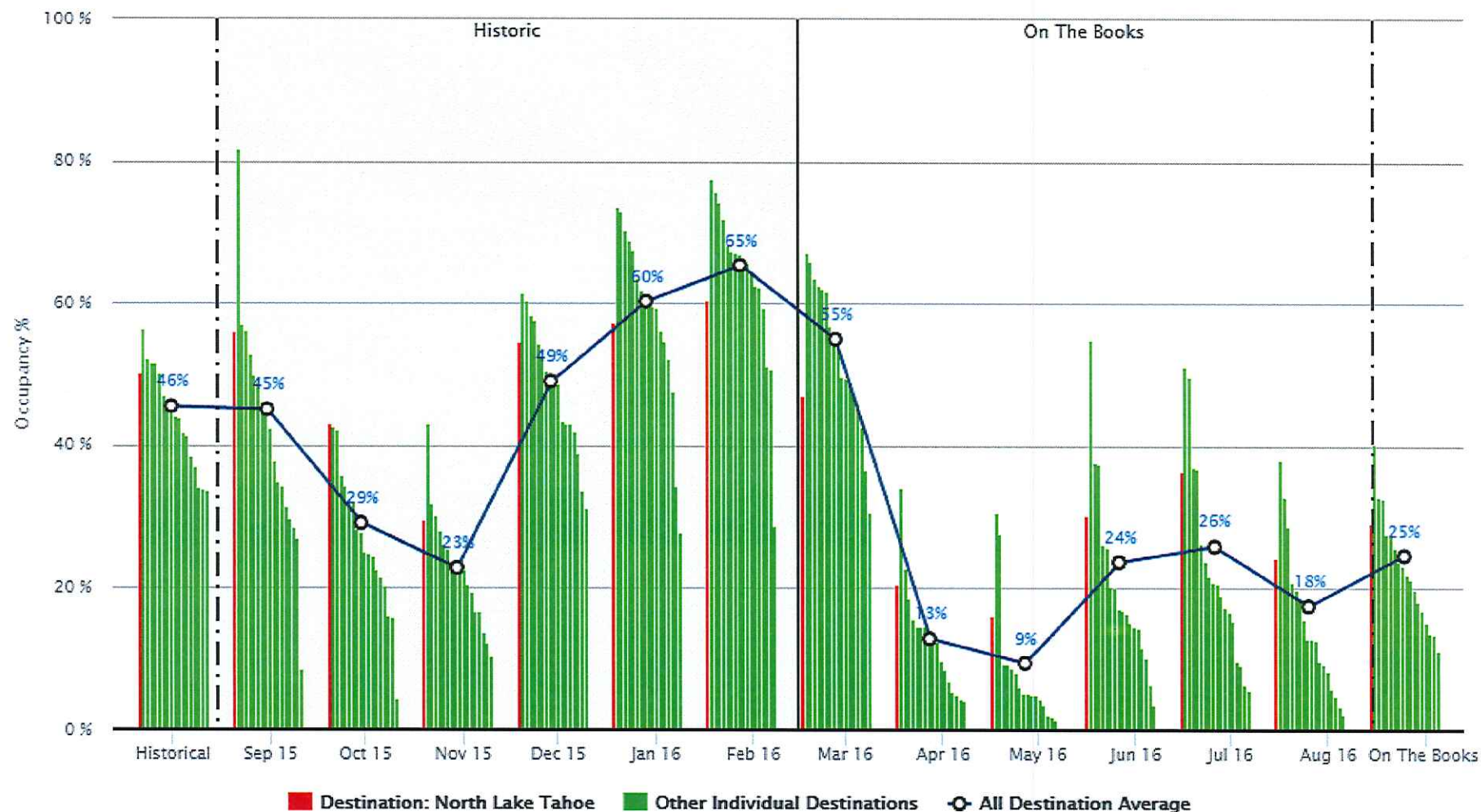
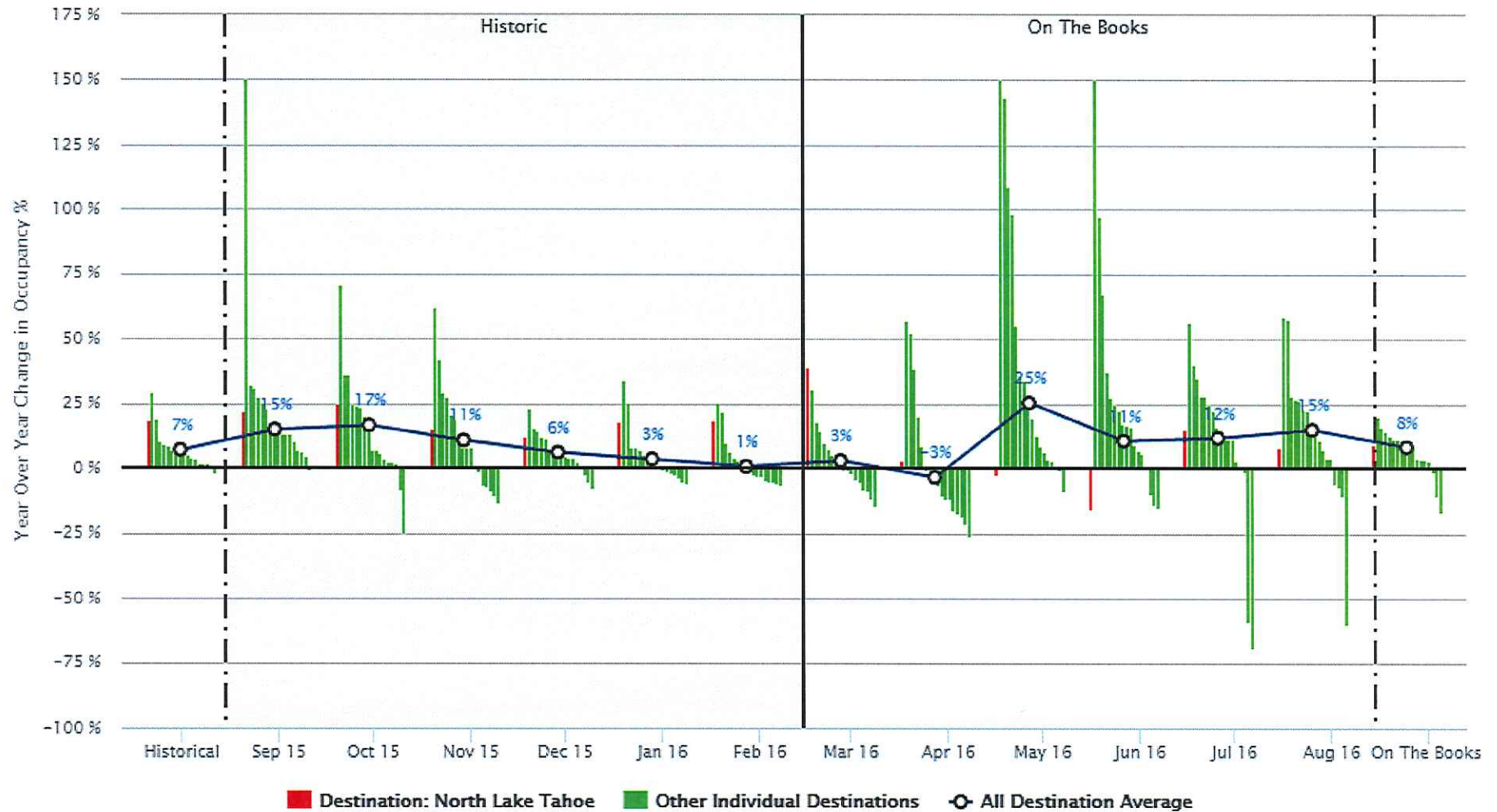


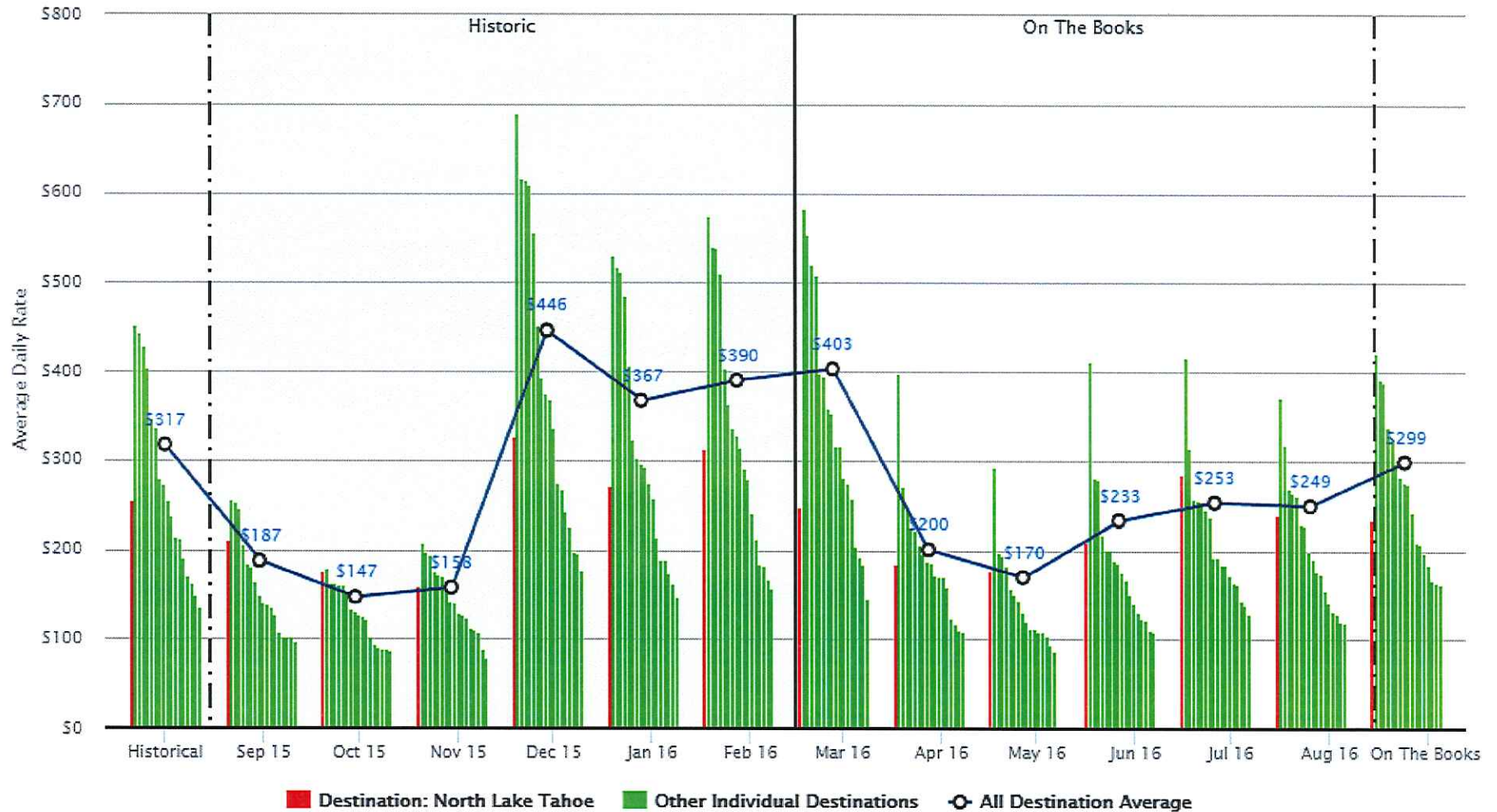
Overview Based on data from 18 reporting DestiMetrics Destinations

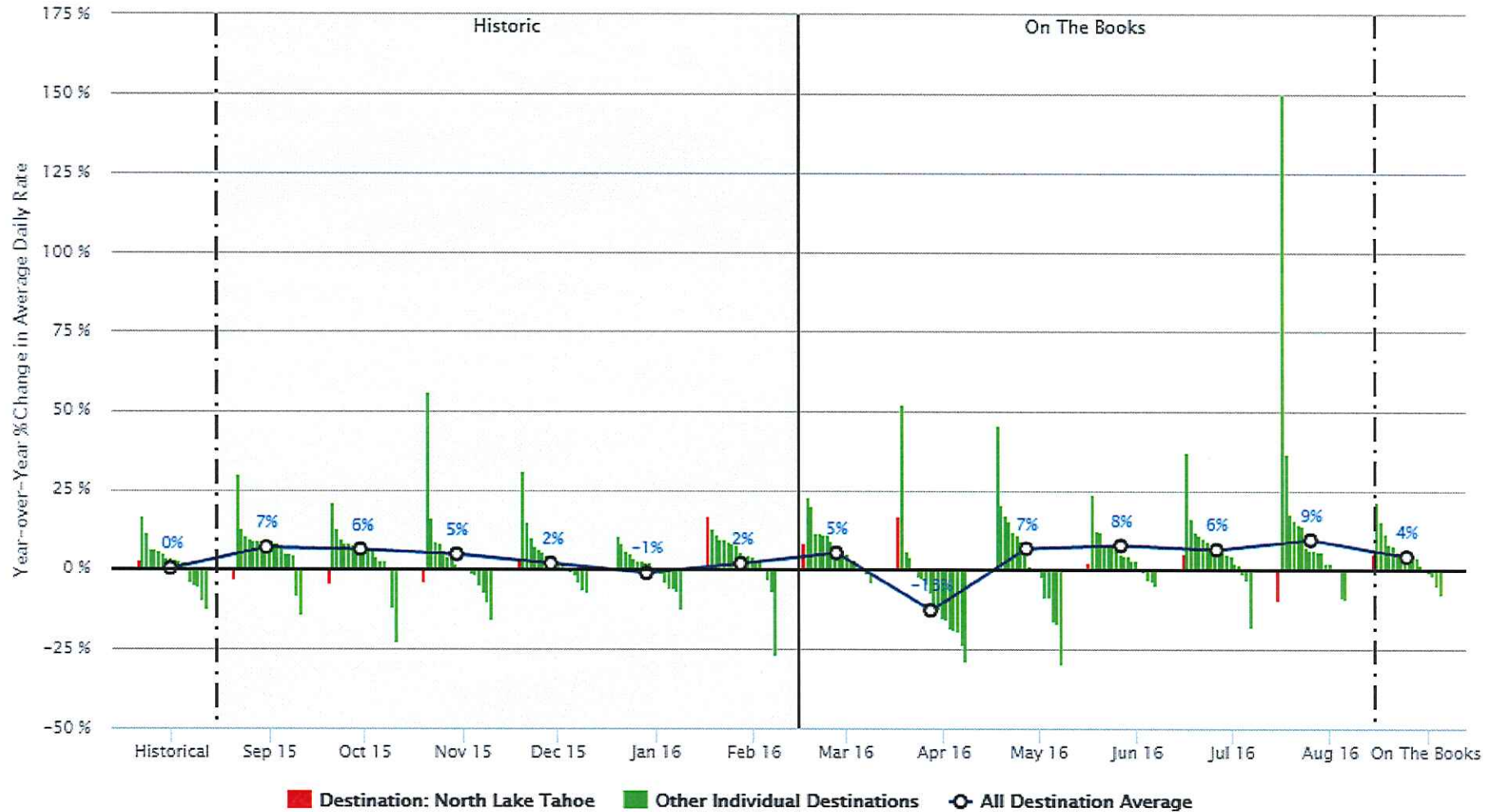
Executive Summary				
	High	Low	Average	North Lake Tahoe
<b>Last Month Occupancy Industry Wide: High / Low and Average for Month vs North Lake Tahoe Occupancy</b>				
Historic Actual Occupancy for Last Month	77.7%	28.8%	65.4%	60.4%
% Change in Historic Actual Occupancy for Last Month	25.7%	-6.1%	0.7%	18.8%
<b>Last Month ADR: Industry Wide High / Low and Average for Month vs North Lake Tahoe ADR</b>				
Historic Actual Average Daily Rate for Last Month	\$ 574	\$ 158	\$ 390	\$ 313
% Change in Historic Actual Average Daily Rate for Last Month	16.7%	-27.1%	1.8%	16.7%
<b>Last Month RevPAR: Industry Wide High / Low and Average for Month vs North Lake Tahoe RevPAR</b>				
Historic Actual RevPAR for Last Month	\$ 426	\$ 45	\$ 255	\$ 189
% Change in Historic Actual RevPAR for Last Month	38.6%	-24.9%	2.4%	38.6%
<b>Next Month Occupancy: Industry Wide High / Low and Average for Month vs North Lake Tahoe Occupancy</b>				
Historic Actual Occupancy for Next Month	67.1%	30.6%	55.0%	47.1%
% Change in Historic Actual Occupancy for Next Month	39.3%	-14.5%	2.9%	39.3%
<b>Next Month ADR: Industry Wide High / Low and Average for Month vs North Lake Tahoe ADR</b>				
Historic Actual Average Daily Rate for Next Month	\$ 583	\$ 145	\$ 403	\$ 248
% Change in Historic Actual Average Daily Rate for Next Month	23.0%	-4.0%	5.2%	8.6%
<b>Next Month RevPAR: Industry Wide High / Low and Average for Month vs North Lake Tahoe RevPAR</b>				
Historic Actual RevPAR for Next Month	\$ 391	\$ 44	\$ 222	\$ 117
% Change in Historic Actual RevPAR for Next Month	60.4%	-11.0%	8.3%	51.2%

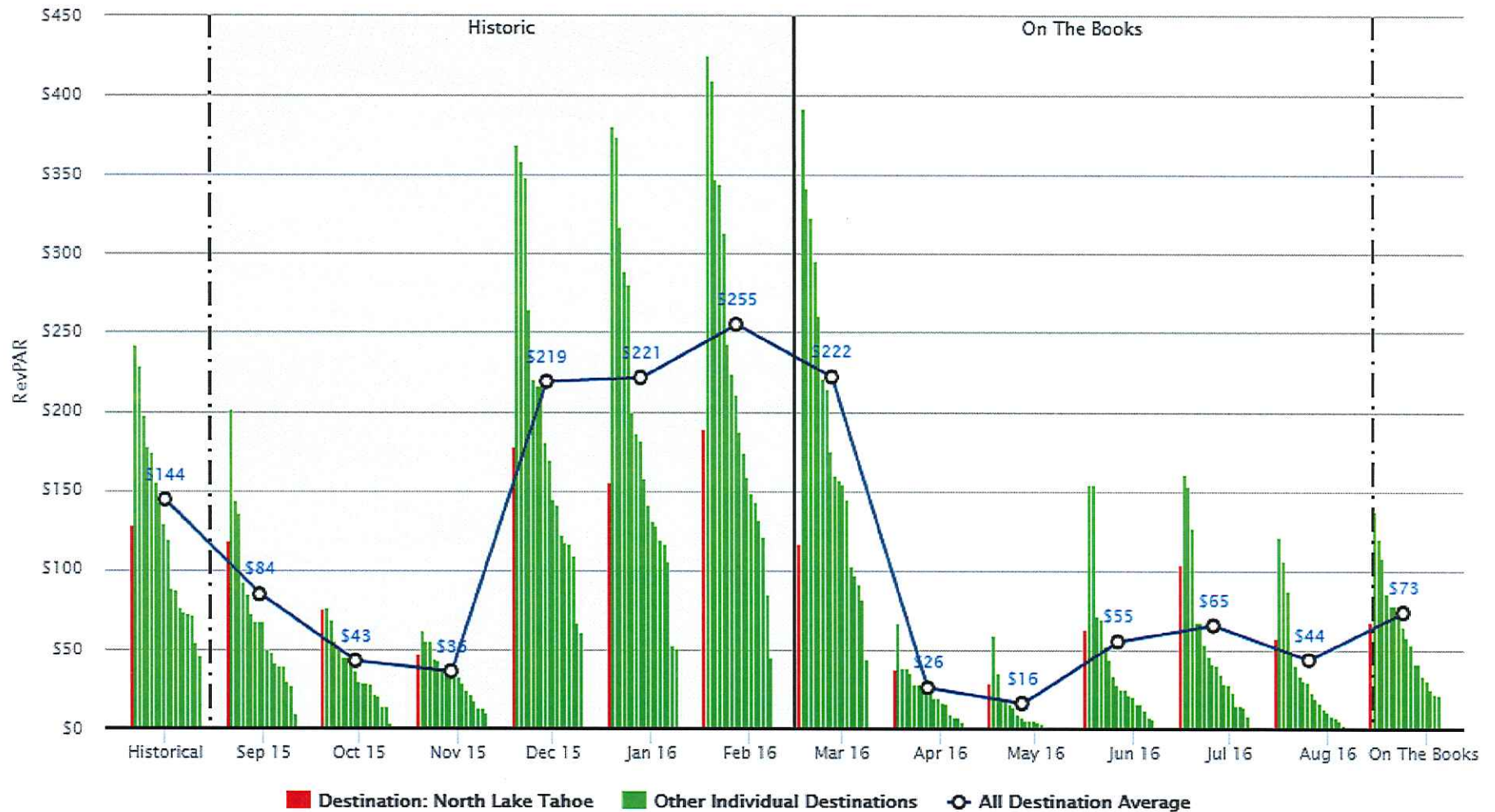
DESCRIPTION: The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other DestiMetrics reporting destinations. The red/green data points in the summary above for the base destination indicate that the destination as being above or below the average. In all cases, the Base Destination is represented on the far left of the tables and the far left of the charts. The Base Destination is differentiated on charts with a Red data series bar. All other Destinations are represented with a Green data series bar. All data is sorted in descending order from highest to lowest and left to right, with the all destination average on the far right of the tables. All destination average is differentiated on charts by a blue line data set. Individual destination data may be obtained through the Multi-Destination Comparative Enhanced report, available by contacting DestiMetrics at the address below



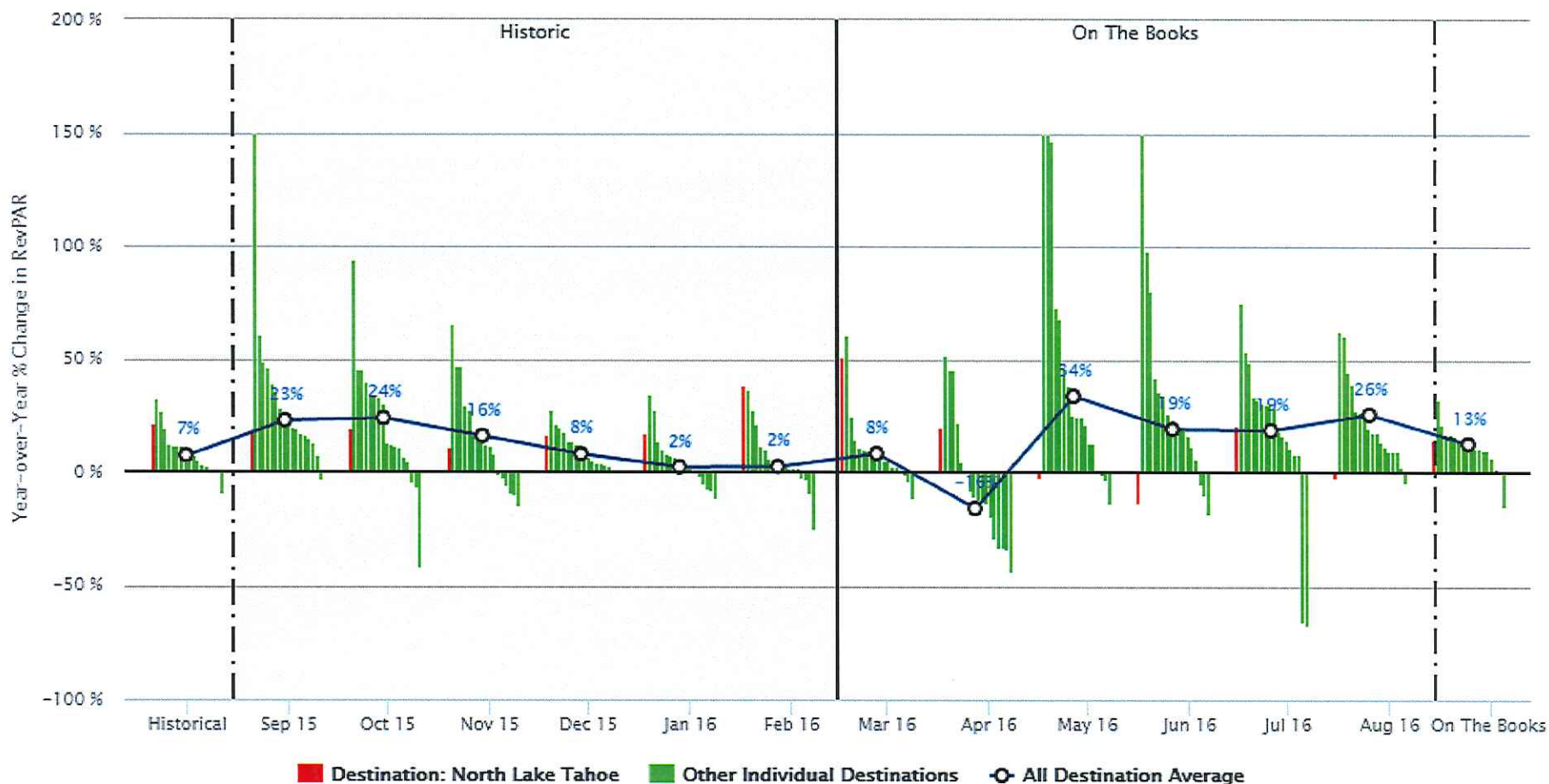








North Lake Tahoe Year-over-Year % Change in RevPAR



Monthly Occupancy	Base Destination	Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Lowest Occupancy	All Destination Average
Sep 15	56.1%	81.8%	57.1%	56.2%	52.8%	49.9%	49.0%	46.2%	45.5%	42.4%	37.8%	35.0%	34.3%	31.4%	29.7%	28.4%	27.1%	8.5%	45.1%
Oct 15	43.1%	42.7%	42.2%	35.7%	34.2%	32.5%	32.0%	28.2%	27.9%	25.1%	25.0%	24.4%	22.6%	21.5%	20.3%	16.2%	15.9%	4.4%	29.0%
Nov 15	29.6%	43.0%	31.7%	30.1%	27.9%	26.2%	25.6%	23.4%	22.8%	22.7%	22.6%	20.6%	19.4%	16.8%	16.7%	13.8%	12.4%	10.5%	22.8%
Dec 15	54.5%	61.5%	60.5%	58.4%	57.8%	54.3%	52.6%	50.6%	49.0%	48.8%	48.7%	43.6%	43.0%	43.0%	42.0%	39.0%	33.6%	31.1%	49.1%
Jan 16	57.3%	73.5%	73.1%	70.3%	68.9%	67.6%	63.6%	61.9%	61.5%	60.5%	59.6%	59.4%	56.2%	54.7%	52.3%	47.6%	34.3%	27.8%	60.3%
Feb 16	60.4%	77.7%	75.8%	74.2%	72.0%	68.2%	67.4%	67.2%	67.0%	66.2%	65.7%	64.5%	62.5%	62.3%	59.5%	51.2%	50.8%	28.8%	65.4%
Mar 16	47.1%	67.1%	65.9%	63.6%	62.6%	62.1%	61.6%	56.8%	56.2%	53.9%	49.8%	49.6%	49.0%	47.5%	46.0%	42.8%	36.5%	30.6%	55.0%
Apr 16	20.5%	34.0%	22.9%	18.6%	15.7%	14.7%	14.7%	14.6%	13.2%	12.8%	12.5%	9.8%	8.7%	7.0%	5.5%	5.0%	4.5%	4.2%	12.9%
May 16	16.2%	30.6%	27.7%	9.5%	9.3%	8.8%	8.1%	6.1%	5.1%	5.1%	5.1%	5.0%	4.4%	3.5%	2.0%	2.0%	1.5%	0.0%	9.5%
Jun 16	30.2%	54.9%	37.6%	37.5%	26.2%	25.7%	20.3%	20.1%	17.1%	16.9%	16.5%	15.3%	14.6%	14.5%	11.7%	10.2%	6.4%	3.6%	23.7%
Jul 16	36.3%	51.2%	49.8%	37.0%	36.9%	26.4%	23.8%	21.7%	20.8%	20.7%	19.1%	17.5%	16.7%	15.4%	9.9%	9.2%	6.5%	5.8%	25.8%
Aug 16	24.2%	38.0%	32.9%	28.7%	21.0%	19.8%	18.5%	15.6%	13.0%	13.0%	12.8%	9.8%	9.5%	8.4%	5.8%	4.8%	3.4%	2.3%	17.5%
Grand Total	39.6%	45.9%	44.8%	40.2%	39.3%	35.1%	34.4%	34.0%	33.6%	33.3%	32.9%	32.7%	32.5%	29.1%	28.5%	28.1%	24.4%	23.5%	35.3%
Historical Months Total	50.3%	56.4%	52.4%	51.8%	51.6%	50.2%	47.0%	46.3%	46.0%	44.1%	43.9%	41.9%	41.3%	38.4%	37.0%	34.2%	33.9%	33.7%	45.5%
On the Books Total	29.1%	40.4%	32.9%	32.6%	27.7%	27.6%	25.8%	24.0%	23.3%	22.0%	21.4%	19.9%	18.3%	17.0%	15.3%	13.8%	13.5%	11.2%	24.6%
Base Destination(s) = North Lake Tahoe																			

