycling destination. The finish will be at Northstar.

The short course was shifted to Serene Lakes as it has low traffic impact and the Serene Lakes Community embraced the race and worked closely with us. The finish is at Royal Gorge Summit Lodge with the awards ceremonies follow at Northstar.

Time Trials: The time trials up until two weeks ago was scheduled to start at Soda Springs, go down Highway 40 and end at the Cisco Grove Campground. The Campground owners welcomed this race and were not charging a use fee. USA Cycling received some phone calls from worried parents about the altitude and some of the sharp turns. USA Cycling, fearing they would lose up to half of the competitors (400) requested an alternative course.

G2b-2

Result: The only region we can find to stage time trials with little traffic impact and excellent athlete safety was to take the trials up to Loyalton and run it through stages in Sierraville.

NOTE: All USAC executives will be at Tahoe for the races. At this time we show show them the Old Highway 40 route in hopes they will approve the time trials to be staged up there in 2016.

### **The Criterium**

The natural location for a criterium was downtown Truckee, site of the Tour de Nez and other cycling events. If Truckee Downtown Association, Police, CHP, the Town of Truckee and other entities would not approve the race, the backup plan was to take it to Squaw Valley and run it around the parking lot. The Truckee Town Council approved it and came on board with a \$15,000 per year (max 2) sponsorship to pick up their expenses for Police, Fire, signage, permits, etc.

It was our intention and vision to bring the race across the North Shore as the precedent had been set by Ironman. Ironman was approved because it is held late September. Even though the long race and time trials have been shifted to Sierraville, we firmly feel the athletes and their families will go to the Lake, dine in our restaurants and shop in our retail. There is very limited dining, shopping and no lake in Sierraville. All awards ceremonies will be held at Northstar as well as the Vendor Expo.

### **The Budget:**

Please see attached spread sheet for the estimated overall budget. We highly anticipate a refund from the CHP expense as routinely estimate on the high side. Example: The CHP refunded over \$29,000 for Ironman.

G2b-3

# USA Cycling Event Budget

Preliminary Updated May 1, 2015

Expenses	
Lodging - US Cycling Staff	\$10,000
Lodging - Traffic Management	\$1,500
Traffic Management	<del>\$81,000</del>
Signage	\$7,500
Permits	\$1,925
EMS	\$4,500
Waste Mgmt	\$500
Portalets	<del>\$2,000</del>
Business Notification	\$500

Caltran is requiring 11 PCMS boards placed 10 days prior to the event and event day.  
Possible refund from Sierra County for \$550 and school rental by \$100  
Working on Volunteer EMS to cover Road Races in Sierra County which would reduce by \$2000

No restrooms at Serene Lake additional portalets added

**Total Expenses \$109,425**

## Revenue Opportunities

Expo Booths	\$3,000
Title Sponsor	\$5,000
USA Cycling Contribution	\$20,000
<b>TOTAL REVENUES</b>	<b>\$28,000</b>

15 @ \$200 total revenue go to NLTRA  
50% X \$10K sponsorship share

**Estimated Net Expense \$81,425**

**It should be noted that the CHP office has advised us that the \$81,000 expense is padded and we should expect a refund.**  
Please note we have asked Sierra County to pick up their share of the PCMA boards  
**We have also asked Sierra County to refund the permit and school rental fees.**

TTMG has volunteered their medical services. We are asking CHP if we can use them instead of having an ambulance on standby in Loyalton This would result in a \$2,000 cost saving  
We also asked Sierra County to cover their portion of the CHP costs \$10,000 estimate, but they have no funds.

G2b-4





**Phase 1: March-April 30**

The focus of Phase one is to raise awareness of the Tourism Master Plan process in the North Tahoe community. Additionally, the goal is to host traditional public workshops to collect feedback from the highly engaged segment of the population. We also hope to gather a lot of survey input through our publicity efforts in April.

Audience	Strategy	Feedback Method
General NT community + business owners	Public Workshops (Squaw, Northstar, Tahoe City (2), Kings Beach)	Collect ideas at meeting and via on-line survey
Service Clubs, Boards, Groups (April-June)	Presentations (10-15)	On-line survey
Community	Publicity (newspaper ad's, post card distribution, E-news distribution)	Attend public meetings, on-line survey feedback

**Phase 1 Communication Tool Development**

Communication Tools
Branding: create brand/logo for 2015 Tourism Master Plan
Website: <a href="http://www.nftourismplan.org">www.nftourismplan.org</a>
Postcards: workshop dates + website
Power Point presentation for service club meetings
Power Point presentation for workshops
On-line Survey
Workshop Boards (8-10)
Publicity: ad development for various outlets
Press release re: workshop schedule
Press: story development re: feedback

Phase 2: May

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The focus of Phase 2 will be to go out and collect feedback from key pockets in the North Tahoe community. These population pockets are the people who generally do not attend public workshops due to work and family obligations as well as a general lack of understanding about how community-planning efforts impact their lives.