# North Lake Tahoe Year-over-Year % Change in Occupancy (Most Recent Data)

## Multi-Destination Comparative Report as of Feb 29, 2016

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Occupancy Months Compared	Base Destination	Highest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Lowest Pacing	All Destination Average
Sep 15 vs. Sep 14	21.9%	182.9%	32.4%	31.4%	27.5%	25.3%	23.4%	17.3%	14.6%	13.8%	13.6%	13.5%	13.3%	10.7%	7.1%	6.2%	4.6%	-0.6%	14.9%	
Oct 15 vs. Oct 14	24.9%	70.9%	36.3%	36.1%	24.8%	24.0%	23.9%	20.2%	19.2%	7.1%	6.8%	5.8%	3.3%	2.6%	2.4%	2.1%	-8.0%	-24.3%	16.6%	
Nov 15 vs. Nov 14	15.3%	62.2%	41.9%	29.4%	27.5%	21.1%	19.2%	11.5%	8.3%	8.2%	7.9%	0.6%	-1.0%	-6.1%	-6.8%	-8.6%	-10.2%	-13.1%	10.8%	
Dec 15 vs. Dec 14	12.4%	23.3%	15.4%	14.4%	12.1%	11.5%	7.6%	7.3%	7.1%	5.1%	4.6%	4.3%	4.1%	2.4%	1.1%	-1.9%	-5.2%	-7.6%	6.1%	
Jan 16 vs. Jan 15	17.7%	34.2%	25.2%	8.1%	7.9%	7.0%	5.4%	4.6%	4.0%	2.1%	1.4%	-0.7%	-0.8%	-1.7%	-2.0%	-3.2%	-5.2%	-5.8%	3.5%	
Feb 16 vs. Feb 15	18.8%	25.7%	22.1%	9.6%	6.4%	4.2%	3.0%	1.0%	-0.3%	-0.9%	-2.1%	-2.7%	-2.8%	-4.5%	-4.9%	-5.1%	-5.8%	-6.1%	0.7%	
Mar 16 vs. Mar 15	39.3%	30.4%	18.2%	14.4%	9.8%	7.8%	5.3%	2.8%	0.3%	-0.6%	-0.7%	-1.8%	-3.7%	-5.3%	-7.9%	-8.7%	-11.5%	-14.5%	2.9%	
Apr 16 vs. Apr 15	2.8%	56.8%	52.2%	38.8%	20.1%	8.9%	-0.4%	-0.8%	-1.5%	-6.3%	-10.1%	-11.2%	-11.6%	-15.9%	-17.0%	-18.2%	-21.2%	-25.9%	-3.4%	
May 16 vs. May 15	-2.0%	3,594.2%	143.4%	108.9%	98.8%	55.6%	36.3%	33.8%	23.7%	19.7%	12.9%	8.7%	6.6%	3.6%	3.0%	0.0%	-0.7%	-8.4%	25.4%	
Jun 16 vs. Jun 15	-15.2%	312.3%	97.5%	67.2%	37.5%	27.6%	24.9%	22.7%	17.3%	16.6%	16.4%	9.3%	6.8%	6.1%	0.0%	-9.9%	-13.8%	-15.1%	10.7%	
Jul 16 vs. Jul 15	14.8%	56.4%	40.5%	35.3%	28.3%	28.3%	25.0%	22.7%	16.1%	11.9%	11.8%	11.3%	11.3%	3.0%	0.5%	-1.0%	-58.3%	-68.9%	11.7%	
Aug 16 vs. Aug 15	8.4%	59.0%	57.8%	28.5%	27.1%	26.6%	23.2%	22.5%	18.1%	12.8%	11.1%	7.4%	4.1%	3.9%	-5.4%	-6.9%	-10.1%	-59.7%	14.9%	
Grand Total	15.0%	24.9%	11.1%	10.7%	10.4%	10.3%	8.5%	8.2%	8.2%	7.0%	6.0%	5.5%	4.8%	4.3%	4.3%	3.6%	1.6%	-7.0%	7.9%	
Historical Months Total	18.4%	29.5%	19.2%	10.3%	9.2%	8.6%	6.8%	6.2%	6.1%	5.8%	5.3%	3.9%	3.5%	2.1%	1.9%	1.6%	0.0%	-1.5%	7.1%	
On the Books Total	9.4%	20.4%	16.3%	14.8%	12.8%	11.6%	11.4%	10.7%	9.0%	8.8%	8.6%	4.0%	3.8%	3.7%	2.8%	-1.2%	-10.2%	-16.5%	8.3%	
Base Destination(s) = North Lake Tahoe																				

Monthly Average Daily Rate	Base Destination	Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Next Highest ADR	Lowest ADR	All Destination Average
Sep 15	\$ 211	\$ 257	\$ 253	\$ 246	\$ 207	\$ 184	\$ 180	\$ 163	\$ 150	\$ 141	\$ 139	\$ 136	\$ 127	\$ 107	\$ 102	\$ 102	\$ 101	\$ 97	\$ 187
Oct 15	\$ 175	\$ 179	\$ 163	\$ 162	\$ 161	\$ 161	\$ 154	\$ 135	\$ 130	\$ 127	\$ 125	\$ 123	\$ 103	\$ 94	\$ 90	\$ 88	\$ 88	\$ 86	\$ 147
Nov 15	\$ 158	\$ 208	\$ 198	\$ 194	\$ 176	\$ 172	\$ 171	\$ 163	\$ 142	\$ 141	\$ 129	\$ 128	\$ 124	\$ 113	\$ 110	\$ 107	\$ 88	\$ 78	\$ 158
Dec 15	\$ 327	\$ 689	\$ 615	\$ 614	\$ 609	\$ 556	\$ 452	\$ 394	\$ 375	\$ 369	\$ 336	\$ 275	\$ 268	\$ 243	\$ 225	\$ 198	\$ 196	\$ 178	\$ 446
Jan 16	\$ 272	\$ 531	\$ 518	\$ 512	\$ 485	\$ 407	\$ 322	\$ 302	\$ 296	\$ 294	\$ 275	\$ 259	\$ 215	\$ 190	\$ 188	\$ 174	\$ 163	\$ 147	\$ 367
Feb 16	\$ 313	\$ 574	\$ 541	\$ 539	\$ 511	\$ 404	\$ 363	\$ 337	\$ 328	\$ 315	\$ 291	\$ 280	\$ 241	\$ 213	\$ 185	\$ 183	\$ 167	\$ 158	\$ 390
Mar 16	\$ 248	\$ 583	\$ 555	\$ 521	\$ 508	\$ 398	\$ 395	\$ 357	\$ 353	\$ 316	\$ 316	\$ 282	\$ 275	\$ 258	\$ 204	\$ 192	\$ 184	\$ 145	\$ 403
Apr 16	\$ 184	\$ 399	\$ 271	\$ 248	\$ 226	\$ 222	\$ 205	\$ 196	\$ 187	\$ 187	\$ 172	\$ 170	\$ 170	\$ 159	\$ 125	\$ 117	\$ 110	\$ 109	\$ 200
May 16	\$ 178	\$ 293	\$ 197	\$ 195	\$ 182	\$ 157	\$ 150	\$ 144	\$ 131	\$ 121	\$ 113	\$ 113	\$ 109	\$ 108	\$ 103	\$ 94	\$ 87	\$ 0	\$ 170
Jun 16	\$ 210	\$ 412	\$ 281	\$ 280	\$ 217	\$ 202	\$ 201	\$ 188	\$ 187	\$ 175	\$ 167	\$ 151	\$ 141	\$ 130	\$ 123	\$ 122	\$ 110	\$ 109	\$ 233
Jul 16	\$ 284	\$ 416	\$ 315	\$ 257	\$ 255	\$ 255	\$ 245	\$ 238	\$ 193	\$ 193	\$ 185	\$ 184	\$ 173	\$ 164	\$ 162	\$ 145	\$ 138	\$ 128	\$ 253
Aug 16	\$ 239	\$ 371	\$ 318	\$ 270	\$ 265	\$ 261	\$ 229	\$ 228	\$ 199	\$ 191	\$ 177	\$ 173	\$ 156	\$ 143	\$ 133	\$ 129	\$ 121	\$ 118	\$ 249
Grand Total	\$ 247	\$ 430	\$ 427	\$ 427	\$ 383	\$ 333	\$ 325	\$ 284	\$ 278	\$ 239	\$ 234	\$ 228	\$ 212	\$ 197	\$ 180	\$ 169	\$ 151	\$ 144	\$ 311
Historical Months Total	\$ 254	\$ 452	\$ 444	\$ 429	\$ 404	\$ 347	\$ 336	\$ 279	\$ 273	\$ 254	\$ 238	\$ 215	\$ 213	\$ 191	\$ 171	\$ 162	\$ 148	\$ 136	\$ 317
On the Books Total	\$ 234	\$ 422	\$ 392	\$ 388	\$ 338	\$ 327	\$ 297	\$ 283	\$ 276	\$ 274	\$ 243	\$ 210	\$ 208	\$ 197	\$ 184	\$ 168	\$ 163	\$ 162	\$ 299
Base Destination(s) = North Lake Tahoe																			

Average Daily Months Compared	Base Destination	Highest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Lowest Pacing	All Destination Average
Sep 15 vs. Sep 14	-3.1%	30.2%	13.3%	10.6%	9.8%	9.4%	9.2%	8.7%	8.5%	8.3%	8.3%	8.2%	7.4%	5.2%	5.0%	4.4%	-8.0%	-14.0%	6.9%
Oct 15 vs. Oct 14	-4.3%	21.3%	13.2%	9.6%	8.5%	8.5%	8.1%	7.9%	7.7%	7.5%	7.1%	7.1%	4.0%	2.9%	2.7%	-0.0%	-12.1%	-22.5%	6.2%
Nov 15 vs. Nov 14	-3.7%	56.1%	16.6%	8.8%	8.5%	5.8%	4.4%	3.5%	1.8%	0.3%	0.2%	-0.1%	-1.0%	-1.6%	-4.8%	-7.3%	-9.9%	-15.6%	4.7%
Dec 15 vs. Dec 14	3.7%	30.9%	14.7%	10.2%	7.5%	6.5%	5.6%	4.4%	4.1%	3.3%	2.5%	2.4%	0.8%	-0.7%	-1.7%	-4.0%	-6.3%	-7.3%	1.8%
Jan 16 vs. Jan 15	-0.1%	10.8%	8.4%	6.0%	5.3%	3.8%	2.7%	2.7%	2.3%	2.0%	0.6%	0.0%	-1.2%	-3.7%	-5.6%	-5.8%	-6.5%	-12.4%	-1.1%
Feb 16 vs. Feb 15	16.7%	12.9%	11.0%	9.7%	9.6%	8.6%	8.4%	8.0%	5.5%	4.7%	4.4%	4.4%	3.4%	3.1%	0.6%	-2.9%	-6.8%	-27.1%	1.8%
Mar 16 vs. Mar 15	8.6%	23.0%	20.1%	11.8%	11.6%	11.3%	11.0%	9.5%	7.3%	5.8%	5.5%	5.0%	3.1%	3.0%	0.6%	0.2%	-1.3%	-4.0%	5.2%
Apr 16 vs. Apr 15	16.6%	52.2%	6.1%	4.0%	-0.1%	-1.9%	-2.6%	-4.2%	-7.2%	-12.3%	-12.6%	-15.1%	-15.4%	-18.6%	-19.0%	-19.6%	-23.5%	-28.7%	-13.0%
May 16 vs. May 15	-0.3%	45.6%	20.8%	17.5%	15.6%	12.0%	11.1%	9.2%	8.5%	1.4%	0.3%	0.0%	-1.8%	-8.5%	-8.6%	-15.9%	-17.2%	-29.5%	6.7%
Jun 16 vs. Jun 15	2.1%	23.7%	12.5%	12.3%	8.6%	8.1%	8.0%	7.4%	5.2%	4.6%	4.4%	3.2%	3.0%	0.2%	-0.5%	-3.1%	-3.3%	-5.0%	7.7%
Jul 16 vs. Jul 15	5.3%	37.3%	16.4%	12.1%	11.3%	10.5%	9.2%	7.3%	6.8%	6.8%	6.2%	5.3%	4.8%	2.1%	1.8%	-1.1%	-3.1%	-17.9%	6.3%
Aug 16 vs. Aug 15	-9.5%	172.5%	36.7%	18.0%	15.9%	14.5%	14.1%	7.4%	6.5%	6.3%	5.9%	5.9%	2.3%	2.0%	0.5%	0.4%	-8.4%	-9.0%	9.4%
Grand Total	3.7%	12.7%	11.8%	10.6%	7.2%	5.9%	5.6%	5.5%	5.4%	3.7%	3.2%	3.0%	0.3%	-1.7%	-2.7%	-6.4%	-7.4%	-10.1%	1.5%
Historical Months Total	2.7%	16.7%	11.8%	6.5%	6.5%	6.1%	4.9%	3.8%	3.6%	3.1%	2.8%	2.3%	2.1%	-4.0%	-4.9%	-5.3%	-9.7%	-12.3%	0.2%
On the Books Total	5.0%	21.4%	15.3%	11.8%	8.4%	8.1%	5.9%	5.2%	4.8%	4.5%	4.3%	4.2%	1.8%	0.5%	-0.6%	-1.5%	-4.8%	-7.8%	4.1%
Base Destination(s) = North Lake Tahoe																			

Monthly RevPAR	Base Destination	Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Next Highest RevPAR	Lowest RevPAR	All Destination Average
Sep 15	\$ 118	\$ 201	\$ 144	\$ 136	\$ 92	\$ 85	\$ 72	\$ 68	\$ 68	\$ 68	\$ 50	\$ 48	\$ 41	\$ 40	\$ 39	\$ 30	\$ 28	\$ 9	\$ 84
Oct 15	\$ 76	\$ 77	\$ 69	\$ 56	\$ 50	\$ 45	\$ 45	\$ 40	\$ 37	\$ 30	\$ 29	\$ 29	\$ 28	\$ 22	\$ 21	\$ 14	\$ 14	\$ 4	\$ 43
Nov 15	\$ 47	\$ 63	\$ 56	\$ 55	\$ 44	\$ 44	\$ 39	\$ 37	\$ 33	\$ 33	\$ 33	\$ 29	\$ 25	\$ 22	\$ 18	\$ 13	\$ 13	\$ 11	\$ 36
Dec 15	\$ 178	\$ 369	\$ 359	\$ 348	\$ 265	\$ 220	\$ 217	\$ 217	\$ 181	\$ 170	\$ 145	\$ 141	\$ 122	\$ 118	\$ 117	\$ 109	\$ 67	\$ 61	\$ 219
Jan 16	\$ 156	\$ 381	\$ 373	\$ 317	\$ 289	\$ 280	\$ 200	\$ 187	\$ 181	\$ 158	\$ 141	\$ 131	\$ 128	\$ 119	\$ 117	\$ 106	\$ 52	\$ 51	\$ 221
Feb 16	\$ 189	\$ 426	\$ 410	\$ 348	\$ 344	\$ 314	\$ 243	\$ 224	\$ 210	\$ 188	\$ 174	\$ 159	\$ 149	\$ 143	\$ 132	\$ 121	\$ 85	\$ 45	\$ 255
Mar 16	\$ 117	\$ 391	\$ 342	\$ 323	\$ 296	\$ 261	\$ 221	\$ 214	\$ 175	\$ 160	\$ 157	\$ 154	\$ 145	\$ 103	\$ 97	\$ 91	\$ 82	\$ 44	\$ 222
Apr 16	\$ 38	\$ 67	\$ 39	\$ 39	\$ 36	\$ 28	\$ 28	\$ 27	\$ 25	\$ 23	\$ 20	\$ 20	\$ 17	\$ 16	\$ 9	\$ 8	\$ 7	\$ 5	\$ 26
May 16	\$ 29	\$ 60	\$ 36	\$ 19	\$ 18	\$ 16	\$ 14	\$ 10	\$ 8	\$ 6	\$ 6	\$ 5	\$ 5	\$ 4	\$ 2	\$ 2	\$ 2	\$ 0	\$ 16
Jun 16	\$ 63	\$ 154	\$ 154	\$ 72	\$ 70	\$ 53	\$ 44	\$ 34	\$ 28	\$ 26	\$ 26	\$ 22	\$ 21	\$ 16	\$ 16	\$ 12	\$ 8	\$ 7	\$ 55
Jul 16	\$ 103	\$ 161	\$ 153	\$ 127	\$ 68	\$ 68	\$ 53	\$ 46	\$ 42	\$ 40	\$ 35	\$ 29	\$ 29	\$ 23	\$ 15	\$ 15	\$ 14	\$ 8	\$ 65
Aug 16	\$ 58	\$ 121	\$ 107	\$ 87	\$ 50	\$ 40	\$ 34	\$ 31	\$ 30	\$ 24	\$ 20	\$ 17	\$ 14	\$ 11	\$ 9	\$ 8	\$ 6	\$ 3	\$ 44
Grand Total	\$ 98	\$ 191	\$ 172	\$ 142	\$ 132	\$ 131	\$ 128	\$ 117	\$ 94	\$ 76	\$ 71	\$ 67	\$ 60	\$ 57	\$ 54	\$ 49	\$ 48	\$ 35	\$ 110
Historical Months Total	\$ 128	\$ 242	\$ 229	\$ 198	\$ 178	\$ 174	\$ 156	\$ 143	\$ 129	\$ 119	\$ 88	\$ 88	\$ 77	\$ 74	\$ 73	\$ 72	\$ 55	\$ 47	\$ 144
On the Books Total	\$ 68	\$ 138	\$ 120	\$ 108	\$ 85	\$ 79	\$ 78	\$ 78	\$ 65	\$ 59	\$ 54	\$ 41	\$ 41	\$ 34	\$ 31	\$ 25	\$ 23	\$ 22	\$ 73
Base Destination(s) = North Lake Tahoe																			

# 40

## North Lake Tahoe Year-over-Year % Change in RevPAR (Most Recent Data)

### Multi-Destination Comparative Report as of Feb 29, 2016

RevPAR Months Compared	Base Destination	Highest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Lowest Pacing	All Destination Average
Sep 15 vs. Sep 14	18.2%	160.3%	60.8%	48.8%	46.5%	39.2%	35.7%	28.3%	23.1%	21.9%	19.7%	19.5%	17.6%	16.3%	15.4%	13.3%	7.8%	-2.5%	22.8%
Oct 15 vs. Oct 14	19.4%	93.5%	45.8%	45.4%	40.3%	34.2%	34.0%	33.4%	30.4%	13.2%	12.3%	11.5%	11.4%	7.1%	4.8%	-4.2%	-6.0%	-41.4%	23.9%
Nov 15 vs. Nov 14	11.0%	65.2%	46.9%	46.9%	29.7%	27.4%	16.6%	15.4%	14.2%	12.3%	11.7%	8.6%	-0.5%	-2.0%	-5.7%	-8.6%	-10.0%	-14.5%	16.0%
Dec 15 vs. Dec 14	16.6%	27.3%	21.1%	19.7%	18.1%	13.7%	13.6%	12.4%	12.4%	10.8%	6.6%	5.6%	4.5%	3.9%	3.3%	3.0%	0.5%	0.3%	8.0%
Jan 16 vs. Jan 15	17.5%	34.2%	27.7%	13.6%	10.7%	8.0%	7.6%	6.7%	4.3%	4.2%	2.0%	2.0%	0.3%	-1.2%	-5.1%	-6.7%	-7.7%	-10.7%	2.3%
Feb 16 vs. Feb 15	38.6%	36.5%	27.4%	21.6%	11.8%	10.0%	6.5%	4.3%	3.9%	3.0%	2.8%	2.2%	1.9%	1.9%	-2.2%	-2.9%	-8.8%	-24.9%	2.4%
Mar 16 vs. Mar 15	51.2%	60.4%	24.7%	14.8%	11.2%	10.6%	9.8%	9.7%	8.5%	8.4%	5.4%	5.3%	3.0%	2.6%	1.5%	-0.5%	-3.4%	-11.0%	8.3%
Apr 16 vs. Apr 15	19.9%	52.0%	45.8%	45.4%	21.7%	5.0%	1.7%	-7.6%	-10.2%	-11.9%	-12.4%	-13.3%	-19.0%	-28.9%	-33.1%	-33.2%	-33.8%	-43.3%	-15.9%
May 16 vs. May 15	-2.3%	2,503.4%	202.2%	146.7%	72.8%	68.2%	46.1%	38.3%	25.2%	25.2%	24.6%	21.7%	13.3%	13.1%	0.0%	-0.6%	-2.5%	-13.4%	33.7%
Jun 16 vs. Jun 15	-13.4%	345.8%	97.9%	80.5%	42.0%	35.6%	34.2%	26.0%	22.7%	21.5%	20.2%	19.3%	16.5%	11.4%	6.3%	-4.8%	-9.8%	-17.7%	19.1%
Jul 16 vs. Jul 15	20.9%	75.3%	53.7%	49.0%	33.5%	32.1%	31.0%	30.6%	30.3%	29.2%	18.9%	16.7%	14.2%	11.1%	8.4%	8.1%	-65.8%	-66.6%	18.6%
Aug 16 vs. Aug 15	-1.9%	62.6%	60.9%	45.1%	39.4%	27.7%	27.2%	23.9%	20.1%	17.7%	17.7%	14.1%	11.4%	9.8%	9.8%	9.7%	2.5%	-4.0%	25.6%
Grand Total	19.3%	32.3%	18.9%	17.3%	14.2%	13.9%	13.6%	11.0%	11.0%	9.9%	9.2%	6.2%	5.2%	5.0%	3.6%	2.8%	2.3%	-6.3%	9.5%
Historical Months Total	21.6%	32.3%	26.9%	19.0%	12.2%	11.8%	11.8%	11.5%	9.1%	7.9%	7.8%	5.8%	3.4%	2.5%	0.9%	0.5%	-0.3%	-9.2%	7.3%
On the Books Total	14.8%	32.3%	21.3%	17.5%	17.2%	16.3%	14.2%	12.1%	11.4%	11.2%	11.0%	10.8%	10.6%	10.0%	7.2%	2.2%	1.4%	-14.5%	12.6%
Base Destination(s) = North Lake Tahoe																			

**RESORTS INCLUDED IN COMPARISONS**

Aspen

Avon

Beaver Creek

Breckenridge

Central Summit County CO

Copper Mountain

Gunnison / Crested Butte

Jackson Hole

Keystone

Mammoth Lakes

Mt Bachelor

Park City Area Chamber

Snowmass

Steamboat Springs

Telluride

Vail

Winter Park



### Marketing Staff Report

**Date:** April 6, 2016

**To:** Board of Directors

**From:** JT Thompson, Tourism Director

**RE:** Marketing Update

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**DestiMetrics:** As of February 29, 2016, we have seen a double digit increase year over year for occupancy and RevPAR, and a modest increase in daily rates with the month of March seeing the largest increase "on the books." Year over year increase for the month of March in RevPAR was over **51%**. The entire region is seeing continued growth and this booking trend looks like it will continue into the summer months. Average Daily Rate (ADR) has also improved with a 3.7% increase for March, and looks somewhat flat, or up slightly for the next six months, year over year.

**International Marketing:** With the Marketing Department creating additional opportunities to highlight our destination to a wider international base, I wanted to share with you some of our strategies within the key markets we are going after.

I'm going to review some of the numbers and strategies from the attached report and would like to field any questions that you may have.

## International Sales and Marketing for North Lake Tahoe

In 2015, the State of California reported that \$121.2 billion was generated on tourism in California alone. The U.S. Department of Commerce estimated a total 258 million individual travelers came to California last year. Those numbers reflect that 227 million were leisure travelers vs. business travelers. Those numbers reflect that leisure sales make up 88% percent of travelers to California. With that statistic, it is our responsibility, to ensure that both domestic and international leisure sales travel is a high priority to North Lake Tahoe and our stakeholders. The forecast for 2016 shows an increase in both domestic and international travelers. You see the largest increase in spend within the international market by 4% of travelers in 2016 and 4.7% increase in spend while they are here.

## California Inbound Tourism Statistics

### Non-Resident Travel to California (2013)

	Total	Domestic	International	Overseas	Mexico	Canada
<b>Total</b>	69,043,000	53,390,000	15,653,000	6,609,000	7,477,000	1,567,000
<b>Leisure</b>	51,966,777	40,490,000	11,506,777	4,508,000	5,676,713	1,322,064
<b>Business</b>	17,056,223	12,910,000	4,146,223	2,101,000	1,800,287	244,936

## Australia

In 2014, Australia was California's third largest overseas market with approximately 589,000 visitors. It was surpassed by the U.K with 686,000 visitors and by China with 996,000. Collectively visitors from Australia spent approximately \$914 million in California. In 2015, this number increased by 2.4% and is projected to continue to grow through 2020. The average length of stay for the Australian traveler is 9 days. With over four weeks of annual leave, Australian travelers continue to be a large market for North Lake Tahoe. The California journey rather than just a quick escape, drives the Australian visitor in for more and longer experiences. Despite poor snow years, North Lake Tahoe has continued to have positive engagement in the market. Additional flights into both LA and SFO via Qantas and American Airlines have increased the opportunity to fly direct into California and on a more frequent basis. With new direct flights from New Zealand into SFO and LAX, you will see an increase in that country in the coming months.

### GATE 7:

Working with Gate 7 has proved to be extremely beneficial in the last few years. Gate 7 is our eyes and ears on the ground in Australia. This year alone, their relationships within the travel trade and PR world, has resulted in two winter travel trade FAMs, consisting of 22 travel agents and five large media visits, including Men's Health, Women's Health, Qantas Magazine, Weekend Sunrise and Mountain Watch. In addition to the coordination of these FAMs and media visits, Gate 7 provides us with the following: media calls, media FAMs, account management, market intelligence, travel trade services, including sales calls, agent trainings, in-market visits, trade and consumer shows, and quarterly reporting for both travel trade and PR.

One of the travel trade FAM trips mentioned above, Race Around Northern California, is the largest FAM event in all of Australia. Qantas Airlines and Qantas Holidays team up annually on an incentive trip that includes over 65 agents. Not only did 15 agents travel to North Lake Tahoe, staff was able

to conduct destination training to the other 40 agents prior to their departure out of Northern California.

One agent on this FAM came to North Lake for the first time. She relayed that Heavenly was her normal Lake Tahoe sell. Now that she has experienced the differences, she won't hesitate to send her clients to North Lake instead.

Gate 7's partnership with North Lake Tahoe ensures that we stay relevant and known in the Australian market.

### **United Kingdom**

The UK was California's second largest overseas market with approximately 686,000 visitors to California in 2014. Collectively, visitors from the UK spent approximately \$905 million in California. UK visitors to California during 2014 reported spending \$121 per day during a 10.9 night average stay or approximately \$1,319 per visitor.

The UK has an annual growth rate of 2.5 and is trending to continue at that rate through 2020. With new low cost airlines entering the market (Wow Air), existing airlines increasing the size of planes, and new routes launching in 2016, we will see an increase in daily nonstop flights and additional seats (a 25% increase over last summer) to drive tourism to California.

Roughly 32% of visitors book with traditional operators and the remainder book through OTAs and direct with airlines. With California featured in over 90 tour operator packages, the UK has remained one of the largest markets for the US and more specifically North Lake Tahoe. A survey states that 85% of UK residents have been to California and would return, but to destinations beyond gateway travel. We are showcasing our luxury travel product as that is the fastest growing market within the UK travel industry.

### **Black Diamond:**

Black Diamond is our UK representation. Their primary goal is to promote North Lake Tahoe within both the travel trade and PR world, as the ultimate year-round playground. They are responsible for travel trade representation, sales calls, agent trainings, event exhibitions, market intelligence, press kit, media calls, exposure, press trips, media missions and quarterly reporting. Through the 2015/2016 winter season, they provided us with a press trip from Ski & Snowboard Magazine.

### **MEXICO:**

Air travelers from Mexico represent one of the largest international markets for California with approximately 542,000 visitors to the state in 2014. Collectively, visitors from Mexico arriving in the U.S. by air spent approximately \$526 million in California. Visitors from Mexico to California in 2014, who arrived in the U.S. by air, reported spending \$135 per day during a 7.2 night average stay in California or approximately \$970 per visitor. North Lake Tahoe experienced a large win when Reno Tahoe International Airport secured a direct Reno to Guadalajara flight on Volaris.

North Lake Tahoe began participating more in this market in 2016. I attended a Visit California Mexico Sales & Media Mission in January. In May, I will be returning to both Mexico City and Guadalajara to conduct travel trade and media trainings.

**CANADA:**

In 2015, there were 1.6 million Canadians traveling to California. That number is projected to increase to 1.7 million in 2016 and 1.8 million in 2018. The US Department of Commerce is forecasting this market will spend over \$2.73 billion by 2018. Canada is trending at a 1 percent growth rate with an increased rate of 2.73 by 2020.

The proximity to California and the growth in airline capacity are the largest contributing factors in making Canada one of California's largest markets. The local lifestyle is among the top motivators of Canadian travelers. Along with cultural events, sporting events, food culture, and the sunny climate, Canadians love to travel to California.

**CHINA:**

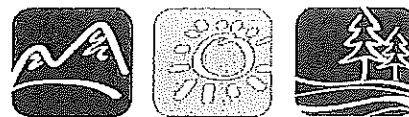
In 2014 visitation from China to California rose to a record high of approximately 996,000, making China California's largest overseas market. Collectively, visitors from China spent approximately \$2.24 billion in California. Visitors to California from China during 2014 reported spending \$138 per day during a 16.3 night average stay or approximately \$2,253 per visitor.

China has an estimated annual growth rate of 6.8. Long term, China is averaging the highest in growth rate over any other market. There are some market barriers including language and access to destinations outside of gateways. With that said, there are over 110 weekly nonstop flights into SFO, LAX and San Jose. There are two groups of consumers in China – Developed (25%) and the Developing (75%). The Developed group is the target for long-haul, luxury travel. The Developing group, which considers price and affordability their number one priority. The Chinese traveler sees California as the best of everything in one place.

North Lake Tahoe entered the China market for the first time this year by buying into the Visit California China sales missions. The sales missions take place in five major cities. A Visit California rep conducts agent trainings specifically on North Lake Tahoe.

**To learn more about these international markets or any additional markets, please visit <http://industry.visitcalifornia.com/Find-Research/Global-Travel-Statistics/>**

## Visitor Information Research to Increase Visitor Outreach FY 2016-17



**north lake tahoe**

Chamber | CVB | Resort Association

### **2015-20 Strategic Goal/2015-16 Action Plan**

**By 2020, we will have increased visitor information distribution via collateral and technology to a broader audience by 20%**

### **Visitor Touch Points – address tactics around each of the following:**

- Visitor Centers
- Lodging/Properties
- Official Visitor Guides
- GoTahoeNorth.com Web/Mobile

### **Visitor Information Department Stats for FY 2014-15**

The Tahoe City Visitor Center helped 48,151 visitors and the Kings Beach Visitor Center assisted 3,301 for a total of 48,151 guests. The Visitor Information department gave a total of 168,528 local business recommendations. 8,895 Visitor Guides were distributed through the Visitor Centers and another 30,000 were distributed throughout North Lake Tahoe in lodging properties and local businesses. There were 61,892 in-market click-throughs to GoTahoeNorth.com.

### **Future Plans and Research**

We have researched how the Visitor Information Department can reach out to more guests through physical locations, lodging properties, distribution of our Official Visitor Guides and increased in-Market visitation to GoTahoeNorth.com. We can do this through the following: events, visitor information at gateway airports, local print advertisement opportunities, street light banners in local communities, visitor related drink coaster distribution at local bars and restaurants, visitor related business card distribution from lodging front desks and working in conjunction with local state parks, Forest Service and local PUDs.

#### **1. Events**

Visitation to the Tahoe City Visitor center is down 9.25 percent over last year. Year-to-date we have reached out to an additional 1650 visitors at events. We are currently working with event producers to have the ability to set up a booth at events throughout the fiscal year, for the list of possible events. Here is an estimate of what it would cost to have a booth setup at the following events for the next fiscal year. By doing this we can make 3-4 local business recommendations per person, distribute another 20,000 Visitor Guides and give one-on-one information and directions on how to enjoy North Lake Tahoe.

Opportunity	Cost	# of Visitors	Cost Per Visitor
Events	\$14,021 New tent, table and chair=\$5,000 Total=\$19,021	32,850 Face to Face	.57 cents per Visitor

Date	Events	Visitors	Booth Costs	Staff Costs	Mileage	Swag	Total cost
7/9/2016	Truckee Air Show	500	\$150	\$240	\$22	\$200	\$612
7/14-17/2016	Wanderlust	5,000	\$300	\$720	\$54	\$200	\$1,274
8/12-14/2016	Tahoe Nalu	1,500	\$150	\$720	\$68	\$200	\$1,138
9/2-5/2017	Rib Festival, Sparks	10,000	\$500	\$720	\$269	\$400	\$1,889
9/9-11/2016	Autumn Food and Wine	1,000	\$400	\$720	\$68	\$200	\$1,388
9/15-18/2016	Reno Air Races	2,500	\$500	\$960	\$359	\$200	\$2,019
10/1-2/2016	Spartan Championships	2,500	\$250	\$480	\$36	\$200	\$966
December	J1 Visa Orientation	350	\$0	\$90	\$18	\$200	\$308
4/1-3/2017	Winter Wondergrass	5,000	\$300	\$720	\$54	\$200	\$1,274
May	Amgen	500	0	\$240	\$90	\$200	\$530
June	Tough Mudder	1,000	\$250	\$480	\$68	\$200	\$998
July- Oct Weekly	Farmers Market	2,500	\$250	\$975	\$0	\$400	\$1,625
		32,850	\$3,050	\$7,065	\$1,106	\$2,800	\$14,021

## 2. Visitor Information at Gateway Airports

### Sacramento

We currently have nothing in place at the Sacramento Airport. Here are some opportunities for reaching out to visitors arriving in Sacramento:

Opportunity	Cost	# of Visitors (5% of Total)	Cost Per Visitor
3' Vertical Edge-lit Banner	\$370/Month 1 year=\$4,440	448,576	.01 cent per Visitor
2-Double Sided Banner	\$495/Month 1 Year=\$5,940	448,576	.02 cent per Visitor

### Reno Tahoe International Airport

After Closing the Reno-Tahoe Airport visitor center we continue to reach out to Visitors through the following ways:

- **Reno Downtown Visitor Center Kiosk**

The cost is \$150/month for the kiosk rental and they have over 20,000 Visitors per year.

- **Reno Tahoe Airport Shuttle (North Lake Tahoe Express)**

We train staff and stock the counter with Visitor Guides, Maps and seasonal brochures. Their staff also works with the rental car employees to let them know that there is Visitor Information at the Bell Limo Desk

In addition to the current visitor outreach, the following would provide us with the opportunity to reach additional guests at the low cost per visitor.

<b>Opportunity</b>	<b>Cost</b>	<b># of Visitors (15% of Total)</b>	<b>Cost Per Visitor</b>
3-slots in Visitor Rack located in Baggage Claim Area 1 slot-8 ½" x 11" for VG's 2 slots-4 x9" for Maps	\$310/Month 1 year=\$3,720	514,797	.007 cents per Visitor

### 3. Advertise in Local Print Designated to Visitors

The Weekly & Moonshine Ink

Many visitors reach for the following publications during their visits to research entertainment options as well as upcoming events. Advertising in these publications on a seasonal or year round basis would be cost effective for promoting the visitor centers or the mobile website for up-to-date information.

<b>Opportunity</b>	<b>Cost</b>	<b># of Visitors (5% of Total)</b>	<b>Cost Per Visitor</b>
Moonshine Ink ¼ page ad	\$360 per ad 6 ads per year=\$2,160	144,000	.02 cents per Visitor
The Tahoe Weekly ¼ page ad	\$535 per ad 6 ads per year=\$3,210	139,800	.02 cents per Visitor

### 4. Street Light Banners

Place visitor information and our website on street light banners in Kings Beach-Price TBD (program not up and running yet) and in Tahoe City.

<b>Opportunity</b>	<b>Cost</b>	<b># of Visitors (5% of Total)</b>	<b>Cost Per Visitor</b>
Tahoe City Street Light Banner Ads	\$40/Banner x 20 Banners 2 x/year year=\$1,600	74,000	.02 cents per Visitor

### 5. Drink Coasters at Local Restaurants and Bars

Create drink coasters to be used at local bars and restaurants with our website and fun visitor facts. This could also be utilized to highlight annual events, the Ale Trail, and other in-market promotions. Coasters can become

collectible items and this could be a fun way to engage the restaurants in the North Lake Tahoe area in tourism information delivery.

Opportunity	Cost	# of Visitors (5% of Total)	Cost Per Visitor
Bar Coasters	4000 bar coasters=\$880 Staff time 20 hours=\$300 Mileage=\$300 Total=\$1480	8,000	.18 cents per Visitor

#### 6. Business Cards with Visitor Information to be distributed at Lodging Check in

Cards with the website address for mobile phone use could be provided by the registration desk, in the guest key packet, or in the room to let visitors know where they can check for events, dining, or activities while they are visiting North Lake Tahoe.

Opportunity	Cost	# of Visitors (5% of Total)	Cost Per Visitor
10,000 Cards	10,000 info cards=\$ Staff time 40 hours=\$600 Mileage=\$500 Total=\$850	25,000	.034 cents per Visitor

#### 7. Collaborate with Tahoe City PUD to place stickers on trail signs and also have a banner hung in the Gateway to Tahoe City

These stickers and banners would promote the website for information on events, deals, activities and places to see.

Opportunity	Cost	# of Visitors (5% of Total)	Cost Per Visitor
Stickers	100 stickers =\$172	300,000	.0005 cents per Visitor
Banner	Banner Production=\$300 free hanging by PUD	Unknown	TBD

#### 8. Work with Local and State parks to get information out to visitors. Christmas Tree Permit Sales

We worked in conjunction with the USDA Forest Service-Lake Tahoe Basin Management Unit and sold Christmas tree permits over the holiday season. From December 7-31st we sold 34 permits and added 64 guest visits to the center in Tahoe City.

## 9. Other Ideas.

Kid coloring kits at local restaurants, logoed bike flags on local rental bikes and Visitor Information advertising on local radio stations.

### Recommendations

We recommend the following for funding and implementation in 2016-17:

**Visitor Information staff at events** **\$ 14,201**

This would allow for additional exposure in a one-on-one way to a potential 32,850 visitors. If half of these were provided 3 business referrals this would drive an additional potential 48,000 business referrals. While this is the most expensive option, our experience has shown that visiting with people in person has the best results in terms of customer satisfaction and specifically providing a custom enhanced experience to the visitor.

**Rack rental in the Reno-Tahoe Airport** **\$ 3,720**

The cost of advertising is low, especially compared to the costs of Advertising at the Sacramento Airport. Having Visitor Guides in the Baggage Claim area of the Reno Airport would also encourage guests who are renting cars to utilize them and the maps within them.

**Ads in The Weekly** **\$ 3,210**

This is one of the more popular pieces of print literature visitors utilized to find events in North Lake Tahoe. We would have the ability to promote local events and also advertise visitation to the Visitor Centers to get personal one-on-one recommendations for local businesses in North Lake Tahoe.

**Drink Coasters** **\$ 1,480**

This is a creative and out-of-the-box way we can reach out to visitors. It is also a good way collaborate with our local restaurant industry.

**Stickers and Banners for the Tahoe City PUD** **\$ 472**

Cost effective way to promote our website in market to distribute visitor information. Placing stickers on the PUD's trail maps located in 20 different locations on the bike paths is a good way to promote the GoTahoeNorth.com website and increase visitor usage in-market. Placing a banner up in the gateway to Tahoe City would increase visitation to our Visitor Center and increase usage of the website in-market.

**Total =\$23,083**



Date: April 6, 2016

To: Board of Directors

From: Ginger Karl, Chamber Membership Director

RE: Upcoming Chamber Events & Other News

April 7-**Chamber Mixer**-Stillwater Spa, Hyatt- 5:00pm-7:00pm

April 20-**62<sup>nd</sup> Annual Community Awards Dinner & Silent Auction**-The Resort at Squaw Creek, 5:30pm  
-Expecting 350 Community Members in Attendance

April 27-**Ambassadors Meeting**-Moe's Original BBQ, Upstairs-12:00pm

May 3-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15

May 5-**Chamber Mixer**-Trunk Show co-hosted with Big Blue Adventure-5:00pm-7:00pm

May 13-**Tech Summit**-North Tahoe Event Center-8:00am-12:00pm, \$25, includes continental Breakfast  
-First Time Event

May 25-**Ambassadors Meeting**-Kings Beach, hosted by Tahoe Central Market & Deli-12:00pm

June 7-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15

June 8-**ChamberED**- presented by The Abbi Agency, "Brand Storytelling"-North Lake Tahoe Visitor Center, Tahoe City-12:00pm, Lunch sponsored by *Tahoe House Bakery*

June 14-**Summer Recreation Luncheon**-Sunnyside Deck, Music w Jeff Leep Entertainment-11:30am

June 14-**Chamber Mixer**-Tuesdays Bluesdays, Squaw Valley-5:00pm-7:00pm

July 5-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15

July 21-**Chamber Mixer**-Tahoe Time Plaza, Incline Village-5:00pm-7:00pm

\*All events listed are scheduled through Summer

#### Other News:

MVP Business of the Month-Homewood Mountain Resort & West Shore Café

BACC gave a Grant Request presentation to the Marketing Committee on 03/29/16 for the same amount of funding as last year for all 4 BACC program: Touch Lake Tahoe, Peak Your Adventure, High Notes (In-Market) and Shopping campaign. The funding request is again for \$80K for the BACC to designate to each campaign.



*You are invited to attend*

THE NORTH LAKE TAHOE  
CHAMBER/CVB/RESORT ASSOCIATION

# **62nd Annual Community Awards Dinner**

WEDNESDAY, APRIL 20TH

5:30PM-COCKTAIL HOUR, HORS D'OEUVRES, SILENT  
AUCTION, MUSIC

6:30PM-DINNER & AWARDS CEREMONY

*The Resort at Squaw Creek*

**celebrating the  
"Stars of North Lake Tahoe 2015"**



**62<sup>nd</sup> Annual Community Awards Dinner and Silent Auction**  
**April 20, 2016**  
**Resort at Squaw Creek**

**Auction Prize Donation Form**

Business Name \_\_\_\_\_

Contact \_\_\_\_\_ Phone: \_\_\_\_\_

Email Address \_\_\_\_\_

Mailing Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_ Zip \_\_\_\_\_

Please describe your gift in detail:

\_\_\_\_\_

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\_\_\_\_\_

Retail Value \$ \_\_\_\_\_ Restrictions and expiration date (if any) \_\_\_\_\_

Is the item/gift certificate included with this form? \_\_\_\_\_ Yes \_\_\_\_\_ No

Do you want us to prepare a gift certificate for you? \_\_\_\_\_ Yes \_\_\_\_\_ No

Do you need a receipt? \_\_\_\_\_ Yes \_\_\_\_\_ No

Would you like us to pick up the item/gift certificate? \_\_\_\_\_ Yes \_\_\_\_\_ No

Display materials included: \_\_\_\_\_

**Please return this donation form or mail to P.O. Box 5459, Tahoe City or **deliver** your item/gift certificate by **Friday, April 8<sup>th</sup>** to Valerie Lomeli at 100 North Lake Blvd., Tahoe City.**

**Thank you for your support!**

Questions? Please contact Valerie Lomeli, Executive Assistant at 530-581-8727 or email  
[Valerie@GoTahoeNorth.com](mailto:Valerie@GoTahoeNorth.com)

*Payments made to the North Lake Tahoe Resort Association are not deductible as charitable contributions for Federal Income Tax purposes.*



April 6, 2016

**Subject: Update on North Lake Tahoe Express Bid Process and on the 2016/17  
TOT Transportation Services and Budget Consideration**

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

**Background For Board Information:**

**North Lake Tahoe Express Bid Process**

- The process which has included preparation of a Business Plan, preparation and issuance of a Request for Qualifications, Analysis of submitted proposals, request for additional information from prospective operator, and panel interview with prospective operator, is now entered into contract negotiation and is expected to be in place well before the no later than July 1<sup>st</sup> start date.
- TOT funding for this service will be recommended in the 16/17 transportation budget.

**F.Y. 2016/17 TOT Transportation Services and Budget Consideration**

- Based upon quantitative and qualitative research and analysis, The NLTRA will provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services.
- Capital Investment/Transportation Committee has discussed and made an initial recommendation for continued funding of existing on-going transit services and marketing of those services.
- This TOT funding for Transportation services is proposed to be \$1,288,800. (See attached Transportation Services Work Plan project descriptions, proposed Attachment A-2 16/17 Transportation budget, and current 5-year cash flow summary)
- This amount includes \$345,400 for TART baseline service, and \$197,200 for TART peak season services, which have been included in the TOT budget each year, but shown in the County services section, so are just a relocation of funds for budget comparison purpose.
- It also includes a first time proposal for an annual Transportation and Transit Marketing, Promotion, and Program Management service for the total transportation program. This \$115,950 item, as currently shown, would require a TOT share of \$49,200. See attached Marketing Expenditure Plan.
- With the adjustment of these two amounts and slight increases to other transit services, this year's proposed budget, as shown, is \$121,960 less than 15/16.
- Increases are occurring in services T-5, T-9, T-10, T-15, and the new T-17.
- The TART baseline, T-16, is decreasing by \$184,400 as a result of some other funding sources that had previously been reduced, now being partially restored. The proposed

baseline funding is still being offset by TOT funding no longer necessary for T-1, T-2, and T-11. Placer County will, for the second year, be able to fund these 3 out-of-the-Basin services using Local Transportation Funds.

- The Committee has also directed staff to bring back, to the CIT for further discussion, other potential new TOT funding options for 16/17, that are not included at this time, but could be included as possible pilot programs for services outlined in the attached North Tahoe Transit Vision Service Plan and Cost Allocation:
  - A one-time increased service frequency during the winter between 6 a.m. and 6 p.m., on one of the suggested routes, which would require additional subsidy.
  - A one-time free evening transit service (night rider) in spring or fall running from 6:00 p.m. until 9:30 p.m. This would require a subsidy for one season.
  - Either one of these would increase ridership and provide information if the County-wide sales tax is passed providing possible future funding to continue these Transit Vision services.
  - A broader, more intense, marketing plan and budget to better promote the use of transit service as an alternative to the personal car.
- While some level of future TOT allocation will be used to fund this long range vision, other funding sources are now being pursued to enable bringing this vision to fruition.
- Until those funding sources, one being the County-wide ½ cent transportation sales tax, are secured, the existing available TOT revenues will continue to be used to support existing, on-going transit and transportation services, with minor improvements, in North Lake Tahoe.
- Also attached is an LSC memo presenting a Draft North Tahoe Transit Vision Expenditure Plan for implementing high priority elements of the fore mentioned Transit Vision that could be funded as part of the ½ cent sales tax, if successfully passed.
- After further consideration of these additional transportation services, the Committee will recommend that, at its May 4<sup>th</sup> meeting, the NLTRA Board approve the FY 20016/17 Transportation Services and Proposed TOT Budget, including any suggested modifications, additions, and/or deletions, for use in preparing the Draft NLTRA Budget for presentation to Placer County.

**Attachments:**

- Transportation Services Work Plan project descriptions
- Proposed Attachment A-2 16/17 Transportation budget
- Current 5-year cash flow summary
- Marketing Expenditure Plan
- North Tahoe Truckee Transportation Vision Service Plan and Cost Allocation.
- North Tahoe Transit Vision Expenditure Plan

**CAPITAL INVESTMENT PROJECTS – TRANSPORTATION SERVICES**  
**PROPOSED FUNDING FOR FY 2016-17**

**T. Transit and Transportation Services**

**T-16. TART Baseline Transit Services-existing**

Project Status: This funding need is a very high priority to enable the base line TART service at North Lake Tahoe to continue providing transit with no reductions to the number of routes or to the frequency of headways. The economic conditions over the past few years had caused the normal State transportation funding sources to inadequately provide Placer County with necessary operating funds. To be able to continue necessary transit services for visitors and employees, it has been appropriate that TOT funds are used to backfill TART's operations shortfall. At this time some of this State funding, Local Transportation Funds (LTF), are rebounding, but only for use outside the TRPA jurisdiction. Consequently, there are now LTF funds available that can be substituted for transit services that TOT has been supplementing outside the Basin and those TOT monies can be used within the Basin where LTF funds are inadequate to fully fund the TART service. The proposal is for TART to use LTF to provide the TOT supported services outside the Basin and the TOT funds from those now moved to the services in the Basin that otherwise would have a shortfall. Starting in FY 15/16, TART reorganized many of the previously numbered transit services into one group identified as TART Baseline Services which is funded by one funding request. This is in difference to funding many individual services. The services consolidated are those previously referred to as T-1, T-2, T-6, T-7, T-11, T-12, T-13. Staff has left all these transit service descriptions in the Work Plan to help understand what services are all consolidated into T-16. TOT funding committed in 15/16 is \$530,000

TOT funding proposed for FY 16/17: \$345,400

**T-1. Enhanced Winter Skier Transit-TART HWY 89 and North Shore Runs-existing**

Lead Agency: TART

Project Status: In partnership with TART, the Town of Truckee, Sugar Bowl and others, the NLTRA contributes funds to shuttles and enhanced bus service during the winter season. This provides a much needed service for skiers and employees. For clarity, these winter services have been separated into three project descriptions: T-1, T-2, and T-3. The T-1 component of the Enhanced Winter Transit Service increases TART service by allowing for additional runs between the hours of 6:30 am and 6:30 pm with 60 minute headways on the Highway 89 corridor connecting the North Shore, Alpine Meadows, Squaw Valley, and Truckee. The additional earlier and later runs also serve Highway 28 along the North Shore. NLTRA funds committed for 15-16 were: \$ -0- (see T-16).

This service will be provided by Placer with Local Transportation Funds.

**T-2. Enhanced Winter Transit Service- TART Hwy 267-existing**

Lead Agency: TART

Project Status: This component of the Enhanced Winter Transit Service connects the North Shore, Northstar, the Truckee Tahoe Airport, and the Truckee Railway Depot along Highway 267. The service runs hourly between 7:00 am and 6:00 pm and interfaces with the Highway 89 and Sugar Bowl routes at the Depot. It is proposed that in spring, 2016, this service begins operating on a year round basis (T-12). The added service will require an additional funding of

which Town of Truckee must pay a share. The NLTRA funds to provide the existing winter service in 2015-16 were \$0-. (see T-16)

This service will continue to be provided by Placer with Local Transportation Funding in 16/17.