During Phase 2, we will also continue with the service club presentations as outlined in Phase 1, to publicize the process and encourage people to review materials on the Master Plan website and take a survey.

Following is a list of groups/populations we will target in May and the approaches we will use to reach them.

Target Pocket Population	Methods to Reach	What they care about/Link to Tourism Master Plan
Emergence Services (fire,	?	<ul style="list-style-type: none"><li>Traffic management during peak times</li></ul>

GBa-2



police, etc.)		<ul style="list-style-type: none"> <li>• Event safety</li> </ul>
Hispanic population in Kings Beach	Partner with NTFRC to host evening meeting (food/childcare) And/or door-to-door	<ul style="list-style-type: none"> <li>• Better bus schedules (more often)</li> <li>• Training</li> </ul>
Parents	PTO meetings, send out survey via schools	<ul style="list-style-type: none"> <li>• Fun events</li> <li>• Arts + Culture planning</li> <li>• Recreation: centers, trails, facilities</li> </ul>
Service Workers/Hospitality Workers	Staff meetings	<ul style="list-style-type: none"> <li>• Training</li> <li>• Better bus service</li> <li>• What else?</li> </ul>
Health + Wellness	Survey	<ul style="list-style-type: none"> <li>• How do we create a health + wellness focus in NT</li> </ul>
Small Business Owners	Select meetings (3-5 per neighborhood)	<ul style="list-style-type: none"> <li>• Verbal survey input</li> </ul>

**Phase 3: June**

In Phase 3 we will summarize feedback gathered in earlier phases and summarize in a written report that will be included in the Tourism Master Plan. Additionally, we will consult with the Master Plan committee on ways to incorporate community feedback into the development of Plan objectives and priorities.

We will assist NLTRA in updating the community on the final draft of the Master Plan once the updates are completed.

G3a-3



Updated: 4.20.15

North Tahoe Tourism Master Plan  
Community Input Survey

Tourism drives the economy of North Lake Tahoe. Annually, over one million people come to our area, pouring over \$500 million dollars into our stores, hotels, restaurants, ski hills and livelihoods.

Transient Occupancy Tax (TOT) funds are generated via a special tax paid by overnight guests. Funds are used for a variety of visitor services including: widely promoting North Lake Tahoe as a great place to visit, supporting special events, planning for community improvements, implementing better transportation, building trails and supporting arts and cultural facilities.

The North Lake Tahoe Tourism Master Plan is a document that works as a guide for Placer County on how future TOT funds should be used in North Lake Tahoe. Your feedback is critical.

Thank you for taking time to share your ideas with us in the following survey.

1. Do you live part-time or full-time in North Lake Tahoe?
  - a. Part-time
  - b. Full-time
  - c. I live elsewhere: (fill in)
  
2. What community do you live in?
  - a. West Shore
  - b. Tahoe City
  - c. Carnelian Bay
  - d. Tahoe Vista
  - e. Kings Beach
  - f. Squaw Valley
  - g. Northstar
  - h. Other
  
3. Which best describes your employment status:
  - a. I am a business owner
  - b. I am a government employee
  - c. I am currently unemployed
  - d. I am a student

- e. I work in the service sector (retail, hospitality)
  - f. I am retired
  - g. Other:
4. Which best describes your age range:
- a. Under 25
  - b. 26-40
  - c. 41-60
  - d. 60+
5. How long have you lived in North Lake Tahoe?
- a. I am new to the area (under 2 year)
  - b. 2-5 years
  - c. 10 years
  - d. Over 10 years
6. When you have friends/family visit you, what are the top three things you do with them:
- a. Go downhill skiing
  - b. Go Nordic skiing
  - c. Go to the beach
  - d. Go out to eat
  - e. Paddle board
  - f. Hike
  - g. Attend events
  - h. Go shopping
  - i. Go sight seeing
  - j. Go mountain biking
  - k. Go biking on paved trails
  - l. Go water skiing
  - m. Other:
7. What do you think are the most unique attributes of the community you live in and what three words/phrases would you use to describe your North Lake Tahoe? (This question helps with marketing the unique aspects of our region)

G3a-5

8. If we want to make North Lake Tahoe the premier international mountain resort destination of the West in the next ten years, what types of visitor facilities, amenities and events should we focus on? (Please prioritize the list below)

- a. Focus on trails: complete a variety of trail systems (bikes, hiking, water trails) throughout North Lake Tahoe
- b. Invest in efforts to create community gathering places such as plazas, parks, pedestrian friendly landscaping
- c. Invest in our parks and beaches
- d. Promote investment in commercial and lodging redevelopment at the Lake
- e. Encourage investment in large group venues near the Lake
- f. Maintain existing facilities

9. What other ideas do you have for creating visitor facilities, amenities and events that draw visitors and improve life for those that live here?