### **T-3. Enhanced Winter Skier Transit Service- Sugar Bowl/Truckee Depot-existing**

Lead Agency: Town of Truckee, Sugar Bowl

Project Status: The third component of the Enhanced Winter Transit Service runs every two hours between the Truckee Depot and the Sugar Bowl/Donner Summit area. Hours of operation are from 7:00 am until 6:00 pm. This service is contracted by the Town of Truckee and is financially supported by the Town, Sugar Bowl and Placer TOT. With the initiation of better TART service to Truckee, the schedules of the two services enable skiers to easily transfer in Truckee and ride to any destination in North Lake Tahoe. The programs may become more integrated depending on the expansion of the Coordinated Skier Shuttles. TOT funding for 15-16: up to \$29,000.

Proposed TOT funding for 16/17 is up to \$30,000.

### **T-4. Regional Coordinated Skier Shuttle Program-existing**

Lead Agency: Placer County, TNT/ TMA, NLTRA

Project Status: The coordinated skier shuttle was modified in 2013-14 based on the results of the pilot 2012-13 program, focusing on more effective service elements and overall cost efficiency. The major change was that TART ran the shuttles on a reduced schedule at a reduced cost to the partners. The free ski shuttle program was enhanced by a lodging voucher program allowing lodging guests to ride to ski areas free, 7 days a week, on the regular TART service. TOT has contributed up to \$30,000 for the ski shuttle, the voucher program and marketing (\$6,000 to TMA). The 2016-17 coordinated skier shuttle program will mirror the 2015-16 program, with minor adjustments to dates of service. Revenues in addition to those provided by Placer County will be generated by two funding partners: Squaw Valley Ski Holdings, LLC (as operators of Squaw Valley and Alpine Meadows ski areas) and JMA Ventures, LLC (as operator of Homewood Mountain Resort). In 15-16, the marketing funds will be including in T-17.

Pending changes to the service NLTRA funding for 16-17 will be: \$21,800

### **T-5. Winter Nighttime Transit- SV to Stateline, West Shore, Northstar-existing**

Lead Agency: TART, TNT/TMA

Project Status: Nighttime transit service is now provided during peak winter season by TART. The nighttime service includes 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar. Ridership, which has increased each year, has been further supported by increasing the service until 2:00 a.m. each evening. The NLTRA provides funding support for this free nighttime program, in conjunction with private sector sponsorships, including contributions to marketing. Funds expended during 15-16 were \$336,760.

NLTRA potential funding 16-17: \$340,000 (see T-16)

### **T-6. Winter, Summer Daytime Half-hour Transit-Squaw Valley to Tahoe City-future**

Lead Agency: TART

Project Status: Based on Master Plan recommendations, the goal is to provide 30 minute headways during both winter peak daytime and summer peak daytime from Squaw Valley to Tahoe City. This service would interface with the daytime hourly service between Truckee and

Tahoe City, and the daytime half-hourly frequency that will be provided in the North Shore corridor. The first year this is provided would require half-year funding and then annual funding of \$145,000. This did not occur in 15-16  
NLTRA potential annual funding: (see T-16)

#### **T-7. Winter, Summer Half-Hour Nighttime Squaw Valley to Stateline-future**

Lead Agency: TART, TNT/TMA

Project Status: This would be provided in summer and winter by inserting additional vehicles to the hourly nighttime service now in operation. Half-hourly service would be extended to Northstar. The West Shore would continue to be served with hourly service. These services would replace the nighttime services included in T-5 and T-10, which will all be served by TART.

NLTRA potential annual funding: -0- (see T-16)

#### **T-9. Summer Enhanced Daytime Transit Service-existing**

Lead Agency: TART

Project Status: The additional bus along the North Shore, which facilitates more frequent summer service from Tahoe City to Stateline by providing half-hour headways, has been very effective. Another route that is enhanced by this funding recommendation is the Highway 89 summer daytime service between Tahoe City and Squaw Valley.

TART will continue to provide an hourly West Shore Service to Tahoma, where a connection can be made to South Shore with transportation provided by TTD. This South Shore shuttle will make a continuous loop utilizing two shuttles between the South Shore wye and the Tahoe City Transit Center during the summer season. This shuttle will be funded and operated by TTD. TOT funding provided in 15/16 was \$171,900.

NLTRA potential funding for the same TART service in 2016/17: \$175,400,

#### **T-10. Summer Hourly Nighttime Service-SV to Hyatt, West Shore, Northstar-existing**

Lead Agency: TART, TNT/TMA

Project Status: Nighttime transit service is provided during peak summer season by TART. The nighttime service includes 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar. Ridership, which has increased each year, has been further supported by increasing the service until 2:00 a.m. each evening. The NLTRA provides funding support for this free nighttime program, in conjunction with private sector sponsorships, including contributions to marketing. Funding for summer 2016 will include the 2:00 a.m. extension. Funds expended in 2015 were \$151,000.

NLTRA Potential funding for same service in 2016: \$160,000

#### **T-11. Year Round Hwy 89 Hourly Transit Service (Fall and Spring)-existing**

Lead Agency: TART

Project Status: TART provides hourly service, year round between North Shore, Alpine Meadows, Squaw Valley, and Truckee by adding spring and fall service to their existing peak seasons transit program.

To Be Funded by Placer with Local Transportation Funds. (see T-16)

#### **T-12. Year Round Highway 267/Hourly Transit Service (All Season)-new**

Lead Agency: TART

Project Status: The provision of TART hourly transit service on Highway 267 began with the 15/16 winter season and will continue on a year-round basis. It is recommended that if other

necessary funding is available, TART can provide this necessary service through Local Transportation Funds. Additional funding will be provided by the Town of Truckee, Truckee-Tahoe Airport, and private funding partners.

To Be Funded by Placer with Local Transportation Funds. (see T-16)

### **T-13. Year Round Daytime Half-Hourly Transit Service Tahoe City to Stateline-future**

Lead Agency: TART

Project Status: Currently, half-hourly frequency is provided by TART between Tahoe City and the Hyatt only during the peak summer daytime period. This will be expanded to provide the half-hourly daytime service for the North Shore corridor year round. This funding is in addition to T-9.

NLTRA potential annual future funding: -0- (see T-16)

### **T-15. Year Round Reno/North Lake Tahoe Express Airport Shuttle Service-existing**

Lead Agency: TNT/TMA, Placer County, Town of Truckee, Washoe, Private

Project Status: This long needed airport shuttle service began in the fall of 2006. 8 runs are provided on 2 hour headway between the Reno-Tahoe Airport and the North Shore. A private contractor is operating the service which is managed by the TNT/TMA. Placer TOT is the primary source of funding for this service, with additional funding provided by Washoe County, the Town of Truckee and some private sources. Funding includes that necessary for marketing, route increase, and operator subsidy as necessary. More frequent service (addition runs) is a continuous request from the airport, lodging, conference groups, and individuals. The slow winter seasons have required service reductions for the past 2 ½ years. An overall evaluation and business plan have been prepared during 15/16, culminating with the issue of an RFQ soliciting proposals from potential operators. It is anticipated that a new contract and operator will be in place for the start of FY 2016/17. TOT funds expended in 2015-16 were \$110,000.

TOT potential in 2016-17: up to \$120,000.

### **T-17, Transportation and Transit Marketing, Promo, and Program Management-new**

Lead Agency: TNT/TMA

Project Status: Up until FY 2016-17, all marketing, promotion and program management, which has been provided by TNT/TMA, has been funded through some funds provided by several partners for specific transit services. This method of funding has proven inadequate and led to a shortcoming of necessary funding for proper marketing of the North Lake Tahoe transportation and transit services. Placer County has recently consummated an agreement with the TNT/TMA to provide all transportation marketing, promotion, and program management services as one combined program for the entire 16/17 fiscal year. This will be a much more beneficial method than trying to promote each service on an individual basis. TNT/TMA has compiled the annual costs for all marketing tasks necessary throughout the year. The total proposed program expenses for 16/17 are \$115,950 of which the potential TOT request is \$49,200. The remaining revenues would be contributed by the partners listed on the attached TNT/TMA proposals.

TOT potential in 2016-17: \$49,200

### **T-18. Winter Traffic Management-existing**

Lead Agency: Placer County/NLTRA

Project Status: This ongoing program in Tahoe City will continue at approximately the same level as 2015-16. In Tahoe City, flexibility of cone placement will remain a part of this program as agreed to by Placer County, Caltrans, and the contractor. The program will operate every

day from 3 pm until 6 pm during the Christmas/New Year holiday period, and for the same hours on Saturdays and some Sundays through Easter, 2017 TOT funds committed for 15-16: \$20,000

TOT Funds proposed for 16/17: \$22,000

#### **T-19. Summer Traffic Management-existing**

Lead Agency: NLTRA/California Highway Patrol

Project Status: CHP traffic management in Kings Beach on weekends and holidays will need further experimentation as the KBCCIP wraps up this summer. The CHP will continue the program on Thursday mornings for the Farmer's Market traffic in Tahoe City. With the relocation of the Farmer's Market back to Commons Beach during the high season for the next two years,, the CHP will now provide this service at the intersection of Hwy 28 and Grove Street, as well as at Hwy. 89 and the entrance to Commons Beach.. Funds expended for summer 2015 were \$22,000.

NLTRA potential funding for 2016: \$25,000

#### **T-20. Regional Traffic Management and Coordination-future**

Lead Agency: NLTRA/Others

Project Status: The NLTRA Master Plan identified the need for an organization or agency to coordinate the various individual traffic management programs operated in the region. Such an organization has not yet been identified, nor the funding to support a coordinated regional traffic management effort.

NLTRA potential funding: Possibly

**ATTACHMENT A-2**  
**FY 2016-17 Proposed Transportation Programs and Services**

	Aproved 15-16	Proposed 16-17	
<b>Traffic Management</b>			
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$ 22,000.00	
T-18 Summer Traffic Management (Existing)	\$ 32,000	\$ 25,000.00	
<b>Sub-Total Traffic Management Programs</b>	<b>\$ 52,000</b>	<b>\$ 47,000.00</b>	
<b>Transportation/Transit Programs</b>			
T-1 Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)			(T-1 funded by Local Transportation Funds)
T-2 Enhanced Winter Transit Service TART, Highway 267 (Existing)			(T-2 funded by Local Transportation Funds)
T-3 Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl (Existing)	\$ 29,000 **	\$ 30,000.00 **	
T-4 Winter Regional Coordinated Ski Shuttle and Voucher Program (Existing)	\$ 30,000	\$ 21,800.00 *	
T-5 Winter Nighttime Transit Service (Existing)	\$ 336,760 **	\$ 340,000.00 *	
T-9 Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	\$ 171,900 *	\$ 175,400.00 *	
T-10 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	\$ 151,000 **	\$ 160,000.00 *	
T-11 Year Round Highway 89 Hourly Service (Fall & Spring) (Existing)			(T-11 funded by Local Transportation Funds)
T-12 Year Round Highway 267 Hourly	\$ -		T-12 funded by local Transportation fund
T-15 Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE (Existing)	\$ 110,000 **	\$ 120,000.00 **	
T-16 TART Baseline Svc. Shortfall	\$ 530,100 *	\$ 345,400.00 *	* Includes TOT funds previously used for T-1, T-2, T-11
T-17 Transportation & Transit Marketing, Promotion, Program Management	\$ -	\$ 49,200.00 **	
<b>Sub-Total Transit Programs</b>	<b>\$ 1,358,760</b>	<b>\$1,241,800.00</b>	
<b>Transportation &amp; Transit/Management Total</b>	<b>\$ 1,410,760</b>	<b>\$1,288,800.00</b>	<b>TOTAL TOT REQUESTED FOR FY 2016-17</b>
*Services provided by Placer County including Baseline	\$ 723,200 *	\$1,042,600.00 *	
**Services provided by other providers	\$ 635,560 **	\$ 199,200.00 **	
<b>Sub-total Traffic Management Programs</b>	<b>\$52,000</b>	<b>\$47,000</b>	

**Capital Investment/Transportation Work Plan Spreadsheet**  
**Fy 2015/2016 Project Needs Budget and 5-Year Cash Flow Summary**  
**March 31, 2016**

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		Total	Maintenance Reserve
2015-16	Starting Funds	\$2,202,755	\$286,397
2015-16	Proposed Contract C.I. TOT Funds	\$2,327,310	
2015-16	Proposed Contract Transportation TOT Funds	\$687,560	
2015-16	*Fund Balance Carryover	\$714,482	
2015-16	Approved Contract C.I. Potential Invoices	(\$2,202,755)	(\$11,907)
2015-16	Approved Contract Trans. Potential Invoices	(\$687,560)	
2015-16	C.I. Previously Approved 15-16 Funds for 16-17	(\$1,468,774)	(\$100,075)
2015-16	Undesignated Potential Funding	\$1,573,018	\$174,415

		Total	Maintenance Reserve
2016-17	Starting Funds	\$1,573,018	\$174,415
2016-17	Contract C.I. TOT Funds	\$2,400,000	
2016-17	Contract Transportation PotentialTOT Funds	\$896,400	
2016-17	*Fund Balance Carryover	\$0	
2016-17	Approved Contract C.I. Probable Invoices	(\$1,719,580)	
2016-17	Contract Trans. Potential Invoices	(\$896,400)	
2016-17	Potential C.I. Projects Requiring Application		(\$70,000)
2016-17	Undesignated Potential Funding	\$2,253,438	\$104,415

		Total	Maintenance Reserve
2017-18	Starting Funds	\$2,253,438	\$104,415
2017-18	Contract C.I. TOT Funds	\$2,400,000	
2017-18	Contract Transportation TOT Funds	\$900,000	
2017-18	*Fund Balance Carryover	\$0	
2017-18	Approved Contract C.I. Probable Invoices	(\$1,110,789)	
2017-18	Contract Trans. Potential Invoices	(\$900,000)	
2017-18	Potential C.I. Projects Requiring Application		(\$70,000)
2017-18	Undesignated Potential Funding	\$3,542,649	\$34,415

		Total	Maintenance Reserve
2018-19	Starting Funds	\$3,542,649	\$34,415
2018-19	Contract C.I. TOT Funds	\$2,400,000	
2018-19	Contract Transportation TOT Funds	\$900,000	
2018-19	*Fund Balance Carryover	\$0	
2018-19	Approved Contract C.I. Probable Invoices		
2018-19	Contract Trans. Potential Invoices	(\$900,000)	
2018-19	Potential C.I. Projects Requiring Application		
2018-19	Undesignated Potential Funding	\$5,942,649	\$34,415

		Total	Maintenance Reserve
19-20/22-23	Starting Funds	\$5,942,649	\$34,415
19-20/22-23	Contract C.I. TOT Funds	\$9,600,000	
19-20/22-23	Contract Transportation TOT Funds	\$4,000,000	
19-20/22-23	*Fund Balance Carryover	\$0	
19-20/22-23	Approved Contract C.I. Possible Req.Applicat.		
19-20/22-23	Contract Trans. Potential Invoices	(\$4,000,000)	
19-20/22-23	Potential C.I. Projects Requiring Application		
19-20/22-23	Undesignated Potential Funding	\$15,542,649	\$34,415

\* total subject to adjustment of annual fund balance carryover

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**Tahoe Truckee Transit - Marketing Expenses**

Proposed Expenses Per Season 2016-17	Peak Season - Summer	Non-Peak Season - Fall	Peak Season - Winter	Non-Peak Season - Spring	Annual Costs
<b>Brochures &amp; Posters</b>					
Graphic Design	\$1,500	\$1,000	\$1,500	\$1,000	\$5,000
Printing	\$4,155	\$1,400	\$5,567	\$1,400	\$12,522
Certified Folder Display	\$1,185	\$1,185	\$1,185	\$1,185	\$4,740
<b>Subtotal</b>	<b>\$6,840</b>	<b>\$3,585</b>	<b>\$8,252</b>	<b>\$3,585</b>	<b>\$22,262</b>
<b>Rack cards</b>					
Graphic Design	\$225	\$0	\$225	\$0	\$450
Printing	\$600	\$0	\$600	\$0	\$1,200
Certified Folder Display	\$1,185	\$0	\$1,185	\$0	\$2,370
<b>Subtotal</b>	<b>\$2,010</b>	<b>\$0</b>	<b>\$2,010</b>	<b>\$0</b>	<b>\$4,020</b>
<b>Radio &amp; TV</b>					
101.5 Truckee Tahoe Radio	\$2,000	\$575	\$3,650	\$575	\$6,800
Outside Television & Tahoe TV	\$2,975	\$975	\$5,920	\$975	\$10,845
<b>Subtotal</b>	<b>\$4,975</b>	<b>\$1,550</b>	<b>\$9,570</b>	<b>\$1,550</b>	<b>\$17,645</b>
<b>Online &amp; Print Advertisements</b>					
Graphic Design	\$2,400	\$500	\$2,400	\$500	\$5,800
Vacation Guides & Directories	\$1,475	\$0	\$4,450	\$0	\$5,925
Local Print Ads	\$2,925	\$1,250	\$4,300	\$1,250	\$9,725
Out of Market Print Ads	\$1,000	\$0	\$2,250	\$0	\$3,250
Online Advertisements	\$1,500	\$250	\$1,500	\$250	\$3,500
Website	\$200	\$200	\$200	\$200	\$800
<b>Subtotal</b>	<b>\$9,500</b>	<b>\$2,200</b>	<b>\$15,100</b>	<b>\$2,200</b>	<b>\$29,000</b>
<b>Marketing &amp; Program Management</b>					
Distribution	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
Seasonal Program Management/Public Outreach	\$5,000	\$1,500	\$8,000	\$1,500	\$16,000
Ad Design/Placements/TV & Radio Ads	\$2,500	\$1,000	\$2,500	\$1,000	\$7,000
Website Updates/Social Media	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
<b>Subtotal</b>	<b>\$12,500</b>	<b>\$7,500</b>	<b>\$15,500</b>	<b>\$7,500</b>	<b>\$43,000</b>
<b>TOTALS</b>					
<b>Total Seasonal Expenses</b>	<b>\$35,825</b>	<b>\$14,835</b>	<b>\$50,432</b>	<b>\$14,835</b>	<b>\$115,927</b>

<b>Proposed Revenues</b>	
Town of Truckee	\$7,500
Donner Summit Shuttle Partners	\$2,000
Placer County DPW	\$2,750
Placer County TOT	\$49,200
Ski Shuttle - SV/Alpine/Homewood	\$32,500
RCMF	\$16,000
Community Sponsorships (TBD each Season)	\$6,000
<b>Total Revenues</b>	<b>\$115,950</b>



## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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www.lsctrans.com

### MEMORANDUM

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To: North Tahoe Transit Vision Service/Cost Committee

From: Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.

Date: March 1, 2016

RE: North Tahoe Truckee Transportation Vision Service Plan and Cost Allocation

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#### INTRODUCTION

This memo presents the operating plan, capital requirements and updated cost implications of a regional transit "vision" for the North Tahoe / Truckee region, that would increase service frequency, extend hours of service, brand and operate all services under a single banner, and make all services free to the passenger. It is an update to the plan presented in our August 7, 2013 memo, specifically modified to reflect changes since that date in existing services (including the initiation of year-round SR 267 service and the operation of the Skier Shuttle and Nightrider service by Placer County), as well as to update cost estimates and existing funding levels.

Note that this transit service does not include services provided within the resorts, shuttle services solely connecting ski parking areas with nearby base areas or between base areas, or the North Lake Tahoe Express. Other services not discussed in this plan may continue (such as the North Lake Tahoe Express, North Tahoe/Truckee Transport Program and connections to the East Shore or South Shore), with funding beyond this program.

This memo first presents the plan assuming transit services of both Placer County (including those operated in Incline Village) and the Town of Truckee are fully integrated into the program. This plan assumes a single transit organization is providing all services discussed below. An option in which the Town's transit program is not part of the Vision Plan is then presented.

#### Comprehensive Vision Plan

#### FULL OPERATING PLAN

The plan would combine and expand existing Placer County TART and Town of Truckee transit services. The following are the improvements over existing services:

- Evening hourly service is provided throughout the year around the 89/267/28 triangle as well as on the West Shore, with service until 2:00 AM in the summer and winter, and until 9:00 PM in the spring and fall.
- Service frequency is improved to consistent half-hourly service around the 89/267/28 Resort Triangle and on the West Shore, during both summer and winter daytime periods. (Existing half-hourly service between Crystal Bay and Incline Village would remain.) Hourly service is provided in the off seasons.
- The peak summer season is expanded from the current 68 days (June 27 to Labor Day) to 93 days (June 15 through September 15).
- Expanded hours of service are operated in Truckee beyond the winter season. In other seasons, two hours are added in the morning and one in the afternoon, to provide service from 7:05 AM to 6:13 PM.
- While the existing Placer County Cab Coupon program remains (providing ADA service throughout the year), it is enhanced with an additional paratransit van operating in the summer and winter daytime periods. The existing Truckee Dial-A-Ride program also remains.
- Transit fares are eliminated. To provide adequate capacity, additional winter peak-period runs are provided along SR 28, on SR 89 between Tahoe City and Squaw Valley, and on SR 267 between Kings Beach and Northstar.
- Advanced technologies will be deployed to improve the convenience and efficiency of transit service, including automatic vehicle location, real-time traveler information displays, and enhanced communication systems.

The vehicle-hours of service required to operate these services is summarized in Table A. As shown, a total of 65,843 vehicle-hours of service would be operated each year. This is roughly double the total vehicle-hours operated by the Placer County and Truckee programs each year.

## **OPERATING / ADMINISTRATIVE COSTS**

Operating costs are based upon the following:

- Most operating costs (such as fuel, driver wages/benefits, and vehicle maintenance costs) vary directly with the quantity of transit service providers. These “marginal” operating costs are estimated using a unit cost per hour of service. Placer County staff indicates that the marginal costs equal \$90.25 per vehicle-hour of service. It is important to note that this rate reflects the current proportion of non-service (“deadhead”) to service hours of existing TART services. As TART has a relatively high proportion of non-service to service hours (reflecting the deadhead time needed for the long routes), applying this rate to other services yields conservatively high estimates of overall costs.
  - Vans and small buses (“cutaways” 30 feet in length or shorter) have a lower marginal unit operating costs than do buses. As TART does not operate vans, a

factor was determined based upon the contactor costs for the BlueGO transit program in South Lake Tahoe, which operates both buses and vans. A review of vehicle operating costs and vehicle-hours of service indicates that vans required 18 percent less expenditure per hour of service than do full-sized buses. Applying this factor to the TART bus rate, a marginal unit cost of \$74.01 per vehicle-hour of van service was used.

- The regional program would continue to operate the existing cab coupon program operating in eastern Placer County, adding \$30,000 in annual costs.
- The regional transit entity would require additional staffing for expanded functions, including Board presentations, expanded grants administration, capital improvements, etcetera. While this will depend on decisions regarding governance of the program, as a “placeholder”, the following is assumed to be necessary to fulfill these functions:
  - Full time Tahoe-based Transit Manager
  - Expanded administrative staff for data analysis, reporting, etc.
  - Incidental expenses (travel, memberships, Board expenses, etc.)

A reasonable estimate of the annual costs of these administrative functions, based on a review of existing costs for similar programs, is \$200,000 per year. This assumes that existing office space is available.

- Administrative costs would add to existing costs. These existing costs are as follows:

Placer County fixed annual operating costs	\$ 838,000
Truckee fixed annual operating costs	\$ 85,000
TMA annual program management costs	\$ 75,000
TOTAL	\$ 998,000

- In addition to the current fixed operational costs, fixed costs would be incurred for the following:
  - Supervision/dispatching for the additional evening hours of service.
  - Dispatching for the dial-a-ride program.
  - Marketing costs would be expanded. Based on transit industry standards, ongoing marketing costs are assumed to equal 3 percent of operating costs.

A figure of \$45 per additional dispatcher hour is assumed, reflecting salaries, benefits and additional utility costs.

Even with these additional staff positions, the administrative effectiveness of the Vision Program would be an improvement over the current administrative effectiveness of existing programs. At present, the TART and Town of Truckee transit program have a total of 4.1 Full Time Equivalent (FTE) employees performing administrative tasks (excluding operations and marketing staff). This equates to 7,958 annual vehicle-hours of service for every administrative FTE. In comparison, under the Vision Plan there would be 6 administrative FTE's, equivalent to one for every 10,946 vehicle-hours of service. By this measure, the administration of the Vision Plan

transit program would be 38 more effective. Adding the fixed operating costs to the marginal operating costs, the total annual operating costs of this plan would be \$7,503,800.

## CAPITAL COSTS

Capital costs are summarized in Table B:

- The number of buses and vans are calculated by summing the requirements of the individual routes (from Table A) and identifying the peak requirements of the three operating seasons. A 20 percent space ratio (proportion of spare vehicles to vehicles required in peak operation) or a minimum of two vehicles of each type (whichever is greater) is then added. Average annual capital costs are then calculated by multiplying by the unit costs and dividing by the useful life, as presented in Table B. While in the short-run the remaining useful life of the existing fleets can be used to put off vehicle costs, in the long run these costs (totaling \$1,045,400 per year) would be incurred.
- Improvements to Administrative/Operations facilities under this alternative would be modest, as existing facilities (TART and/or Town) would be adequate in size. Expanded CNG fueling would be needed at the Cabin Creek TART facility, estimated to cost \$100,000.
- A "North Stateline Transit Center" consists of improvements to existing bus stops at North Stateline. This location make for a better transit center/transfer location than Kings Beach, as it provides direct access to North Stateline from the North Shore and 267 corridor without the need to transfer in Kings Beach, it provides direct service across Kings Beach without the need to transfer, it works well with running times for North Shore, Incline Village, and SR267 routes, and it provides a good location to turn buses around, on streets without residences (which could be a problem in Kings Beach). In addition to enhanced shelters, the bus bays would need to be lengthened to accommodate two buses at a time, on both sides of the highway.
- Improvements would be needed at Truckee Train Depot. At this service level, there is the potential need for passengers to transfer between up to four transit buses in downtown Truckee (Truckee – Tahoe City, Truckee – North Stateline, Truckee – Donner Summit, and Truckee Local). Combined with the need to accommodate Greyhound and Amtrak Thruway buses, there is not adequate existing capacity at the Truckee Train Depot to park four buses at a time. Either modifications to the driveways and/or adjacent parking areas would be needed to provide adequate bus capacity, or an entirely new site for a transit center would be required.
- Other bus stops are improved. Key locations for enhanced bus stops would include:
  - East end of Tahoe City
  - Other locations along SR 28 in Kings Beach
  - Entrance to Squaw Valley
  - Truckee Senior Center
  - Replacement of existing shelter on Donner Pass Road across from Gateway Center
  - Replacement of existing shelter at West End of Donner Lake

- Bus pullouts on Brockway Road at Cedar House and the Regional Park

In addition, other bus stop improvements would occur as part of developments, over time.

- Advanced Public Transit Systems (APTS) technologies would be implemented. This would include Automatic Vehicle Location (AVL) tracking on all vehicles, Automatic Passenger Counters (APCs), and real-time traveler information distributed over the internet and at key bus stops.

On an annual basis, assuming that all improvements are funded for full implementation in 10 years, an average capital cost of \$1,224,050 per year. Some of these costs can be accommodated through Federal capital funding programs. It is assumed that Federal programs would fund 80 percent of replacement of the existing transit fleet, and 50 percent of other capital needs. Applying these factors, the "local share" for these capital improvements would average \$435,200 annually.

## ALLOCATION OF COSTS

Total annual local costs of the Vision Plan program, including local share of capital costs, would equal \$7,939,000. As no passenger revenues (fares) would be collected, this figure is also the total local subsidy that would be required for the program. The subsidy is allocated to individual jurisdictions as follows:

1. Allocation of marginal operating costs is based on the costs incurred in each jurisdiction, as shown in the Table C. For services operating along SR 89 between Tahoe City and Truckee and long SR 267 between Kings Beach and Truckee, the existing funding allocation agreement between Placer County and Truckee is applied. Specifically, all costs south of Squaw Valley Road and Northstar Drive are allocated to Placer County, while costs to the north are shared 50 percent / 50 percent between Placer County and the Town of Truckee.
2. Fixed operating costs are calculated for Washoe County to reflect that this Vision Plan will not result in any change in services east of Crystal Bay, other than the elimination of TART transit fares. The existing fare revenues associated with ridership in Washoe County (\$49,000 per year) is added to existing Washoe County operating revenues (per Table E, below) and the marginal operating costs subtracted to assign fixed costs. The net effect of this is to identify a need for additional operating revenues from Washoe County equal to the lost fare revenue. The remaining fixed costs are allocated between the two other jurisdictions based upon the proportion of total vehicle-hours.
3. The additional dispatcher costs associated with evening transit service expansion is allocated between Placer County and the Town based on the proportion of evening vehicle-hours of service operated in each jurisdiction.
4. Similarly, the additional dispatcher costs associated with Dial-A-Ride service is allocated based on the proportion of Dial-A-Ride vehicle-hours of service operated in each jurisdiction.

TABLE A: NORTH TAHOE REGIONAL TRANSIT VISION PLAN -- Marginal Operating Costs and Ridership

2/29/2016

Season/Service Period/Service Area			Frequency	Veh-Hrs In Service	Peak Vehicles		Marginal Operating \$	Ridership Analysis						Ridership with Plan	Increase in Ridership
					Vans /Small Buses	Large Buses		Plan Ridership Factors (1 = No Change)							
								Existing Ridership	Headway	Route	Span	Other	Overall		
SUMMER J u n e 2 7 T h r u	Day: 6:30 AM - 6:30 PM														
	Tahoe City -- Truckee	30 Min	3,564		4	\$322,000	18,541	1.46	1.00	1.00	1.00	1.46	27,146	8,605	
	Truckee -- Crystal Bay	30 Min	3,564		4	\$322,000	2,733	1.46	3.22	1.00	1.00	4.71	12,884	10,151	
	Tahoe City -- Crystal Bay	30 Min	1,782		2	\$161,000	50,763	1.00	1.00	1.00	1.00	1.00	50,763	0	
	West Shore	30 Min	1,782		2	\$161,000	13,475	1.46	1.00	1.00	1.00	1.46	19,729	6,254	
	Crystal Bay -- Incline Village	30 Min	891		1	\$80,000	15,751	1.00	1.00	1.00	1.00	1.00	15,751	0	
	Truckee Local	Hourly	902	1		\$67,000	1,920	1.00	1.10	1.75	1.80	3.47	6,653	4,733	
	Supplementary Placer DAR Van	--	648	1		\$48,000	0	--	--	--	--	--	972	972	
	Truckee Dial-A-Ride	--	908	2		\$67,000	2,730	--	--	--	--	--	2,730	0	
	Evening: 6:30 PM - 2:00 AM														
	Tahoe City -- Truckee	Hourly	1,215		2	\$110,000	4,198	1.00	1.50	1.00	1.00	1.50	6,297	2,099	
	Truckee -- Crystal Bay	Hourly	1,215		2	\$110,000	3,661	1.00	1.50	1.00	1.00	1.50	5,492	1,831	
	Tahoe City -- Crystal Bay	Hourly	608		1	\$55,000	9,096	1.00	1.00	1.00	1.00	1.00	9,096	0	
	West Shore	Hourly	608		1	\$55,000	3,104	1.00	1.00	1.00	1.00	1.00	3,104	0	
WINTER D e c 1 3 7 t o A p r	Day: 6:30 AM - 6:30 PM														
	Tahoe City -- Truckee (1)	30 Min	5,568		5	\$503,000	32,642	1.46	1.00	1.00	1.00	1.46	47,791	15,149	
	Truckee -- Crystal Bay (1)	30 Min	5,568		5	\$503,000	36,918	1.46	1.00	1.00	1.00	1.46	54,051	17,133	
	Tahoe City -- Crystal Bay (1)	30 Min	3,016		3	\$272,000	58,723	1.46	1.00	1.00	1.00	1.46	85,976	27,253	
	West Shore	30 Min	2,552		2	\$230,000	15,805	1.46	1.00	1.00	1.00	1.46	23,140	7,335	
	Truckee -- Donner Summit	--	1,607		2	\$145,000	11,522	1.36	1.00	1.00	1.00	1.36	15,653	4,131	
	Crystal Bay -- Incline Village	30 Min	1,276		1	\$115,000	16,276	1.00	1.00	1.00	1.00	1.00	16,276	0	
	Truckee Local	Hourly	1,407	1		\$104,000	0	--	--	--	--	--	10,383	10,383	
	Supplementary Placer DAR Van	--	928	1		\$69,000	0	--	--	--	--	--	1,392	1,392	
	Truckee Dial-A-Ride	--	1,301	2		\$96,000	3,945	--	--	--	--	--	3,945	0	
	Evening: 6:30 PM - 2:00 AM														
	Tahoe City -- Truckee	Hourly	1,740		2	\$157,000	12,842	1.00	1.50	1.00	1.00	1.50	19,263	6,421	
	Truckee -- Crystal Bay	Hourly	1,740		2	\$157,000	9,416	1.00	1.50	1.00	1.00	1.50	14,124	4,708	
	Tahoe City -- Crystal Bay	Hourly	870		1	\$79,000	23,776	1.00	1.00	1.00	1.00	1.00	23,776	0	
West Shore	Hourly	870		1	\$79,000	11,910	1.00	1.00	1.00	1.00	1.00	11,910	0		
SPRING / FALL	Day: 6:30 AM - 6:30 PM														
	Tahoe City -- Truckee	Hourly	3,696		2	\$334,000	24,778	1.00	1.00	1.00	1.00	1.00	24,778	0	
	Truckee -- Crystal Bay	Hourly	3,696		2	\$334,000	10,928	1.46	1.00	1.00	1.00	1.46	16,000	16,000	
	Tahoe City -- Crystal Bay	Hourly	1,848		1	\$167,000	38,213	1.00	1.00	1.00	1.00	1.00	38,213	0	
	West Shore	Hourly	1,848		1	\$167,000	8,417	1.00	1.00	1.00	1.00	1.00	8,417	0	
	Crystal Bay -- Incline Village	30 Min	1,848		1	\$167,000	11,156	1.00	1.00	1.00	1.00	1.00	11,156	0	
	Truckee Local	Hourly	1,870	1		\$138,000	2,267	1.00	1.10	1.75	1.80	3.47	7,855	5,588	
	Truckee Dial-A-Ride	--	1,884	2		\$139,000	4,849	--	--	--	--	--	4,849	0	
	Evening: 6:30 PM - 9:30 PM														
	Tahoe City -- Truckee	Hourly	1,008		2	\$91,000	0	--	--	--	--	--	4,702	4,702	
	Truckee -- Crystal Bay	Hourly	1,008		2	\$91,000	0	--	--	--	--	--	4,100	4,100	
	Tahoe City -- Crystal Bay	Hourly	504		1	\$45,000	0	--	--	--	--	--	8,301	8,301	
	West Shore	Hourly	504		1	\$45,000	0	--	--	--	--	--	2,833	2,833	
	TOTAL						\$5,785,000	460,000					619,000	170,071	
						Impact of Elimination of Fares	50%					245,000			
						Total						864,000			
						Increase over Existing						404,000	88%		

Note 1: Includes two additional AM and two additional PM runs to address vehicle overcrowding between Tahoe City and Squaw Valley, Tahoe City and North Stateline, and Northstar and North Stateline.

**TABLE B: Capital Costs**

				Total	Allocation Factor	Allocation Factor Value			Expansion Responsibilities		
						Eastern Placer	Truckee/Donner Summit	Washoe	Eastern Placer	Truckee/Donner Summit	Washoe
<b>Vehicles</b>	<u>Peak in Service</u>	<u>Spares</u>									
Large Buses (35-foot and up)											
Number in Fleet	18	4	22		Existing Vehicles	10	0	2	\$444,000	\$0	\$88,800
Annualized Cost			\$977,000		Expansion Vehicles (1)	8	2	0	\$355,300	\$88,800	\$0
Vans / Small Buses											
Number in Fleet	4	2	6		Existing Vehicles	0	5	0	\$0	\$57,100	\$0
Annualized Cost			\$68,600		Expansion Vehicles	1	0	0	\$11,400	\$0	\$0
					TOTAL				\$810,700	\$145,900	\$88,800
<b>Passenger Facilities</b>											
North Stateline Transit Hub			\$300,000						\$300,000	\$0	\$0
Truckee Train Depot Improvements			\$200,000						\$0	\$200,000	\$0
Key Transit Stop Improvements	<u>Type</u>	<u>Units</u>	<u>Unit Cost</u>								
	Shelters	7	\$65,000	\$455,000	Number of Units	4	3	0	\$260,000	\$195,000	\$0
	Pullouts	3	\$35,000	\$105,000	Number of Units	0	3	0	\$0	\$105,000	\$0
	Benches	10	\$800	\$8,000	Number of Units	7	3	0	\$5,600	\$2,400	\$0
	Bear Bins	17	\$500	\$8,500	Number of Units	11	6	0	\$5,500	\$3,000	\$0
Subtotal			\$1,076,500						\$571,100	\$505,400	\$0
Annual over 10 years			\$107,650						\$57,110	\$50,540	\$0
<b>Operations/Administrative Facilities</b>											
Additional CNG Fueling Capacity			\$100,000		Increase in Vehicle-Hours	23,075	10,144	0	\$69,000	\$31,000	\$0
Annual over 10 years			\$10,000						\$6,900	\$3,100	\$0
<b>Advanced Public Transit Systems</b>											
Automatic Vehicle Location on All Vehicles			\$15,000	\$240,000	# Additional Vehicles	9	2	0	\$196,000	\$44,000	\$0
Security Cameras on All Vehicles			\$2,500	\$70,000	# Vehicles	19	7	2	\$47,500	\$17,500	\$5,000
Real-time Traveler Information at Key Stops			\$20,000	\$100,000	# Key Stops	4	1		\$80,000	\$20,000	\$0
Enhanced Communication System				\$200,000	Vehicle-Hours	48,871	16,974		\$148,000	\$52,000	\$0
Subtotal			\$37,500	\$610,000					\$471,500	\$133,500	\$5,000
Annual over 10 years				\$61,000					\$47,150	\$13,350	\$500
<b>TOTAL ANNUAL AVERAGE CAPITAL COSTS</b>				\$1,224,250					\$921,860	\$212,890	\$89,300
<b>Estimate of Required Local Share</b>					<u>Local Share</u>						
Existing Annual Bus Costs	\$589,900	20%		\$118,000					\$88,800	\$11,400	\$17,800
Remainder	\$634,350	50%		\$317,200					\$238,900	\$77,900	\$300
<b>Total</b>				\$435,200					\$327,700	\$89,300	\$18,100

Note 1: Assumes Donner Summit would need to expand to full sized buses

**TABLE C: Allocation of Marginal Operating Costs**

Season/Service Period/Service Area			Annual Marginal Operating Cost	% of Responsibility (1)			VSH by Area			Annual \$ by Area			
				Eastern Placer	Truckee/ Donner Summit	Washoe	Eastern Placer	Truckee/ Donner Summit	Washoe	Eastern Placer	Truckee/ Donner Summit	Washoe	
SUMMER	J u n e 2 7 T h r u	Day: 6:30 AM - 6:30 PM											
		Tahoe City -- Truckee	3,564	\$322,000	75.3%	24.8%	0.0%	2,682	882	0	\$242,000	\$80,000	\$0
		Truckee -- Crystal Bay	3,564	\$322,000	82.5%	17.5%	0.0%	2,940	624	0	\$266,000	\$56,000	\$0
		Tahoe City -- Crystal Bay	1,782	\$161,000	100.0%	0.0%	0.0%	1,782	0	0	\$161,000	\$0	\$0
		West Shore	1,782	\$161,000	100.0%	0.0%	0.0%	1,782	0	0	\$161,000	\$0	\$0
		Crystal Bay -- Incline Village	891	\$80,000	0.0%	0.0%	100.0%	0	0	891	\$0	\$0	\$80,000
		Truckee Local	902	\$67,000	0.0%	100.0%	0.0%	0	902	0	\$0	\$67,000	\$0
		Supplementary Placer DAR Van	648	\$48,000	100.0%	0.0%	0.0%	648	0	0	\$48,000	\$0	\$0
		Truckee Dial-A-Ride	908	\$67,000	0.0%	100.0%	0.0%	0	908	0	\$0	\$67,000	\$0
		Evening: 6:30 PM - 2:00 AM											
		Tahoe City -- Truckee	1,215	\$110,000	75.3%	24.8%	0.0%	914	301	0	\$83,000	\$27,000	\$0
		Truckee -- Crystal Bay	1,215	\$110,000	82.5%	17.5%	0.0%	1,002	213	0	\$91,000	\$19,000	\$0
		Tahoe City -- Crystal Bay	608	\$55,000	100.0%	0.0%	0.0%	608	0	0	\$55,000	\$0	\$0
		West Shore	608	\$55,000	100.0%	0.0%	0.0%	608	0	0	\$55,000	\$0	\$0
WINTER	D e c 1 3 7 t o A p r	Day: 6:30 AM - 6:30 PM											
		Tahoe City -- Truckee (1)	5,568	\$503,000	75.3%	24.8%	0.0%	4,190	1,378	0	\$379,000	\$124,000	\$0
		Truckee -- Crystal Bay (1)	5,568	\$503,000	82.5%	17.5%	0.0%	4,594	974	0	\$415,000	\$88,000	\$0
		Tahoe City -- Crystal Bay	3,016	\$272,000	100.0%	0.0%	0.0%	3,016	0	0	\$272,000	\$0	\$0
		West Shore	2,552	\$230,000	100.0%	0.0%	0.0%	2,552	0	0	\$230,000	\$0	\$0
		Truckee -- Donner Summit	1,607	\$145,000	0.0%	100.0%	0.0%	0	1,607	0	\$0	\$145,000	\$0
		Crystal Bay -- Incline Village	1,276	\$115,000	0.0%	0.0%	100.0%	0	0	1,276	\$0	\$0	\$115,000
		Truckee Local	1,407	\$104,000	0.0%	100.0%	0.0%	0	1,407	0	\$0	\$104,000	\$0
		Supplementary Placer DAR Van	928	\$69,000	100.0%	0.0%	0.0%	928	0	0	\$69,000	\$0	\$0
		Truckee Dial-A-Ride	1,301	\$96,000	0.0%	100.0%	0.0%	0	1,301	0	\$0	\$96,000	\$0
		Evening: 6:30 PM - 2:00 AM											
		Tahoe City -- Truckee	1,740	\$157,000	75.3%	24.8%	0.0%	1,309	431	0	\$118,000	\$39,000	\$0
		Truckee -- Crystal Bay	1,740	\$157,000	82.5%	17.5%	0.0%	1,436	305	0	\$130,000	\$27,000	\$0
		Tahoe City -- Crystal Bay	870	\$79,000	100.0%	0.0%	0.0%	870	0	0	\$79,000	\$0	\$0
West Shore	870	\$79,000	100.0%	0.0%	0.0%	870	0	0	\$79,000	\$0	\$0		
SPRING / FALL		Day: 6:30 AM - 6:30 PM											
		Tahoe City -- Truckee	3,696	\$334,000	75.3%	24.8%	0.0%	2,781	915	0	\$251,000	\$83,000	\$0
		Truckee -- Crystal Bay	3,696	\$334,000	82.5%	17.5%	0.0%	3,049	647	0	\$276,000	\$58,000	\$0
		Tahoe City -- Crystal Bay	1,848	\$167,000	100.0%	0.0%	0.0%	1,848	0	0	\$167,000	\$0	\$0
		West Shore	1,848	\$167,000	100.0%	0.0%	0.0%	1,848	0	0	\$167,000	\$0	\$0
		Crystal Bay -- Incline Village	1,848	\$167,000	0.0%	0.0%	100.0%	0	0	1,848	\$0	\$0	\$167,000
		Truckee Local	1,870	\$138,000	0.0%	100.0%	0.0%	0	1,870	0	\$0	\$138,000	\$0
		Truckee Dial-A-Ride	1,884	\$139,000	0.0%	100.0%	0.0%	0	1,884	0	\$0	\$139,000	\$0
		Evening: 6:30 PM - 9:30 PM											
		Tahoe City -- Truckee	1,008	\$91,000	75.3%	24.8%	0.0%	759	249	0	\$68,000	\$23,000	\$0
		Truckee -- Crystal Bay	1,008	\$91,000	82.5%	17.5%	0.0%	832	176	0	\$75,000	\$16,000	\$0
		Tahoe City -- Crystal Bay	504	\$45,000	100.0%	0.0%	0.0%	504	0	0	\$45,000	\$0	\$0
		West Shore	504	\$45,000	100.0%	0.0%	0.0%	504	0	0	\$45,000	\$0	\$0
		TOTAL			\$5,785,000				44,856	16,974	4,015	\$4,027,000	\$1,396,000

Note 1: Existing allocation procedure. Allocation of 89 and 267 Routes 100 percent to Placer County south of Squaw Valley and Northstar, and 50 percent to the north.

**TABLE D: Summary of Annual Costs and Subsidy Requirements**

			Allocation Factor Values		Annual \$ by Entity		
			Allocation Factor	Truckee/ Donner Summit	Eastern Placer	Truckee/ Donner Summit	Washoe
	Total			Eastern Placer			
<b>Marginal Operating Costs</b>	\$5,785,000				\$4,027,000	\$1,396,000	\$362,000
<b>Placer County Taxi Coupon Program</b>	\$30,000				\$30,000	\$0	\$0
<b>Fixed Annual Costs</b>							
Existing	\$998,000	Total VHS	48,871	16,974	\$586,300	\$203,600	\$208,100
Marketing	\$219,000	Total VHS	48,871	16,974	\$162,500	\$56,500	\$0
Additional Dispatch Costs -- Evening Service Hours	\$91,600	Evening VHS	10,780	1,111	\$83,000	\$8,600	\$0
Additional Dispatch Costs -- Dial-A-Ride Dispatch	\$180,200	DAR VHS	1,576	4,093	\$50,100	\$130,100	\$0
Full-time Tahoe Manager, Support Staff	\$200,000	Total VHS	48,871	16,974	\$148,400	\$51,600	\$0
<i>Subtotal</i>	<i>\$1,688,800</i>				<i>\$1,030,300</i>	<i>\$450,400</i>	<i>\$208,100</i>
<b>Total Operating/Admin/Marketing</b>	<b>\$7,503,800</b>				<b>\$5,087,300</b>	<b>\$1,846,400</b>	<b>\$570,100</b>
<b>Estimated Annual Local Capital Funding Required</b>	<b>\$435,200</b>				<b>\$327,700</b>	<b>\$89,300</b>	<b>\$18,100</b>
<b>Total Annual Local Funding Required</b>	<b>\$7,939,000</b>				<b>\$5,415,000</b>	<b>\$1,935,700</b>	<b>\$588,200</b>
<b>Passenger Fare Revenues</b>	<b>\$0</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Annual Subsidy Required</b>	<b>\$7,939,000</b>				<b>\$5,415,000</b>	<b>\$1,935,700</b>	<b>\$588,200</b>
<b>Existing Annual Operating Subsidy Funding</b>	<b>\$5,028,100</b>				<b>\$3,553,000</b>	<b>\$954,000</b>	<b>\$521,100</b>
<b>Existing Annual Capital Funding</b>	<b>\$718,100</b>				<b>\$500,000</b>	<b>\$200,000</b>	<b>\$18,100</b>
<b>Total Existing Funding</b>	<b>\$5,746,200</b>				<b>\$4,053,000</b>	<b>\$1,154,000</b>	<b>\$539,200</b>
<b>Additional Annual Funds Needed to Achieve Vision Plan</b>	<b>\$2,192,800</b>				<b>\$1,362,000</b>	<b>\$781,700</b>	<b>\$49,000</b>

**TABLE E: Existing North Tahoe / Truckee Annual Transit Operating Funding***Updated February 2016*

Funding Source	Placer TART	Truckee TART	TMA - Marketing and Public Outreach	TOTAL
Local Transportation Fund -- Placer County	\$1,003,600	\$0	\$2,750	\$1,006,350
Local Transportation Fund -- TRPA	\$677,727	\$0	\$0	\$677,727
Local Transportation Fund -- Town of Truckee	\$101,560	\$325,773	\$5,500	\$432,833
Local Transportation Fund -- Nevada County	\$0	\$14,000	\$0	\$14,000
Truckee Tahoe Airport	\$62,500	\$0	\$0	\$62,500
FTA 5311 -- Through Caltrans & NCTC	\$0	\$76,000	\$0	\$76,000
FTA 5311 -- Through Caltrans & PCTPA	\$290,000	\$0	\$0	\$290,000
FTA 5311 -- Through Caltrans & TRPA	\$54,710	\$0	\$0	\$54,710
FTA 5311 -- Through NDOT	\$352,564	\$0	\$0	\$352,564
FTA 5310	\$0	\$150,000	\$0	\$150,000
State Transit Assistance - Through PCTPA	\$92,840	\$0	\$0	\$92,840
State Transit Assistance - Through TRPA	\$164,878	\$0	\$0	\$164,878
State Transit Assistance - Through NCTC	\$0	\$70,000	\$0	\$70,000
Low Carbon Transit Operations Program	\$38,608	\$0	\$0	\$38,608
Transient Occupancy Tax -- Placer County	\$1,050,000	\$0	\$18,000	\$1,068,000
TRPA Rental Car Mitigation Fund	\$0	\$0	\$16,000	\$16,000
Private Funding	\$50,000	\$106,000	\$39,500	\$195,500
Advertising	\$0	\$0	\$0	\$0
Town of Truckee Air Quality Mitigation Funds	\$62,360	\$0	\$0	\$62,360
Area IV Agency on Aging	\$0	\$32,000	\$0	\$32,000
Washoe Regional Transportation Commission	\$168,546	\$0	\$0	\$168,546
Farebox	\$403,000	\$25,000	\$0	\$428,000
Interest	\$3,000	\$0	\$0	\$3,000
Total	\$4,575,893	\$798,773	\$81,750	\$5,456,416
% of Total	84%	15%	1%	
FTA - Federal Transit Administration	PCTPA - Placer County Transportation Planning Agency			
NCTC - Nevada County Transportation Commission	TRPA - Tahoe Regional Planning Agency			
Figures excludes private services, NLTE, North Tahoe/Truckee Transport Program.				

TABLE F: Marginal Operating Costs and Ridership -- Without Truckee/Nevada County

2/29/2016

Season/Service Period/Service Area			Frequency	Veh-Hrs In Service	Peak Vehicles		Marginal Operating \$	Ridership Analysis						Ridership with Plan	Increase in Ridership
					Vans /Small Buses	Large Buses		Plan Ridership Factors (1 = No Change)							
								Existing Ridership	Headway	Route	Span	Other	Overall		
SUMMER J u n e 2 7 T h r u	S e p t 1 5	Day: 6:30 AM - 6:30 PM													
		Tahoe City -- Truckee	30 Min	3,564	4	\$322,000	18,541	1.46	1.00	1.00	1.00	1.46	27,146	8,605	
		Truckee -- Crystal Bay	30 Min	3,564	4	\$322,000	2,733	1.46	3.22	1.00	1.00	4.71	12,884	10,151	
		Tahoe City -- Crystal Bay	30 Min	1,782	2	\$161,000	50,763	1.00	1.00	1.00	1.00	1.00	50,763	0	
		West Shore	30 Min	1,782	2	\$161,000	13,475	1.46	1.00	1.00	1.00	1.46	19,729	6,254	
		Crystal Bay -- Incline Village	30 Min	891	1	\$80,000	15,751	1.00	1.00	1.00	1.00	1.00	15,751	0	
		Supplementary Placer DAR Van	--	648	1	\$48,000	0	--	--	--	--	--	972	972	
		Evening: 6:30 PM - 2:00 AM													
		Tahoe City -- Truckee	Hourly	1,215	2	\$110,000	4,198	1.00	1.50	1.00	1.00	1.50	6,297	2,099	
		Truckee -- Crystal Bay	Hourly	1,215	2	\$110,000	3,661	1.00	1.50	1.00	1.00	1.50	5,492	1,831	
WINTER D e c 1 3 7 t o	A p r 7	Day: 6:30 AM - 6:30 PM													
		Tahoe City -- Truckee (1)	30 Min	5,568	5	\$503,000	32,642	1.46	1.00	1.00	1.00	1.46	47,791	15,149	
		Truckee -- Crystal Bay (1)	30 Min	5,568	5	\$503,000	36,918	1.46	1.00	1.00	1.00	1.46	54,051	17,133	
		Tahoe City -- Crystal Bay (1)	30 Min	3,016	3	\$272,000	58,723	1.46	1.00	1.00	1.00	1.46	85,976	27,253	
		West Shore	30 Min	2,552	2	\$230,000	15,805	1.46	1.00	1.00	1.00	1.46	23,140	7,335	
		Crystal Bay -- Incline Village	30 Min	1,276	1	\$115,000	16,276	1.00	1.00	1.00	1.00	1.00	16,276	0	
		Supplementary Placer DAR Van	--	928	1	\$69,000	0	--	--	--	--	--	1,392	1,392	
		Evening: 6:30 PM - 2:00 AM													
		Tahoe City -- Truckee	Hourly	1,740	2	\$157,000	12,842	1.00	1.50	1.00	1.00	1.50	19,263	6,421	
		Truckee -- Crystal Bay	Hourly	1,740	2	\$157,000	9,416	1.00	1.50	1.00	1.00	1.50	14,124	4,708	
SPRING / F A L L		Day: 6:30 AM - 6:30 PM													
		Tahoe City -- Truckee	Hourly	3,696	2	\$334,000	24,778	1.00	1.00	1.00	1.00	1.00	24,778	0	
		Truckee -- Crystal Bay	Hourly	3,696	2	\$334,000	10,928	1.46	1.00	1.00	1.00	1.46	16,000	5,072	
		Tahoe City -- Crystal Bay	Hourly	1,848	1	\$167,000	38,213	1.00	1.00	1.00	1.00	1.00	38,213	0	
		West Shore	Hourly	1,848	1	\$167,000	8,417	1.00	1.00	1.00	1.00	1.00	8,417	0	
		Crystal Bay -- Incline Village	30 Min	1,848	1	\$167,000	11,156	1.00	1.00	1.00	1.00	1.00	11,156	0	
		Evening: 6:30 PM - 9:30 PM													
		Tahoe City -- Truckee	Hourly	1,008	2	\$91,000	0	--	--	--	--	--	4,702	4,702	
		Truckee -- Crystal Bay	Hourly	1,008	2	\$91,000	0	--	--	--	--	--	4,100	4,100	
		Tahoe City -- Crystal Bay	Hourly	504	1	\$45,000	0	--	--	--	--	--	8,301	8,301	
West Shore	Hourly	504	1	\$45,000	0	--	--	--	--	--	2,833	2,833			
TOTAL					\$5,029,000	433,000						567,000	145,236		
					Impact of Elimination of Fares	50%						227,000			
					Total							794,000			
					Increase over Existing							361,000	83%		

Note 1: Includes two additional AM and two additional PM runs to address vehicle overcrowding between Tahoe City and Squaw Valley, Tahoe City and North Stateline, and Northstar and North Stateline.