10. National trends point to growth in a number of new tourism areas. Which of the following visitor focus areas do you think best fits North Lake Tahoe and positions us to be the West's premier international destination? (Please prioritize the options below)

- a. Focus on becoming THE destination for human powered sports activities and events. Invest in facilities and marketing to build North Tahoe's human powered sports reputation and brand. (Current examples: Iron Man, Paddle Board Races, Alpine Ski Championships)
- b. Focus on becoming THE destination for health and wellness activities. Invest in facilities, amenities, activities and events that promote health, well-being, and a natural lifestyle. (Current examples: Wanderlust, yoga camps, events, conferences)
- c. Focus on building our reputation as a region with vibrant arts and culture. Invest more in public art, performing arts facilities, and cultural events to draw visitors looking for more than recreation.

G3a-10



10. Please share your ideas on how to position North Lake Tahoe to be the West's premier international destination. What facilities, amenities, and events should we invest in over the next 10 years to promote visitation to our region?

11. One of the main roles of the North Lake Tahoe Resort Association is to serve as a conduit of information about the area once visitors arrive. Which of the following visitor information sources do you use and think are the most effective (rate on a scale of 1-5 with 1 being the best).

- a. Visitor Centers + kiosks
- b. Signage to our great places
- c. Website ([www.gonorth.com](http://www.gonorth.com))
- d. Mobile technology (social media, app's, etc.)
- e. Visitor Guides (printed)
- f. Word-of-mouth (employee training, via staff at lodging, etc.)
- g. Local marketing efforts (E-blast to local businesses with visitor info)

11. What other ideas do you have for getting information to visitors?

12. Public transportation is a key piece to improving the visitor experience and quality of life for those that live here. From managing traffic to providing reliable, regular bus service to advocating for more flights into the Reno Tahoe Airport, Regional partners are working to implement various transportation strategies throughout the greater North Lake Tahoe and Truckee region. Please prioritize the following transportation strategies and add your own ideas:

- a. Focus on Implementing the *North Lake Tahoe/Truckee Transit Vision* to create a "fun, free, and frequent" service that runs every 15 minutes, year-round in the greater North Lake Tahoe/Truckee Region
- b. Advocate for increased air service into Reno and Sacramento airports
- c. Encourage projects that reduce congestion and improve traffic flow
- d. Support and promote the expansion of water transportation services
- e. Invest in technology and marketing to improve access to bus schedules and other modes of transportation

11. What other ideas do you have for improving transportation options in our region?

12. For the past twenty years, North Lake Tahoe Resort Association has been serving Placer County as the leadership and voice for North Lake Tahoe. In addition, NLTRA is charged with recommending allocation of TOT funds each year. TOT funds are allocated, by Placer County, to NLTRA each year to implement marketing, transportation, visitor information and visitor service programs on the North Shore. What is your opinion on how this arrangement between Placer County and NLTRA is working?

- a. I believe NLTRA is doing a good job and should remain in the current role
- b. I don't know enough about the topic to comment
- c. I believe that it is time for Placer County to consider a new model for leadership and TOT allocation in North Lake Tahoe. Here are my ideas on how to improve the process.



**Update as of 4.16.15**

**Public Education + Outreach Campaign  
North Tahoe Tourism Master Plan**

Goals of the public outreach process are as follows:

- Gather public feedback on the current vision, strategic focus areas and objectives outlined in the draft NTTMP
- Educate + inform N. Tahoe community about the Plan + process
- Improve the Plan via inclusion of a wide range of community feedback
- Reach underserved/underrepresented segments of the community
- At a minimum, include 300 people in the process

Freshtracks will work with NLTRA and Placer County staff to implement the various communications and outreach strategies to make the process successful.

**Outreach Methodology**

Freshtracks will gather feedback from the community about tourism investment strategies based on a three-phased approach. We believe that this three step approach to collecting feedback on the Tourism Master Plan will offer a robust set of community feedback on how to move the Region forward.

- **Phase I (April):** will focus on gathering feedback from the highly engaged segment of the population via workshops, on-line surveys and service club outreach.
- **Phase II (May):** will focus on targeting key groups and applying unique outreach approaches to reach them.
- **Phase III (June):** will focus on summarizing the feedback from phase 1 + 2 and updating the Draft Tourism Master Plan. This phase will also including thanking and updating the community and participants who gave their time and feedback in the earlier phases via email.

G3a-9