**TABLE G: Capital Costs -- Without Truckee/Nevada County**

				Total	Allocation Factor	Allocation Factor Value		Expansion Responsibilities		
						Eastern Placer	Washoe	Eastern Placer	Truckee/Donner Summit	Washoe
<b>Vehicles</b>	<u>Peak in Service</u>	<u>Spares</u>								
Large Buses (35-foot and up)										
Number in Fleet	16	4	20		Existing Vehicles	10	2	\$355,200	\$0	\$88,800
Annualized Cost			\$888,000		Expansion Vehicles	10	0	\$444,200	\$0	\$0
Vans / Small Buses										
Number in Fleet	1	1	2		Existing Vehicles	0	0	\$0	\$0	\$0
Annualized Cost			\$22,900		Expansion Vehicles	1	0	\$22,900	\$0	\$0
					TOTAL			\$822,300	\$0	\$88,800
<b>Passenger Facilities</b>										
North Stateline Transit Hub			\$300,000					\$300,000	\$0	\$0
Key Transit Stop Improvements	Type	Units	Unit Cost							
	Shelters	4	\$65,000	\$260,000	Number of Units	4	0	\$260,000	\$0	\$0
	Pullouts	1	\$35,000	\$35,000	Number of Units	0	0	\$35,000	\$0	\$0
	Benches	10	\$800	\$8,000	Number of Units	7	0	\$8,000	\$0	\$0
	Bear Bins	14	\$500	\$7,000	Number of Units	11	0	\$7,000	\$0	\$0
Subtotal			\$610,000					\$610,000	\$0	\$0
Annual over 10 years			\$61,000					\$61,000	\$0	\$0
<b>Operations/Administrative Facilities</b>										
Additional CNG Fueling Capacity			\$100,000		Increase in Vehicle-Hours	30,169	0	\$100,000	\$0	\$0
Annual over 10 years			\$10,000					\$10,000	\$0	\$0
<b>Advanced Public Transit Systems</b>										
Automatic Vehicle Location on All Vehicles			\$15,000	\$150,000	# Additional Vehicles	11	0	\$150,000	\$0	\$0
Security Cameras on All Vehicles			\$2,500	\$55,000	# Vehicles	21	2	\$50,200	\$0	\$4,800
Real-time Traveler Information at Key Stops			\$20,000	\$100,000	# Key Stops	4		\$100,000	\$0	\$0
Enhanced Communication System				\$200,000	Vehicle-Hours	55,965		\$200,000	\$0	\$0
Subtotal			\$37,500	\$505,000				\$500,200	\$0	\$4,800
Annual over 10 years			\$50,500					\$50,020	\$0	\$480
<b>TOTAL ANNUAL AVERAGE CAPITAL COSTS</b>				\$1,032,400				\$943,320	\$0	\$89,280
<b>Estimate of Required Local Share</b>										
				Local Share						
Existing Annual Bus Costs	\$444,000	20%		\$88,800				\$71,000	\$0	\$17,800
Remainder	\$588,400	50%		\$294,200				\$294,100	\$0	\$200
<b>Total</b>				\$383,000				\$365,100	\$0	\$18,000

Note 1: Assumes Donner Summit would need to expand to full sized buses

**TABLE H: Allocation of Marginal Operating Costs -- Without Truckee/Nevada County**

Season/Service Period/Service Area			Annual Marginal Operating Cost	% of Responsibility (1)			VSH by Area		Annual \$ by Area		
				Eastern Placer	Truckee/ Donner Summit	Washoe	Eastern Placer	Washoe	Eastern Placer	Washoe	
S U M M E R	J u n e 1 5 S e p t 2 7	Day: 6:30 AM - 6:30 PM									
		Tahoe City -- Truckee	3,564	\$322,000	100.0%	0.0%	0.0%	3,564	0	\$322,000	\$0
		Truckee -- Crystal Bay	3,564	\$322,000	100.0%	0.0%	0.0%	3,564	0	\$322,000	\$0
		Tahoe City -- Crystal Bay	1,782	\$161,000	100.0%	0.0%	0.0%	1,782	0	\$161,000	\$0
		West Shore	1,782	\$161,000	100.0%	0.0%	0.0%	1,782	0	\$161,000	\$0
		Crystal Bay -- Incline Village	891	\$80,000	0.0%	0.0%	100.0%	0	891	\$0	\$80,000
		Supplementary Placer DAR Van	648	\$48,000	100.0%	0.0%	0.0%	648	0	\$48,000	\$0
		Evening: 6:30 PM - 2:00 AM									
		Tahoe City -- Truckee	1,215	\$110,000	100.0%	0.0%	0.0%	1,215	0	\$110,000	\$0
		Truckee -- Crystal Bay	1,215	\$110,000	100.0%	0.0%	0.0%	1,215	0	\$110,000	\$0
		Tahoe City -- Crystal Bay	608	\$55,000	100.0%	0.0%	0.0%	608	0	\$55,000	\$0
		West Shore	608	\$55,000	100.0%	0.0%	0.0%	608	0	\$55,000	\$0
W I N T E R	D e c 1 3 7 A p r i l 3 0	Day: 6:30 AM - 6:30 PM									
		Tahoe City -- Truckee (1)	5,568	\$503,000	100.0%	0.0%	0.0%	5,568	0	\$503,000	\$0
		Truckee -- Crystal Bay (1)	5,568	\$503,000	100.0%	0.0%	0.0%	5,568	0	\$503,000	\$0
		Tahoe City -- Crystal Bay	3,016	\$272,000	100.0%	0.0%	0.0%	3,016	0	\$272,000	\$0
		West Shore	2,552	\$230,000	100.0%	0.0%	0.0%	2,552	0	\$230,000	\$0
		Crystal Bay -- Incline Village	1,276	\$115,000	0.0%	0.0%	100.0%	0	1,276	\$0	\$115,000
		Supplementary Placer DAR Van	928	\$69,000	100.0%	0.0%	0.0%	928	0	\$69,000	\$0
		Evening: 6:30 PM - 2:00 AM									
		Tahoe City -- Truckee	1,740	\$157,000	100.0%	0.0%	0.0%	1,740	0	\$157,000	\$0
		Truckee -- Crystal Bay	1,740	\$157,000	100.0%	0.0%	0.0%	1,740	0	\$157,000	\$0
		Tahoe City -- Crystal Bay	870	\$79,000	100.0%	0.0%	0.0%	870	0	\$79,000	\$0
		West Shore	870	\$79,000	100.0%	0.0%	0.0%	870	0	\$79,000	\$0
S P R I N G / F A L L		Day: 6:30 AM - 6:30 PM									
		Tahoe City -- Truckee	3,696	\$334,000	100.0%	0.0%	0.0%	3,696	0	\$334,000	\$0
		Truckee -- Crystal Bay	3,696	\$334,000	100.0%	0.0%	0.0%	3,696	0	\$334,000	\$0
		Tahoe City -- Crystal Bay	1,848	\$167,000	100.0%	0.0%	0.0%	1,848	0	\$167,000	\$0
		West Shore	1,848	\$167,000	100.0%	0.0%	0.0%	1,848	0	\$167,000	\$0
		Crystal Bay -- Incline Village	1,848	\$167,000	0.0%	0.0%	100.0%	0	1,848	\$0	\$167,000
		Evening: 6:30 PM - 9:30 PM									
		Tahoe City -- Truckee	1,008	\$91,000	100.0%	0.0%	0.0%	1,008	0	\$91,000	\$0
		Truckee -- Crystal Bay	1,008	\$91,000	100.0%	0.0%	0.0%	1,008	0	\$91,000	\$0
		Tahoe City -- Crystal Bay	504	\$45,000	100.0%	0.0%	0.0%	504	0	\$45,000	\$0
		West Shore	504	\$45,000	100.0%	0.0%	0.0%	504	0	\$45,000	\$0
		TOTAL				\$5,029,000				51,950	4,015

Note 1: Existing allocation procedure. Allocation of 89 and 267 Routes 100 percent to Placer County south of Squaw Valley and Northstar, and 50 percent to the north.

**TABLE I: Summary of Annual Costs and Subsidy Requirements -- Without Truckee/Nevada County**

	Total	Allocation Factor	Annual \$ by Entity		
			Eastern Placer	Truckee/Donner Summit (1)	Washoe
<b>Marginal Operating Costs</b>	\$5,029,000		\$4,503,000	\$164,000	\$362,000
<b>Placer County Taxi Coupon Program</b>	\$30,000		\$30,000	\$0	\$0
<b>Fixed Annual Costs</b>					
Existing	\$998,000	Total VHS	\$789,900	\$0	\$208,100
Marketing	\$196,000	Total VHS	\$196,000	\$0	\$0
Additional Dispatch Costs -- Evening Service Hours	\$91,600	Evening VHS	\$91,600	\$0	\$0
Additional Dispatch Costs -- Dial-A-Ride Dispatch	\$180,200	DAR VHS	\$180,200	\$0	\$0
Full-time Tahoe Manager, Support Staff	\$200,000	Total VHS	\$200,000	\$0	\$0
<i>Subtotal</i>	<i>\$1,665,800</i>		<i>\$1,457,700</i>	<i>\$0</i>	<i>\$208,100</i>
<b>Total Operating/Admin/Marketing</b>	<b>\$6,724,800</b>		<b>\$5,990,700</b>	<b>\$164,000</b>	<b>\$570,100</b>
<b>Estimated Annual Local Capital Funding Required</b>	<b>\$383,000</b>		<b>\$365,100</b>	<b>\$0</b>	<b>\$18,000</b>
<b>Total Annual Local Funding Required</b>	<b>\$7,107,800</b>		<b>\$6,355,800</b>	<b>\$164,000</b>	<b>\$588,100</b>
<b>Passenger Fare Revenues</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Annual Subsidy Required</b>	<b>\$7,107,800</b>		<b>\$6,355,800</b>	<b>\$164,000</b>	<b>\$588,100</b>
<b>Existing Annual Operating Subsidy Funding</b>	<b>\$4,238,100</b>		<b>\$3,553,000</b>	<b>\$164,000</b>	<b>\$521,100</b>
<b>Existing Annual Capital Funding</b>	<b>\$518,000</b>		<b>\$500,000</b>	<b>\$0</b>	<b>\$18,000</b>
<b>Total Existing Funding</b>	<b>\$4,756,100</b>		<b>\$4,053,000</b>	<b>\$164,000</b>	<b>\$539,100</b>
<b>Additional Funds Needed to Achieve Limited Plan</b>	<b>\$2,351,700</b>		<b>\$2,302,800</b>	<b>\$0</b>	<b>\$49,000</b>

Note 1: Existing Truckee funding for TART 89 and 267 service assumed to remain.



## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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### MEMORANDUM

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To: Sandy Evans Hall, NLTRA

From: Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.

Date: December 3, 2015

RE: North Tahoe Transit Vision Expenditure Plan

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This memo presents the draft expenditure plan for implementing elements of the North Lake Tahoe Transit Vision Plan, as part of a Placer County countywide sales tax measure. This assumes that funds on the order of \$560,000 per year would be available from a Placer County-wide transportation sales tax increase.

This expenditure plan is based upon the extensive evaluation conducted for the Vision Plan over the last few years, as well as an evaluation of service enhancement scenarios. The expenditure plan consists of the following elements:

- **Increased Service Frequency During Winter** – A key shortfall of the existing public transit services is the long wait between buses. Service frequency will be expanded from hourly to every half-hour during the morning and afternoon peak ridership periods (approximately 6 AM to 6 PM) on the following routes:
  - Between Tahoe City and North Stateline
  - Between Tahoe City and Squaw Valley
  - Between North Stateline and Northstar Village
- **Evening Transit Service in Spring and Fall** – At present, the Night Rider service provides free-fare evening transit service between Squaw Valley, Tahoma, North Stateline and Northstar Village in winter (mid-December to early April) and in summer (early July through Labor Day). In the other seasons, however, service ends around 6 PM, making it difficult for many residents to make transit a year-round travel choice and precluding the growing number of “off-season” visitors from using transit for evening dining and activities. The “Night Rider” will be expanded to the offseason, operating from approximately 6:00 PM till 9:30 PM. Note that this includes expanded service on the West Shore between Tahoe City and Tahoma, in addition to the three corridors cited above. Consistent with the current peak season evening program, this service will be free-fare.

- **Additional Buses** – The service enhancements will expand the number of buses needed to operate the transit program by two. Annual funds will be banked to finance the purchase of these two buses on an ongoing basis.

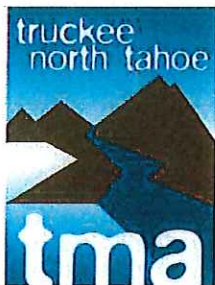
As presented in the attached table, at current TART unit operating costs the additional services will require an estimated \$567,100 for driver, fuel, and vehicle maintenance. The additional ridership will generate an estimated \$89,500 in increased fares, yielding a net increase in operating subsidy needs of \$477,600. Including \$83,000 in annual funds for vehicle purchases, the public tax expenditures total \$560,600 per year.

The additional services would increase annual ridership by an estimated 97,000 one-way passenger-trips annually. Compared with the current ridership for TART and Night Rider in the service enhancement area, this corresponds to a 26 percent increase in ridership.

### ***Placer County Sales Tax Eastern County Transit Expenditure Plan***

Element	Daily Vehicle- Hours	Days per Year	Annual Vehicle Hours	Annual Operating Cost <sup>1</sup>	Annual Increase in Ridership	Annual Fare Revenues	Annual Subsidy
<b>Half-Hourly Service: Winter All Day</b>							
North Shore	12.0	116	1,392	\$125,600	27,300	\$31,700	\$93,900
Squaw Valley - Tahoe City	11.7	116	1,361	\$122,800	23,000	\$26,700	\$96,100
Northstar - North Stateline	12.5	116	1,450	\$130,900	26,800	\$31,100	\$99,800
<i>Subtotal</i>			4,203	\$379,300	77,100	\$89,500	\$289,800
<b>Evening Offseason Service: Hourly Until 9:30 PM (Free Fare)</b>							
North Shore, Squaw Valley-Tahoe City	5.5	181	996	\$89,800	13,000	\$0	\$89,800
Northstar - North Stateline	3.0	181	543	\$49,000	4,100	\$0	\$49,000
West Shore	3.0	181	543	\$49,000	2,800	\$0	\$49,000
<i>Subtotal</i>			2,082	\$187,800	19,900	\$0	\$187,800
<i>Total Service Plan</i>			6,285	\$567,100	97,000	\$89,500	\$477,600
<b>Funding for 2 Additional Buses</b> (\$500,000 per bus, 12 year useful life)							\$83,000
<b>Total Annual Expenditures</b>							\$560,600

Note 1: At \$90.26 per vehicle service hour, per Placer County staff direction.



## Resort Triangle Transportation Vision Coalition

### Placer County-Wide Transportation Sales Tax

#### Recommendations for Sales Tax Distribution and Expenditures at North Lake Tahoe

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

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

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

Recommendations include:

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

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

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

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03/28/16  
Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of February 29, 2016

**DRAFT**

Feb 29, 16

**ASSETS**

**Current Assets**

**Checking/Savings**

1001-00 · Petty Cash	700.00
1003-00 · Cash - Operations BOTW #6712	695,923.06
1007-00 · Cash - Payroll BOTW #7421	4,357.17
1008-00 · Marketing Reserve - Plumas	50,000.00
1071-00 · Payroll Reserves BOTW #8163	23,675.40
1080-00 · Special Events BOTW #1626	2,687.04
10950 · Cash in Drawer	250.32

**Total Checking/Savings** 777,592.99

**Accounts Receivable**

1200-00 · Quickbooks Accounts Receivable	100,285.44
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**Total Accounts Receivable** 100,285.44

**Other Current Assets**

1200-99 · AR Other - Intra Co Borrowings	-17.00
12000 · Undeposited Funds	11,177.92
1201-00 · WebLink Accounts Receivable	71,050.00
12100 · Inventory Asset	25,857.09
1298 · Receivable from Employees	186.48
1299 · Receivable from NLTCM	62,872.48

**Total Other Current Assets** 171,126.97

**Total Current Assets** 1,049,005.40

**Fixed Assets**

1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-67,763.81
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-41,592.41
1750-00 · Computer Software	34,993.97
1751-00 · Accum. Amort. - Software	-33,331.66
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,145.33

**Total Fixed Assets** 4,978.70

**Other Assets**

1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	8,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	17,812.29

**Total 1400-00 · Prepaid Expenses** 32,112.87

**1410-00 · Prepaid Insurance** 1,092.95

**Total Other Assets** 33,205.82

**TOTAL ASSETS** 1,087,189.92

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

2000-00 · Accounts Payable	73,938.86
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**Total Accounts Payable** 73,938.86

**Other Current Liabilities**

2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52

**Total 2100-00 · Salaries / Wages Payable** 68,414.42

**2120-00 · Empl. Federal Tax Payable** 1,543.60

**2175-00 · 401 (k) Plan** -2,882.29

**2180-00 · Estimated PTO Liability** 56,488.29

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Accrual Basis

## North Lake Tahoe Resort Association

## Balance Sheet

As of February 29, 2016

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	Feb 29, 16
2181-00 · Health Benefits Payable	-182.25
2190-00 · Sales and Use Tax Payable	
2195-00 · Use Tax Payable	30.00
25500 · *Sales Tax Payable	1,346.98
Total 2190-00 · Sales and Use Tax Payable	1,376.98
2250-00 · Accrued Expenses	14,674.44
2400-60 · Membership Dues Suspense Acct	113,605.00
24000 · Payroll Liabilities	-9,153.77
2650-00 · Deferred Rev - Events	-5,693.42
2651-00 · Deferred Rev - Conference	4,699.23
26900 · Unbilled Purchases	1,152.00
2800-00 · Suspense - Prior to Dec 2015	-6,412.22
Total Other Current Liabilities	237,630.01
Total Current Liabilities	311,568.87
Total Liabilities	311,568.87
Equity	
32000 · Unrestricted Net Assets	246,840.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	212,086.34
Total Equity	775,621.05
TOTAL LIABILITIES & EQUITY	1,087,189.92

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Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss  
February 2016

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	Feb 16
Ordinary Income/Expense	
Income	
4050-00 · Placer County TOT Funding	271,350.00
4200-00 · Membership	-655.00
4201-00 · New Member Fees	-65.00
4250-00 · Revenues-Membership Activities	4,329.00
4251-00 · Revenue-Tue AM Breakfast Club	840.00
4252-00 · Revenue - Sponsorships	750.00
46000 · Merchandise Sales	2,898.90
Total Income	279,447.90
Gross Profit	279,447.90
Expense	
5000-00 · Salaries & Wages	
5020-00 · P/R - Tax Expense	7,199.55
5030-00 · P/R - Health Insurance Expense	13,310.62
5040-00 · P/R - Workmans Comp	3,772.99
5060-00 · 401 (k)	2,454.75
5070-00 · Other Benefits and Expenses	184.53
5000-00 · Salaries & Wages - Other	72,734.11
Total 5000-00 · Salaries & Wages	99,656.55
5100-00 · Rent	
5110-00 · Utilities	1,303.33
5140-00 · Repairs & Maintenance	1,200.00
5150-00 · Office - Cleaning	550.00
5100-00 · Rent - Other	11,196.39
Total 5100-00 · Rent	14,249.72
5310-00 · Telephone	
5320-00 · Telephone	2,162.81
Total 5310-00 · Telephone	2,162.81
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	38.43
5420-00 · Mail - USPS - Other	225.00
Total 5420-00 · Mail - USPS	263.43
5510-00 · Insurance/Bonding	1,320.27
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	332.61
5520-00 · Supplies - Other	1,879.52
Total 5520-00 · Supplies	2,212.13
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	722.55
5710-00 · Taxes, Licenses & Fees	127.67
5740-00 · Equipment Rental/Leasing	1,682.84
5800-00 · Training Seminars	17.08
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	240.00
5920-00 · Professional Fees - Accountant	10,806.48
Total 5900-00 · Professional Fees	11,046.48
5941-00 · Research & Planning	7,970.00
6420-00 · Sponsorship	
6421-00 · New Event Development	10,000.00
Total 6420-00 · Sponsorship	10,000.00
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	250.00
6434-00 · Community Awards Dinner	156.20
6442-00 · Public Relations/Website	873.75
6443-00 · Membership - Bridal Faire	1,295.00
6423-00 · Membership Activities - Other	120.01

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North Lake Tahoe Resort Association  
Profit & Loss  
February 2016

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	Feb 16
Total 6423-00 · Membership Activities	2,694.96
6437-00 · Tuesday Morning Breakfast Club	783.00
6742-00 · Non-NLT Co-Op Marketing Program	1,497.01
6743-00 · BACC Marketing Programs	1,800.00
8100-00 · Cost of Goods Sold	
59900 · POS Inventory Adjustments	-73.55
8100-00 · Cost of Goods Sold - Other	1,667.49
Total 8100-00 · Cost of Goods Sold	1,593.94
8500-00 · Credit Card Fees	749.62
8700-00 · Automobile Expenses	522.51
8750-00 · Meals/Meetings	182.58
8810-00 · Dues & Subscriptions	361.03
8910-00 · Travel	1,340.62
Total Expense	163,475.60
Net Ordinary Income	115,972.30
Net Income	115,972.30

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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Budget Performance February 2016

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	Feb 16	Budget	Jul '15 - Feb 16	YTD Budget	Annual Budget
11	144,321.73	-16,627.00	25,977.71	-83,143.00	21,000.00
30	8,054.72	16,384.00	100,541.40	2,035.00	0.00
41	1,149.57	1,422.00	200,369.05	-10,363.00	0.00
42	901.78	-1,661.00	-13,816.76	-5,082.00	0.00
50	13,840.33	981.00	75,939.64	-4,989.00	0.00
60	-9,610.37	-802.00	-27,194.29	-2,167.00	14,700.00
70	-43,065.87	-35,994.00	-178,652.80	-303,245.00	-447,907.00
Unclassified	380.41	0.00	28,922.39	0.00	0.00
<b>TOTAL</b>	<b>115,972.30</b>	<b>-36,297.00</b>	<b>212,086.34</b>	<b>-406,954.00</b>	<b>-412,207.00</b>

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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11 - Marketing				
	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · Placer County TOT Funding	1,306,936.49	1,469,993.00	-163,056.51	88.91%
4350-00 · Special Events (Marketing)	37,887.80	86,500.00	-48,612.20	43.8%
4600-00 · Commissions	4,884.43			
Total Income	1,349,708.72	1,556,493.00	-206,784.28	86.72%
Gross Profit	1,349,708.72	1,556,493.00	-206,784.28	86.72%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0.00	14,500.00	-14,500.00	0.0%
5020-00 · P/R - Tax Expense	12,497.18	21,566.00	-9,068.82	57.95%
5030-00 · P/R - Health Insurance Expense	19,927.26	35,504.00	-15,576.74	56.13%
5040-00 · P/R - Workmans Comp	927.41	1,024.00	-96.59	90.57%
5060-00 · 401 (k)	3,568.47	6,052.00	-2,483.53	58.96%
5065-00 · Merit	0.00	3,713.00	-3,713.00	0.0%
5070-00 · Other Benefits and Expenses	729.10	4,675.00	-3,945.90	15.6%
5000-00 · Salaries & Wages - Other	144,065.00	148,590.00	-4,525.00	96.96%
Total 5000-00 · Salaries & Wages	181,714.42	235,624.00	-53,909.58	77.12%
5100-00 · Rent				
5110-00 · Utilities	1,073.10	1,400.00	-326.90	76.65%
5140-00 · Repairs & Maintenance	877.91	1,000.00	-122.09	87.79%
5150-00 · Office - Cleaning	1,330.00	2,016.00	-686.00	65.97%
5100-00 · Rent - Other	12,526.96	12,536.00	-9.04	99.93%
Total 5100-00 · Rent	16,807.97	16,952.00	-1,144.03	93.25%
5310-00 · Telephone				
5320-00 · Telephone	3,979.80			
5350-00 · Internet	170.00			
5310-00 · Telephone - Other	23.87	7,072.00	-7,048.13	0.34%
Total 5310-00 · Telephone	4,173.67	7,072.00	-2,898.33	59.02%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	18.65			
5480-00 · Mail - Fed Ex	632.54			
5420-00 · Mail - USPS - Other	68.50	360.00	-291.50	19.03%
Total 5420-00 · Mail - USPS	719.69	360.00	359.69	199.91%
5510-00 · Insurance/Bonding				
5520-00 · Supplies	859.17	2,400.00	-1,540.83	35.8%
5525-00 · Supplies- Computer <\$1000	3,786.98			
5520-00 · Supplies - Other	1,311.39	2,312.00	-1,000.61	56.72%
Total 5520-00 · Supplies	5,098.37	2,312.00	2,786.37	220.52%
5610-00 · Depreciation				
5700-00 · Equipment Support & Maintenance	1,037.68	1,304.00	-266.32	79.58%
5710-00 · Taxes, Licenses & Fees	1,780.75	2,488.00	-707.25	71.57%
5710-00 · Taxes, Licenses & Fees	282.15	480.00	-197.85	58.78%
5740-00 · Equipment Rental/Leasing	961.18	1,760.00	-798.82	54.61%
5800-00 · Training Seminars	1,210.48	2,000.00	-789.52	60.52%
5900-00 · Professional Fees				
5920-00 · Professional Fees - Accountant	750.00			
Total 5900-00 · Professional Fees	750.00			

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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11 - Marketing				
	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
5998-00 • Infrastructure Projects				
5974-00 • Visitors Centers Exhibits	48.75			
Total 5998-00 • Infrastructure Projects	48.75			
6020-00 • Programs				
6016-00 • Community Marketing Programs	3,435.67	0.00	3,435.67	100.0%
Total 6020-00 • Programs	3,435.67	0.00	3,435.67	100.0%
6023-00 • Autumn Food & Wine				
6025-00 • AFW- Postage	17.69			
6023-00 • Autumn Food & Wine - Other	30,524.90			
Total 6023-00 • Autumn Food & Wine	30,542.59			
6420-00 • Sponsorship				
6420-01 • WinterWonderGrass_Tahoe	7,100.00			
6421-00 • New Event Development	11,155.15			
6422-00 • IronMan Lake Tahoe	308,810.17	455,000.00	-146,189.83	67.87%
6427-00 • USA Cycling	-8,657.83	0.00	-8,657.83	100.0%
6420-00 • Sponsorship - Other	98,155.00			
Total 6420-00 • Sponsorship	414,562.49	455,000.00	-40,437.51	91.11%
6701-00 • Market Study Reports/Research	314.61	10,000.00	-9,685.39	3.15%
6730-00 • Marketing Cooperative/Media	541,224.00	647,500.00	-106,276.00	83.59%
6741-00 • Productions	2,350.00			
6742-00 • Non-NLT Co-Op Marketing Program	6,864.58	38,000.00	-31,135.42	18.07%
6743-00 • BACC Marketing Programs				
6743-01 • Shop Local	1,575.00			
6743-00 • BACC Marketing Programs - Other	38,769.16	60,000.00	-21,230.84	64.62%
Total 6743-00 • BACC Marketing Programs	40,344.16	60,000.00	-19,655.84	67.24%
8200-00 • Associate Relations	344.29	600.00	-255.71	57.38%
8500-00 • Credit Card Fees	90.00			
8700-00 • Automobile Expenses	803.37	1,600.00	-796.63	50.21%
8750-00 • Meals/Meetings	1,711.19	3,920.00	-2,208.81	43.65%
8810-00 • Dues & Subscriptions	2,305.68	1,500.00	805.68	153.71%
8910-00 • Travel	4,569.94	3,300.00	1,269.94	138.48%
Total Expense	1,263,906.85	1,494,172.00	-230,265.15	84.59%
Net Ordinary Income	85,801.87	62,321.00	23,480.87	137.68%
Other Income/Expense				
Other Expense				
8990-00 • Allocated	59,824.16	145,464.00	-85,639.84	41.13%
Total Other Expense	59,824.16	145,464.00	-85,639.84	41.13%
Net Other Income	-59,824.16	-145,464.00	85,639.84	41.13%
Net Income	25,977.71	-83,143.00	109,120.71	-31.25%

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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30 - Conference

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 • Placer County TOT Funding	202,790.50	222,400.00	-19,609.50	91.18%
4200-00 • Membership	4,675.00	5,128.00	-453.00	91.17%
4600-00 • Commissions				
4601-00 • Commissions - South Shore	-167.96			
4600-00 • Commissions - Other	135,219.68	86,874.00	48,345.68	155.65%
Total 4600-00 • Commissions	135,051.72	86,874.00	48,177.72	155.46%
<b>Total Income</b>	<b>342,517.22</b>	<b>314,402.00</b>	<b>28,115.22</b>	<b>108.94%</b>
<b>Gross Profit</b>	<b>342,517.22</b>	<b>314,402.00</b>	<b>28,115.22</b>	<b>108.94%</b>
<b>Expense</b>				
5000-00 • Salaries & Wages				
5010-00 • Sales Commissions	3,939.62	17,334.00	-13,394.38	22.73%
5020-00 • P/R - Tax Expense	10,171.78	13,353.00	-3,181.22	76.18%
5030-00 • P/R - Health Insurance Expense	9,663.93	21,729.00	-12,065.07	44.48%
5040-00 • P/R - Workmans Comp	927.41	1,024.00	-96.59	90.57%
5060-00 • 401 (k)	4,814.20	4,842.00	-27.80	99.43%
5065-00 • Merit	0.00	3,029.00	-3,029.00	0.0%
5070-00 • Other Benefits and Expenses	500.94	2,650.00	-2,149.06	18.9%
5000-00 • Salaries & Wages - Other	113,165.58	116,122.00	-2,956.42	97.45%
Total 5000-00 • Salaries & Wages	143,183.46	180,083.00	-36,899.54	79.51%
5100-00 • Rent				
5110-00 • Utilities	541.13	704.00	-162.87	76.87%
5140-00 • Repairs & Maintenance	456.51	520.00	-63.49	87.79%
5150-00 • Office - Cleaning	688.50	1,008.00	-339.50	68.32%
5100-00 • Rent - Other	6,264.33	6,272.00	-7.67	99.88%
Total 5100-00 • Rent	7,930.47	8,504.00	-573.53	93.26%
5310-00 • Telephone				
5320-00 • Telephone	1,797.97	2,048.00	-250.03	87.79%
5310-00 • Telephone - Other	12.41			
Total 5310-00 • Telephone	1,810.38	2,048.00	-237.62	88.4%
5420-00 • Mail - USPS				
5480-00 • Mail - Fed Ex	691.18			
5420-00 • Mail - USPS - Other	114.37	440.00	-325.63	25.99%
Total 5420-00 • Mail - USPS	805.55	440.00	365.55	183.08%
5510-00 • Insurance/Bonding	859.17	1,840.00	-980.83	46.69%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	94.99			
5520-00 • Supplies - Other	336.04	680.00	-343.96	49.42%
Total 5520-00 • Supplies	431.03	680.00	-248.97	63.39%
5610-00 • Depreciation	539.52	680.00	-140.48	79.34%
5700-00 • Equipment Support & Maintenance	917.47	1,104.00	-186.53	83.1%
5710-00 • Taxes, Licenses & Fees	136.32	200.00	-63.68	68.16%
5740-00 • Equipment Rental/Leasing	914.37	1,504.00	-589.63	60.8%
5800-00 • Training Seminars	515.00			
6730-00 • Marketing Cooperative/Media	69,876.00	80,000.00	-10,124.00	87.35%
8200-00 • Associate Relations	141.78	425.00	-283.22	33.36%

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
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30 - Conference

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
8500-00 - Credit Card Fees	90.00			
8700-00 - Automobile Expenses	115.57	720.00	-604.43	16.05%
8750-00 - Meals/Meetings	0.00	280.00	-280.00	0.0%
8810-00 - Dues & Subscriptions	0.00	525.00	-525.00	0.0%
<b>Total Expense</b>	<b>228,266.09</b>	<b>279,033.00</b>	<b>-50,766.91</b>	<b>81.81%</b>
<b>Net Ordinary Income</b>	<b>114,251.13</b>	<b>35,369.00</b>	<b>78,882.13</b>	<b>323.03%</b>
<b>Other Income/Expense</b>				
Other Expense				
8990-00 - Allocated	13,709.73	33,334.00	-19,624.27	41.13%
<b>Total Other Expense</b>	<b>13,709.73</b>	<b>33,334.00</b>	<b>-19,624.27</b>	<b>41.13%</b>
<b>Net Other Income</b>	<b>-13,709.73</b>	<b>-33,334.00</b>	<b>19,624.27</b>	<b>41.13%</b>
<b>Net Income</b>	<b>100,541.40</b>	<b>2,035.00</b>	<b>98,506.40</b>	<b>4,940.61%</b>

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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41 - Transportation

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · Placer County TOT Funding	308,537.18	133,864.00	174,673.18	230.49%
<b>Total Income</b>	<b>308,537.18</b>	<b>133,864.00</b>	<b>174,673.18</b>	<b>230.49%</b>
<b>Gross Profit</b>	<b>308,537.18</b>	<b>133,864.00</b>	<b>174,673.18</b>	<b>230.49%</b>
<b>Expense</b>				
<b>5000-00 · Salaries &amp; Wages</b>				
5020-00 · P/R - Tax Expense	4,702.37	4,254.00	448.37	110.54%
5030-00 · P/R - Health Insurance Expense	2,625.33	4,407.00	-1,781.67	59.57%
5040-00 · P/R - Workmans Comp	1,030.47	1,136.00	-105.53	90.71%
5060-00 · 401 (k)	2,184.40	2,471.00	-286.60	88.4%
5065-00 · Merit	0.00	1,976.00	-1,976.00	0.0%
5070-00 · Other Benefits and Expenses	20.37	1,380.00	-1,359.63	1.48%
5000-00 · Salaries & Wages - Other	54,027.90	51,400.00	2,627.90	105.11%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>64,590.84</b>	<b>67,024.00</b>	<b>-2,433.16</b>	<b>96.37%</b>
<b>5100-00 · Rent</b>				
5110-00 · Utilities	382.14	1,000.00	-617.86	38.21%
5140-00 · Repairs & Maintenance	280.94	304.00	-23.06	92.41%
5150-00 · Office - Cleaning	468.50	400.00	68.50	117.13%
5100-00 · Rent - Other	4,534.51	4,598.00	-63.49	98.62%
<b>Total 5100-00 · Rent</b>	<b>5,666.09</b>	<b>6,302.00</b>	<b>-635.91</b>	<b>89.91%</b>
<b>5310-00 · Telephone</b>				
5320-00 · Telephone	1,385.25	1,800.00	-414.75	76.96%
5310-00 · Telephone - Other	78.20			
<b>Total 5310-00 · Telephone</b>	<b>1,463.45</b>	<b>1,800.00</b>	<b>-336.55</b>	<b>81.3%</b>
5420-00 · Mail - USPS	46.92	0.00	46.92	100.0%
5510-00 · Insurance/Bonding	135.66	448.00	-312.34	30.28%
5520-00 · Supplies	318.20	600.00	-281.80	53.03%
5610-00 · Depreciation	332.00	416.00	-84.00	79.81%
5700-00 · Equipment Support & Maintenance	251.12	320.00	-68.88	78.48%
5710-00 · Taxes, Licenses & Fees	83.89	60.00	23.89	139.82%
5740-00 · Equipment Rental/Leasing	812.58	880.00	-67.42	92.34%
5810-00 · Public Outreach	0.00	950.00	-950.00	0.0%
<b>5900-00 · Professional Fees</b>				
5920-00 · Professional Fees - Accountant	75.00			
<b>Total 5900-00 · Professional Fees</b>	<b>75.00</b>			
5940-00 · Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 · Research & Planning	19,483.65	29,625.00	-10,141.35	65.77%
6420-00 · Sponsorship	100.00			
8200-00 · Associate Relations	129.73	400.00	-271.27	32.18%
8500-00 · Credit Card Fees	45.00			
8700-00 · Automobile Expenses	990.22	800.00	190.22	123.78%
8750-00 · Meals/Meetings	1,033.02	250.00	783.02	413.21%
8810-00 · Dues & Subscriptions	0.00	45.00	-45.00	0.0%
8910-00 · Travel	148.35			
<b>Total Expense</b>	<b>95,704.72</b>	<b>113,920.00</b>	<b>-18,215.28</b>	<b>84.01%</b>
<b>Net Ordinary Income</b>	<b>212,832.46</b>	<b>19,944.00</b>	<b>192,888.46</b>	<b>1,067.15%</b>

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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41 - Transportation

	<u>Jul '15 - Feb 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Other Income/Expense				
Other Expense				
8990-00 - Allocated	12,463.41	30,307.00	-17,843.59	41.12%
Total Other Expense	12,463.41	30,307.00	-17,843.59	41.12%
Net Other Income	-12,463.41	-30,307.00	17,843.59	41.12%
Net Income	200,369.05	-10,363.00	210,732.05	-1,933.5%

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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42 - Visitor Centers				
	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · Placer County TOT Funding	179,054.28	195,280.00	-16,225.72	91.69%
4250-00 · Revenues-Membership Activities	380.00			
4502-00 · Non-retail VIC Income	3,775.00	8,096.00	-4,321.00	46.63%
46000 · Merchandise Sales	12,304.76	72,954.00	-60,649.24	16.87%
Total Income	195,514.04	276,330.00	-80,815.96	70.75%
Gross Profit	195,514.04	276,330.00	-80,815.96	70.75%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	9,408.26	8,061.00	1,347.26	116.71%
5030-00 · P/R - Health Insurance Expense	12,966.23	15,011.00	-2,044.77	86.38%
5040-00 · P/R - Workmans Comp	1,957.82	2,152.00	-194.18	90.98%
5060-00 · 401 (k)	2,960.71	3,680.00	-719.29	80.45%
5065-00 · Merit	0.00	2,287.00	-2,287.00	0.0%
5070-00 · Other Benefits and Expenses	275.94	2,852.00	-2,576.06	9.68%
5000-00 · Salaries & Wages - Other	95,389.89	92,152.00	3,237.89	103.51%
Total 5000-00 · Salaries & Wages	122,958.85	126,195.00	-3,236.15	97.44%
5100-00 · Rent				
5110-00 · Utilities	4,001.06	5,000.00	-998.94	80.02%
5140-00 · Repairs & Maintenance	516.40	1,035.00	-518.60	49.89%
5150-00 · Office - Cleaning	611.00			
5100-00 · Rent - Other	44,745.10	44,784.00	-38.90	99.91%
Total 5100-00 · Rent	49,873.56	50,819.00	-945.44	98.14%
5310-00 · Telephone				
5320-00 · Telephone	1,799.68			
5310-00 · Telephone - Other	12.41	4,160.00	-4,147.59	0.3%
Total 5310-00 · Telephone	1,812.09	4,160.00	-2,347.91	43.56%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	122.11			
5420-00 · Mail - USPS - Other	161.24	760.00	-598.76	21.22%
Total 5420-00 · Mail - USPS	283.35	760.00	-476.65	37.28%
5510-00 · Insurance/Bonding	1,130.50	2,304.00	-1,173.50	49.07%
5520-00 · Supplies	1,636.22	4,016.00	-2,379.78	40.74%
5530-00 · Visitor Communications - Other	0.00	200.00	-200.00	0.0%
5610-00 · Depreciation	539.52	680.00	-140.48	79.34%
5700-00 · Equipment Support & Maintenance	1,123.47	1,400.00	-276.53	80.25%
5710-00 · Taxes, Licenses & Fees	136.32	744.00	-607.68	18.32%
5740-00 · Equipment Rental/Leasing	5,090.03	3,952.00	1,138.03	128.8%
5800-00 · Training Seminars	0.00	1,400.00	-1,400.00	0.0%
6740-00 · Media/Collateral/Production	0.00	5,885.00	-5,885.00	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	1,240.90	1,200.00	40.90	103.41%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	359.57			
59900 · POS Inventory Adjustments	-376.33			
8100-00 · Cost of Goods Sold - Other	8,478.30	41,810.00	-33,331.70	20.28%
Total 8100-00 · Cost of Goods Sold	8,461.54	41,810.00	-33,348.46	20.24%
8200-00 · Associate Relations	188.44	500.00	-311.56	37.69%

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
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42 - Visitor Centers

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
8500-00 • Credit Card Fees	1,702.33	2,400.00	-697.67	70.93%
8700-00 • Automobile Expenses	279.01	1,650.00	-1,370.99	16.91%
8750-00 • Meals/Meetings	33.57	480.00	-446.43	6.99%
8810-00 • Dues & Subscriptions	442.78			
8910-00 • Travel	20.00	550.00	-530.00	3.64%
<b>Total Expense</b>	<b>196,952.48</b>	<b>251,105.00</b>	<b>-54,152.52</b>	<b>78.43%</b>
<b>Net Ordinary Income</b>	<b>-1,438.44</b>	<b>25,225.00</b>	<b>-26,663.44</b>	<b>-5.7%</b>
<b>Other Income/Expense</b>				
Other Income				
52500 • Purchase Discounts	85.09			
<b>Total Other Income</b>	<b>85.09</b>			
Other Expense				
8990-00 • Allocated	12,463.41	30,307.00	-17,843.59	41.12%
<b>Total Other Expense</b>	<b>12,463.41</b>	<b>30,307.00</b>	<b>-17,843.59</b>	<b>41.12%</b>
<b>Net Other Income</b>	<b>-12,378.32</b>	<b>-30,307.00</b>	<b>17,928.68</b>	<b>40.84%</b>
<b>Net Income</b>	<b>-13,816.76</b>	<b>-5,082.00</b>	<b>-8,734.76</b>	<b>271.88%</b>

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
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50 - Infrastructure

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · Placer County TOT Funding	173,433.55	149,233.00	24,200.55	116.22%
4502-00 · Non-retail VIC Income	150.00			
<b>Total Income</b>	<b>173,583.55</b>	<b>149,233.00</b>	<b>24,350.55</b>	<b>116.32%</b>
<b>Gross Profit</b>	<b>173,583.55</b>	<b>149,233.00</b>	<b>24,350.55</b>	<b>116.32%</b>
<b>Expense</b>				
<b>5000-00 · Salaries &amp; Wages</b>				
5020-00 · P/R - Tax Expense	3,796.73	4,254.00	-457.27	89.25%
5030-00 · P/R - Health Insurance Expense	2,318.79	4,404.00	-2,085.21	52.65%
5040-00 · P/R - Workmans Comp	1,030.47	1,136.00	-105.53	90.71%
5060-00 · 401 (k)	1,466.95	2,461.00	-994.05	59.61%
5065-00 · Merit	0.00	1,976.00	-1,976.00	0.0%
5070-00 · Other Benefits and Expenses	20.34	1,380.00	-1,359.66	1.47%
5000-00 · Salaries & Wages - Other	39,642.62	51,400.00	-11,757.38	77.13%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>48,275.90</b>	<b>67,011.00</b>	<b>-18,735.10</b>	<b>72.04%</b>
<b>5100-00 · Rent</b>				
5110-00 · Utilities	382.14	1,000.00	-617.86	38.21%
5140-00 · Repairs & Maintenance	280.94	320.00	-39.06	87.79%
5150-00 · Office - Cleaning	468.50	720.00	-251.50	65.07%
5100-00 · Rent - Other	4,474.51	4,448.00	26.51	100.6%
<b>Total 5100-00 · Rent</b>	<b>5,606.09</b>	<b>6,488.00</b>	<b>-881.91</b>	<b>86.41%</b>
<b>5310-00 · Telephone</b>				
5320-00 · Telephone	1,355.61			
5310-00 · Telephone - Other	42.86	1,600.00	-1,557.14	2.68%
<b>Total 5310-00 · Telephone</b>	<b>1,398.47</b>	<b>1,600.00</b>	<b>-201.53</b>	<b>87.4%</b>
5420-00 · Mail - USPS	61.92	50.00	11.92	123.84%
5510-00 · Insurance/Bonding	135.66	400.00	-264.34	33.92%
5520-00 · Supplies	216.79	632.00	-415.21	34.3%
5610-00 · Depreciation	332.00	416.00	-84.00	79.81%
5700-00 · Equipment Support & Maintenance	251.12	440.00	-188.88	57.07%
5710-00 · Taxes, Licenses & Fees	83.89	256.00	-172.11	32.77%
5740-00 · Equipment Rental/Leasing	812.58	1,168.00	-355.42	69.57%
5810-00 · Public Outreach	0.00	1,000.00	-1,000.00	0.0%
<b>5900-00 · Professional Fees</b>				
5920-00 · Professional Fees - Accountant	75.00			
<b>Total 5900-00 · Professional Fees</b>	<b>75.00</b>			
5941-00 · Research & Planning	22,117.35	36,660.00	-14,542.65	60.33%
<b>5998-00 · Infrastructure Projects</b>				
5951-00 · Squaw Valley Trail Snow Removal	2,106.01			
<b>Total 5998-00 · Infrastructure Projects</b>	<b>2,106.01</b>			
8200-00 · Associate Relations	112.64	350.00	-237.36	32.18%
8700-00 · Automobile Expenses	911.18	920.00	-8.82	99.04%
8750-00 · Meals/Meetings	191.24	464.00	-272.76	41.22%
<b>Total Expense</b>	<b>82,687.84</b>	<b>117,855.00</b>	<b>-35,167.16</b>	<b>70.16%</b>
<b>Net Ordinary Income</b>	<b>90,895.71</b>	<b>31,378.00</b>	<b>59,517.71</b>	<b>289.68%</b>

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
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50 - Infrastructure

	<u>Jul '15 - Feb 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Other Income/Expense				
Other Expense				
8990-00 - Allocated	14,956.07	36,367.00	-21,410.93	41.13%
Total Other Expense	14,956.07	36,367.00	-21,410.93	41.13%
Net Other Income	-14,956.07	-36,367.00	21,410.93	41.13%
Net Income	75,939.64	-4,989.00	80,928.64	-1,522.14%

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
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60 - Membership

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4200-00 • Membership	65,888.02	90,000.00	-24,111.98	73.21%
4201-00 • New Member Fees	600.00	3,504.00	-2,904.00	17.12%
4250-00 • Revenues-Membership Activities	16,767.43	25,800.00	-9,032.57	64.99%
4251-00 • Revenue-Tue AM Breakfast Club	6,495.00	6,400.00	95.00	101.48%
4252-00 • Revenue - Sponsorships	3,505.00	3,100.00	405.00	113.07%
4720-00 • Miscellaneous	420.00			
<b>Total Income</b>	<b>93,675.45</b>	<b>128,804.00</b>	<b>-35,128.55</b>	<b>72.73%</b>
<b>Gross Profit</b>	<b>93,675.45</b>	<b>128,804.00</b>	<b>-35,128.55</b>	<b>72.73%</b>
<b>Expense</b>				
<b>5000-00 • Salaries &amp; Wages</b>				
5000-01 • In-Market Administration	0.00	-14,500.00	14,500.00	0.0%
5020-00 • P/R - Tax Expense	5,029.20	3,312.00	1,717.20	151.85%
5030-00 • P/R - Health Insurance Expense	8,509.34	8,232.00	277.34	103.37%
5040-00 • P/R - Workmans Comp	927.41	1,024.00	-96.59	90.57%
5060-00 • 401 (k)	382.54	577.00	-194.46	66.3%
5065-00 • Merit	0.00	3,174.00	-3,174.00	0.0%
5070-00 • Other Benefits and Expenses	110.67	1,794.00	-1,683.33	6.17%
5000-00 • Salaries & Wages - Other	51,980.89	48,040.00	3,940.89	108.2%
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>66,940.05</b>	<b>51,653.00</b>	<b>15,287.05</b>	<b>129.6%</b>
<b>5100-00 • Rent</b>				
5110-00 • Utilities	374.86	504.00	-129.14	74.38%
5140-00 • Repairs & Maintenance	280.94	320.00	-39.06	87.79%
5150-00 • Office - Cleaning	468.50	720.00	-251.50	65.07%
5100-00 • Rent - Other	4,474.51	4,480.00	-5.49	99.88%
<b>Total 5100-00 • Rent</b>	<b>5,598.81</b>	<b>6,024.00</b>	<b>-425.19</b>	<b>92.94%</b>
<b>5310-00 • Telephone</b>				
5320-00 • Telephone	1,970.76			
5310-00 • Telephone - Other	7.64	1,800.00	-1,792.36	0.42%
<b>Total 5310-00 • Telephone</b>	<b>1,978.40</b>	<b>1,800.00</b>	<b>178.40</b>	<b>109.91%</b>
5420-00 • Mail - USPS	298.11	528.00	-229.89	56.46%
5510-00 • Insurance/Bonding	406.98	928.00	-521.02	43.86%
<b>5520-00 • Supplies</b>				
5525-00 • Supplies- Computer <\$1000	7.50			
5520-00 • Supplies - Other	1,073.74	664.00	409.74	161.71%
<b>Total 5520-00 • Supplies</b>	<b>1,081.24</b>	<b>664.00</b>	<b>417.24</b>	<b>162.84%</b>
5530-00 • Visitor Communications - Other	35.44			
5610-00 • Depreciation	332.00	416.00	-84.00	79.81%
5700-00 • Equipment Support & Maintenance	257.09	376.00	-118.91	68.38%
5710-00 • Taxes, Licenses & Fees	83.89	480.00	-396.11	17.48%
5740-00 • Equipment Rental/Leasing	1,763.53	2,648.00	-884.47	66.6%
5800-00 • Training Seminars	1,566.20	3,000.00	-1,433.80	52.21%
<b>5900-00 • Professional Fees</b>				
5920-00 • Professional Fees - Accountant	200.00			
<b>Total 5900-00 • Professional Fees</b>	<b>200.00</b>			
<b>6423-00 • Membership Activities</b>				
6432-00 • Membership - Newsletter	2,632.56			

North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

100

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60 - Membership

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
6434-00 · Community Awards Dinner	1,006.20			
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 · Membership - Miscellaneous Exp	69.24			
6442-00 · Public Relations/Website	2,456.25			
6443-00 · Membership - Bridal Faire	3,087.42			
6423-00 · Membership Activities - Other	10,299.67	20,432.00	-10,132.33	50.41%
Total 6423-00 · Membership Activities	19,616.17	20,432.00	-815.83	96.01%
6437-00 · Tuesday Morning Breakfast Club	3,506.00	5,896.00	-2,390.00	59.46%
6743-00 · BACC Marketing Programs	800.00			
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	17.96			
Total 8100-00 · Cost of Goods Sold	17.96			
8200-00 · Associate Relations	412.52	450.00	-37.48	91.67%
8500-00 · Credit Card Fees	1,711.25	1,680.00	31.25	101.86%
8700-00 · Automobile Expenses	451.10	632.00	-180.90	71.38%
8750-00 · Meals/Meetings	152.55	1,000.00	-847.45	15.26%
8810-00 · Dues & Subscriptions	1,335.88	5,088.00	-3,752.12	26.26%
8910-00 · Travel	1,107.58			
Total Expense	109,652.75	103,695.00	5,957.75	105.75%
Net Ordinary Income	-15,977.30	25,109.00	-41,086.30	-63.63%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	11,216.99	27,276.00	-16,059.01	41.12%
Total Other Expense	11,216.99	27,276.00	-16,059.01	41.12%
Net Other Income	-11,216.99	-27,276.00	16,059.01	41.12%
Net Income	-27,194.29	-2,167.00	-25,027.29	1,254.93%

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North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

101

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70 - Administration

	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	10,791.40	13,183.00	-2,391.60	81.86%
5030-00 · P/R - Health Insurance Expense	17,271.48	23,418.00	-6,146.52	73.75%
5040-00 · P/R - Workmans Comp	3,503.43	16,000.00	-12,496.57	21.9%
5060-00 · 401 (k)	4,858.98	6,687.00	-1,828.02	72.68%
5065-00 · Merit	0.00	4,137.00	-4,137.00	0.0%
5070-00 · Other Benefits and Expenses	957.63	4,175.00	-3,217.37	22.94%
5000-00 · Salaries & Wages - Other	157,705.99	167,536.00	-9,830.01	94.13%
Total 5000-00 · Salaries & Wages	195,088.91	235,136.00	-40,047.09	82.97%
5100-00 · Rent				
5110-00 · Utilities	1,349.69	1,650.00	-300.31	81.8%
5140-00 · Repairs & Maintenance	877.89	1,750.00	-872.11	50.17%
5150-00 · Office - Cleaning	1,330.00	2,016.00	-686.00	65.97%
5100-00 · Rent - Other	14,357.95	14,538.00	-180.05	98.76%
Total 5100-00 · Rent	17,915.53	19,954.00	-2,038.47	89.78%
5310-00 · Telephone				
5320-00 · Telephone	6,024.01	5,728.00	296.01	105.17%
5310-00 · Telephone - Other	195.14	0.00	195.14	100.0%
Total 5310-00 · Telephone	6,219.15	5,728.00	491.15	108.58%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	245.00			
5420-00 · Mail - USPS - Other	157.22	704.00	-546.78	22.33%
Total 5420-00 · Mail - USPS	402.22	704.00	-301.78	57.13%
5510-00 · Insurance/Bonding	994.82	2,192.00	-1,197.18	45.38%
5520-00 · Supplies	3,954.77	4,000.00	-45.23	98.87%
5610-00 · Depreciation	1,037.68	1,304.00	-266.32	79.58%
5700-00 · Equipment Support & Maintenance	2,233.60	2,488.00	-254.40	89.78%
5710-00 · Taxes, Licenses & Fees	5,337.01	2,224.00	3,113.01	239.97%
5740-00 · Equipment Rental/Leasing	1,149.60	2,040.00	-890.40	56.35%
5800-00 · Training Seminars	100.00	800.00	-700.00	12.5%
5810-00 · Public Outreach	0.00	180.00	-180.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	2,620.00			
5920-00 · Professional Fees - Accountant	57,320.68			
5900-00 · Professional Fees - Other	312.50	18,350.00	-18,037.50	1.7%
Total 5900-00 · Professional Fees	60,253.18	18,350.00	41,903.18	328.36%
6490-00 · Classified Ads	0.00	500.00	-500.00	0.0%
6730-00 · Marketing Cooperative/Media	15.00			
8200-00 · Associate Relations	1,793.42	1,600.00	193.42	112.09%
8300-00 · Board Functions	1,494.90	2,750.00	-1,255.10	54.36%
8500-00 · Credit Card Fees	1,200.31			
8700-00 · Automobile Expenses	864.32	300.00	564.32	288.11%
8750-00 · Meals/Meetings	912.63	350.00	562.63	260.75%
8810-00 · Dues & Subscriptions	809.00	1,745.00	-936.00	46.36%
8910-00 · Travel	2,305.52	900.00	1,405.52	256.17%
Total Expense	304,081.57	303,245.00	836.57	100.28%
Net Ordinary Income	-304,081.57	-303,245.00	-836.57	100.28%

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Accrual Basis

North Lake Tahoe Resort Association  
**15-16 Profit & Loss Budget vs. Actual Single Class**  
July 2015 through February 2016

**102**

**DRAFT**

70 - Administration

	<u>Jul '15 - Feb 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Other Income/Expense				
Other Expense				
8990-00 - Allocated	<u>-124,633.77</u>			
Total Other Expense	<u>-124,633.77</u>			
Net Other Income	<u>124,633.77</u>			
Net Income	<u>-179,447.80</u>	<u>-303,245.00</u>	<u>123,797.20</u>	<u>59.18%</u>

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North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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Consolidated				
Ordinary Income/Expense	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • Placer County TOT Funding	2,170,752.00	2,170,770.00	-18.00	100.0%
4200-00 • Membership	70,563.02	95,128.00	-24,564.98	74.18%
4201-00 • New Member Fees	600.00	3,504.00	-2,904.00	17.12%
4250-00 • Revenues-Membership Activities	17,567.43	25,800.00	-8,232.57	68.09%
4251-00 • Revenue-Tue AM Breakfast Club	6,495.00	6,400.00	95.00	101.48%
4252-00 • Revenue - Sponsorships	3,505.00	3,100.00	405.00	113.07%
4350-00 • Special Events (Marketing)	37,887.80	86,500.00	-48,612.20	43.8%
4502-00 • Non-retail VIC Income	4,300.00	8,096.00	-3,796.00	53.11%
4600-00 • Commissions				
4601-00 • Commissions - South Shore	-167.96			
4600-00 • Commissions - Other	140,104.11	86,874.00	53,230.11	161.27%
Total 4600-00 • Commissions	139,936.15	86,874.00	53,062.15	161.08%
46000 • Merchandise Sales	52,084.11	72,954.00	-20,869.89	71.39%
4720-00 • Miscellaneous	420.00			
Total Income	2,504,110.51	2,559,126.00	-55,015.49	97.85%
Gross Profit	2,504,110.51	2,559,126.00	-55,015.49	97.85%
<b>Expense</b>				
5000-00 • Salaries & Wages				
5010-00 • Sales Commissions	3,939.62	17,334.00	-13,394.38	22.73%
5020-00 • P/R - Tax Expense	56,396.92	67,983.00	-11,586.08	82.96%
5030-00 • P/R - Health Insurance Expense	63,551.74	112,705.00	-49,153.26	56.39%
5040-00 • P/R - Workmans Comp	10,304.42	23,496.00	-13,191.58	43.86%
5060-00 • 401 (k)	20,236.25	26,770.00	-6,533.75	75.59%
5065-00 • Merit	0.00	20,292.00	-20,292.00	0.0%
5070-00 • Other Benefits and Expenses	2,614.99	18,906.00	-16,291.01	13.83%
5000-00 • Salaries & Wages - Other	655,977.87	675,240.00	-19,262.13	97.15%
Total 5000-00 • Salaries & Wages	813,021.81	962,726.00	-149,704.19	84.45%
5100-00 • Rent				
5110-00 • Utilities	8,104.12	11,258.00	-3,153.88	71.99%
5140-00 • Repairs & Maintenance	3,571.53	5,249.00	-1,677.47	68.04%
5150-00 • Office - Cleaning	5,345.00	6,880.00	-1,535.00	77.69%
5100-00 • Rent - Other	91,377.87	91,656.00	-278.13	99.7%
Total 5100-00 • Rent	108,398.52	115,043.00	-6,644.48	94.22%
5310-00 • Telephone				
5320-00 • Telephone	18,313.08	9,576.00	8,737.08	191.24%
5350-00 • Internet	170.00			
5310-00 • Telephone - Other	372.53	14,632.00	-14,259.47	2.55%
Total 5310-00 • Telephone	18,855.61	24,208.00	-5,352.39	77.89%
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	263.65			
5480-00 • Mail - Fed Ex	1,445.83			
5420-00 • Mail - USPS - Other	908.28	2,842.00	-1,933.72	31.96%
Total 5420-00 • Mail - USPS	2,617.76	2,842.00	-224.24	92.11%
5510-00 • Insurance/Bonding	4,521.96	10,512.00	-5,990.04	43.02%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	3,889.47			

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North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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	Consolidated			
	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
5520-00 · Supplies - Other	8,847.15	12,904.00	-4,056.85	68.56%
Total 5520-00 · Supplies	12,736.62	12,904.00	-167.38	98.7%
5530-00 · Visitor Communications - Other	35.44	200.00	-164.56	17.72%
5610-00 · Depreciation	4,150.40	5,216.00	-1,065.60	79.57%
5700-00 · Equipment Support & Maintenance	6,814.62	8,616.00	-1,801.38	79.09%
5710-00 · Taxes, Licenses & Fees	6,143.47	4,444.00	1,699.47	138.24%
5740-00 · Equipment Rental/Leasing	11,503.87	13,952.00	-2,448.13	82.45%
5800-00 · Training Seminars	3,391.68	7,200.00	-3,808.32	47.11%
5810-00 · Public Outreach	0.00	2,130.00	-2,130.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	2,620.00			
5920-00 · Professional Fees - Accountant	58,420.68			
5900-00 · Professional Fees - Other	312.50	18,350.00	-18,037.50	1.7%
Total 5900-00 · Professional Fees	61,353.18	18,350.00	43,003.18	334.35%
5940-00 · Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 · Research & Planning	41,601.00	66,285.00	-24,684.00	62.76%
5998-00 · Infrastructure Projects				
5951-00 · Squaw Valley Trail Snow Removal	2,106.01			
5974-00 · Visitors Centers Exhibits	48.75			
Total 5998-00 · Infrastructure Projects	2,154.76			
6020-00 · Programs				
6016-00 · Community Marketing Programs	3,435.67	0.00	3,435.67	100.0%
Total 6020-00 · Programs	3,435.67	0.00	3,435.67	100.0%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.69			
6023-00 · Autumn Food & Wine - Other	30,524.90			
Total 6023-00 · Autumn Food & Wine	30,542.59			
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	7,100.00			
6421-00 · New Event Development	11,155.15			
6422-00 · IronMan Lake Tahoe	308,810.17	455,000.00	-146,189.83	67.87%
6427-00 · USA Cycling	-8,657.83	0.00	-8,657.83	100.0%
6420-00 · Sponsorship - Other	96,255.00			
Total 6420-00 · Sponsorship	414,662.49	455,000.00	-40,337.51	91.14%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	2,632.56			
6434-00 · Community Awards Dinner	1,006.20			
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 · Membership - Miscellaneous Exp	69.24			
6442-00 · Public Relations/Website	2,456.25			
6443-00 · Membership - Bridal Faire	3,087.42			
6423-00 · Membership Activities - Other	10,299.67	20,432.00	-10,132.33	50.41%
Total 6423-00 · Membership Activities	19,616.17	20,432.00	-815.83	96.01%
6437-00 · Tuesday Morning Breakfast Club	3,506.00	5,896.00	-2,390.00	59.46%
6490-00 · Classified Ads	0.00	500.00	-500.00	0.0%
6701-00 · Market Study Reports/Research	314.61	10,000.00	-9,685.39	3.15%
6730-00 · Marketing Cooperative/Media	611,115.00	727,500.00	-116,385.00	84.0%
6740-00 · Media/Collateral/Production	0.00	5,885.00	-5,885.00	0.0%

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North Lake Tahoe Resort Association  
15-16 Profit & Loss Budget vs. Actual Single Class  
July 2015 through February 2016

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DRAFT

	Consolidated			
	Jul '15 - Feb 16	Budget	\$ Over Budget	% of Budget
6741-00 · Productions	2,350.00			
6742-00 · Non-NLT Co-Op Marketing Program	8,105.48	39,200.00	-31,094.52	20.68%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	1,575.00			
6743-00 · BACC Marketing Programs - Other	39,569.16	60,000.00	-20,430.84	65.95%
Total 6743-00 · BACC Marketing Programs	41,144.16	60,000.00	-18,855.84	68.57%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	800.50			
59900 · POS Inventory Adjustments	-247.73			
8100-00 · Cost of Goods Sold - Other	28,514.31	41,810.00	-13,295.69	68.2%
Total 8100-00 · Cost of Goods Sold	29,067.08	41,810.00	-12,742.92	69.52%
8200-00 · Associate Relations	3,121.82	4,325.00	-1,203.18	72.18%
8300-00 · Board Functions	1,494.90	2,750.00	-1,255.10	54.36%
8500-00 · Credit Card Fees	4,838.89	4,080.00	758.89	118.6%
8700-00 · Automobile Expenses	4,414.77	6,622.00	-2,207.23	66.67%
8750-00 · Meals/Meetings	4,034.20	6,744.00	-2,709.80	59.82%
8810-00 · Dues & Subscriptions	4,893.34	8,903.00	-4,009.66	54.98%
8910-00 · Travel	8,151.39	4,750.00	3,401.39	171.61%
Total Expense	2,292,109.26	2,863,025.00	-370,915.74	86.07%
Net Ordinary Income	212,001.25	-103,899.00	315,900.25	-204.05%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	85.09			
Total Other Income	85.09			
Other Expense				
8990-00 · Allocated	0.00	303,055.00	-303,055.00	0.0%
Total Other Expense	0.00	303,055.00	-303,055.00	0.0%
Net Other Income	85.09	-303,055.00	303,140.09	-0.03%
Net Income	212,086.34	-406,954.00	619,040.34	-52.12%

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## Contract Dates for 2015-16

### August 2015

- August 15 – Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report
- August 20 – Contract Compliance Corrective Action items 11 & 14

### September 2015

- September 1 – Receive year end balances
- September 20 – Contract Compliance Corrective Action items 10 & 13
- September 28 – Monthly Report due– Key data and Account Transaction Detail
- September 28 CIT MEETING: Approve work plan and budget, Strategic Goals and Action Plan, Fund Balance and Scope of Work
- September 29 MARKETING MEETING: Approve work plan and budget, Strategic Goals and Action Plan, Fund Balance and Scope of Work

### October 2015

- October 1 – Year end Organizational Performance Report – Marketing Performance Indicators, Conference Sales and Equity Analysis, Special Event Grant Program ROI Analysis
- October 1 – Agreement between PCVB and NLTRA for \$40,000
- October 5 – Meet with County to discuss Monthly Report
- October 7 BOARD MEETING: Approve all remaining contracts for compliance corrective action, Approve work plan and budget, Approve Strategic Goals and Action Plan, Fund Balance Contract Amendment and Scope of Work, Travel Policy, Master Plan
- October 8 – Contract Compliance Corrective Action items 3, 4, 5, 6, 7, 8, 12
- October 20 – Present Fall/Winter Seasonal Marketing Strategies, Present Strategic Goals to BOS
- October 20 – Approve Tourism Development Master Plan
- October 26 – Monthly Report due
- **November 2** – Meet with County to discuss Monthly Report
- By October 31 – Meet with County Finance and Auditor to identify Net Assets to return to County

### November 2015

- November – Provide County with copy of Financial Audit within 30 days of receipt
- November 15 – Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle

Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report

- November 15 – Semi Annual Seasonal Marketing and Promotion Expenditure Report, Marketing Cooperative expenses – direct and program; Marketing ROI Indicators
- November 23 – Monthly Report due
- **December TBD** – Meet with County to discuss Monthly Report

#### **December 2015**

- December 2 BOARD MEETING: Board Election and Appointment of Committee members
- December 15 – Release the RFP for the North Lake Tahoe Express
- December 31 – Provide presentation to Board of Directors on the County Contract

#### **January 2016**

- **January 4** – Monthly Report due
- January 6 - BOARD MEETING: Provide information on Form 700 and a form to list all affiliations, Election of officers
- **January 22** – Monthly Reports due
- **January 22** - Meet with County to discuss Monthly Report
- January 30 – updates to Special Events Resource Guide
- January 31 – form task force to review organization structure

#### **February 2016**

- February 3 - BOARD MEETING: Provide information on Form 700 and collect forms to list all affiliations, approve legislative platform
- February 15 – Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report
- Feb 28 – File form 700, Board and Executive Management deadline
- Feb 28 – Provide a list of employees Board members and contract employees and their representation on local and regional bodies (no date specified in contract)
- February 28 – provide a written synopsis of the assessment and recommendations for actions regarding visitor/welcome centers
- **February 22** – Monthly Report due and monthly report meeting with County

#### **March 2016**

- **March 21** – Monthly Report due and monthly report meeting with County

#### April 2016

- April 1 - County provides budget number for 2016/17 contract to include County Services
- April 15 – Notify any funding partners if negatively impacted by 2016/17 proposed contract budget
- April 19 – Present Spring/Summer Seasonal Marketing Strategies to BOS
- April 25 - CIT MEETING: Approve budget request and Scope of Work for 2016/17
- **April 25** – Monthly Report and meet with County
- April 26 - MARKETING COMMITTEE: Approve budget request and Scope of Work for 2016/17

#### May 2016

- May 4 - BOARD MEETING: Approve contract budget and Scope of Work for 2016/17
- May 6 – Provide County with copy of contract budget and Scope of Work for 2016/17 and progress report on 2015/16 SOW
- May 15 – Quarterly Report due: Capital Investment projects, Integrated Work Plan spreadsheet and updated five year Capital Investment cash flow projection; Airport Shuttle Service and Summer hourly nighttime service, federal regulation compliance monitoring reports; quarterly financial statements to include contract budget to actual schedule, quarterly marketing cooperative expense report
- May 15 – Semi Annual Seasonal Marketing and Promotion Expenditure Report, Marketing Cooperative expenses – direct and program, Marketing ROI Indicators
- **May 23** – Monthly Report due and meet with County

#### June 2016

- June 1 BOARD MEETING: Approve County Contract (if ready)
- June 2 - Meet with County to discuss Monthly Report
- **June 20** – Monthly Report due and meet with County
- June 22 BOARD RETREAT: Provide any changes to the bylaws and supplemental operating procedures and policies, Approve County Contract (if ready), approve NLTRA budget, approve capital improvements long-range funding plan
- June 30 – Provide long range 2015-22 plan for funding of necessary capital improvements
- June 30 – 50 Way Finding Signs installed
- June 30 - Award contract for North Lake Tahoe Express

#### Non – Date Specific Contract Compliance

#### Packets for Board or Committees

- **10 a.m. 2 business days prior** – email and posting of committee and board agendas

- Any agenda supporting material not posted by the deadline must be posted within 1 business day following the meeting

#### Contracts

- Contracts with one vendor that in aggregate exceed the \$25,000 threshold must be reviewed by the NLTRA Board
- Contracts of >\$10,000 or >\$25,000 must be provided to the County within 15 business days of execution
- Provide notification and supporting documentation in writing to the Board of any unbudgeted amount of \$2,500 or greater within 29 days

#### Bylaws

- Board shall maintain updated bylaws

#### Reports

- Any request for additional information or correction to any reports shall be provided to the County within 15 days of any request
- All reports must be provided in electronic and hard copy

#### Audit

- Provide the County with a copy of the audit report within 30 calendar days of its completion
- Contract with auditor cannot exceed 5 years, must be competitively bid, and County will sit on the selection committee

#### Sales Commissions

- The Commission structure may only be changed following approval by the County

#### Lodging Properties

- All lodging properties must be listed on all collateral or web listings that are paid for with TOT and must have links where appropriate

#### Withhold Payments

- Noncompliance with agreement
- Non-adherence to Scope of Work, detailed work plans, and key milestones for measuring progress
- Failure to promptly correct material variances to Scope of Work
- Failure to provide adequate documentation for contract expenses
- County must provide a written notice of intent to withhold

- NLTRA has 15 days to respond or request meeting to determine agreement, 30 days after agreement if no progress

**Right to Inspect**

- County has a right to inspect all records at any reasonable time

**Performance**

- Failure to perform the work and services, to high professional standards as determined by the County, could lead to assessment of liquidated damages of up to 3% of the net total of the Agreement

**Insurance**

- Insurance Certificates must be provided to the County, any failure to maintain the insurance is a material breach of the agreement

**Cancellation**

- 90 days written notice by either party, unexpended funds return to County after 30 days

## Workforce Tahoe Project

**The Tahoe Prosperity Center (TPC) is a Tahoe Basin regional organization whose mission is uniting Tahoe's communities to strengthen regional prosperity.**

Tourism and Visitor services related jobs are the primary opportunity for employment in the Lake Tahoe region. However, what happens when 50,000 new jobs open up in Reno, NV between now and 2019? What will those impacts be on our local businesses? How is Lake Tahoe preparing for the workforce needs of the future – not just for our core industry of tourism, but for the changing economy and our other economic clusters? As we work to expand high-speed internet around the Basin, what new job opportunities might arise? These are questions that will be answered as part of the Tahoe Prosperity Center's Workforce Tahoe Project.

**Phase 1 (March – May 2016)** – The Tahoe Prosperity Center and local partners will interview Tahoe area Businesses this spring about current workforce challenges in the region. The goal of these interviews is to get broad based feedback regarding employee needs, projections and challenges. A variety of businesses will be surveyed in order to get a current snapshot of challenges across industries. This information will be compiled in a Workforce Tahoe report for the entire Lake Tahoe Basin and shared with all participants in the process.

**Phase 2 (June – October 2016)** – Taking the information gathered from Phase 1, the next phase will develop strategies to ensure our community has a workforce trained to meet the needs of today and tomorrow's employers. We will host community conversations with input from employees, residents and business owners and match that up with efforts by local and regional schools and colleges, government jurisdictions and community organizations to ensure actions can be implemented. Expected outcomes include options for improved workforce housing options, business expansion efforts, changing labor market needs and skills training for Tahoe industries. A Fall 2016 Economic Summit is also planned to discuss the results of the Workforce Tahoe Project and align it with updated information from the Measuring for Prosperity report.

**Please support our Business and Community Outreach Efforts with a tax-deductible donation before March 31<sup>st</sup>, 2016.**

- **\$100** = Your business logo on our Workforce Tahoe Webpage, Final Report and Outreach Materials.
- **\$500** = Your business logo on our Workforce Tahoe Webpage, Final Report and Outreach Materials as well as a guaranteed interview during the Workforce Walks.
- **\$1,000** = Your business logo on our Workforce Tahoe Webpage and Outreach Materials, a guaranteed interview during the Workforce Walks AND a 1/4 page ad in the Final Report, to be distributed widely to jurisdictions, regional media, businesses and at the Fall Economic Summit.

Donate online at [tahoeprosperity.org/donate](http://tahoeprosperity.org/donate) and select Workforce Tahoe Project or send a check to the address below. Any questions – please contact Heidi Hill Drum, Executive Director at [Heidi@tahoeprosperity.org](mailto:Heidi@tahoeprosperity.org) or 775-298-0265 or 530-545-9095.



## TAHOE PROSPERITY CENTER

**Project Name:** Workforce Tahoe

**Project Timeframe:** February 2016 – December 2016

**Project Budget:** \$40,000 (Tahoe Basin only)

**Project Goals:** Conduct a workforce gap analysis in order to develop appropriate strategies for the Tahoe Basin for workforce retention, attraction and training.

**Project scope:** Workforce study will be conducted and include the following:

- **Business Walks** –Canvas businesses utilizing technology in order to get real time and projected needs assessment data.
- **Data Analysis** – Data from the business walks and interviews will be consolidated and analyzed for trends and vital information that will influence potential strategy development.
- **Demographic analysis** – Population statistics, trends and projections. Potential effect of baby boomer retirement wave.
- **Skills Gap analysis** – This may involve in depth interviews beyond the Business Walks with employers, employees and educators.
- **Influencing factors to be analyzed** – Community, regional and broader influencing factors and trends will be reviewed for effect on the Tahoe Basin. Examples may include:
  - 50,000+ projected new jobs in Reno Sparks
  - Shift from gaming to recreation
  - Technology
  - Conduct business walks to understand current and future business climate. Interview employees in region about their challenges in the regional workforce. Prepare a workforce report that describes Tahoe's existing jobs and workforce challenges, analyzes that data for trends and provides potential strategies to address the challenges.
- **Strategy** – Potential strategies for workforce retention, attraction and training as applicable will be recommended. This may involve outreach to current workforce. Note that some strategies may be adopted or relevant only by specific communities as opposed to one solution being recommended for the entire Tahoe Basin while others may very well apply to all. TPC will be the leader in convening community meetings and presentations to share the findings. Organizations who are likely to play a role in implementing strategies may include school districts, colleges, chambers, workforce training organizations, tourism bureaus and government.

**Relationship to Tahoe Prosperity Center Pillars, Plan and Mission:** This project touches on all five pillars:

### Leadership

- The TPC is leading the efforts to understand and improve workforce strategies

### Policy & Planning

- Using current data (gathered through Workforce Walks/Surveys) and analyzing that data with comparable labor market factors) ensures that policy makers have good information for decisions related to planning efforts (Workforce housing, talent recruitment, curriculum planning, etc.)

### Capital Generation

- Business attraction to the region

### Infrastructure

- A stable and well-educated workforce is considered an absolute form of economic infrastructure in order to retain current business, inspire business expansion and attract potential future business owners and entrepreneurs.

### Community/Economic Revitalization

- Workforce housing may be identified as a need related to both workforce retention and attraction. This would in turn inform community and economic revitalization projects to provide workforce housing.

**Basin-wide Benefit:** Business walks will be coordinated around the lake. TPC will facilitate community meetings Basin-wide to share data and encourage action oriented solutions and workgroups. This information may be used by

business locators  
government jurisdictions

education institutions  
local/regional businesses

residents

### Timeframe:

- ☐ February – finalize scope, outline for business walks and continue to fundraise.
- ☐ March – South Shore Business Walks/Surveys/Data gathering
- ☐ April - May – North Shore Business Walks/Surveys/Data gathering
- ☐ May – June – Analysis of surveys and data gathered from Business Walks
- ☐ July – August – Begin preparing recommendations and next steps (expect to see specific areas of focus on housing, entrepreneurship, environmental innovation and hospitality/tourism/recreation components.
- ☐ September/October – TPC to Host Economic Summit. Goal is to get action teams organized to implement solutions related to workforce issues (housing, job attraction, entrepreneurship, etc.)
- ☐ October – December – Community Conversations/Workgroups convene toward implementation based on Summit action planning.

**Budget:** (see page one for details of project scope)

\$10,000 – South Shore Business Walks, Data and Demographic Analysis (Completed in March 2016)

\$10,000 – North Shore Business Walks, Data and Demographic Analysis

\$20,000 – Entire Basin skills gaps, influencing factors and comparable community analysis for final report.

Development of workforce strategies and facilitation of solutions by each Tahoe community will be completed. A local Workforce and Economic Development Contractor will conduct the analysis and workforce strategies development. The Tahoe Prosperity Center will conduct the community conversations and workgroups to focus on implementation.

## **Workforce Project North Shore Contribution Plan**

### **NLTRA - \$10,000**

(\$5,000 out of current budget Research & Planning, \$5,000 budgeted for 2016-17 Research and Planning) Possibly IVCBVB could participate in this.

### **TCPUD - \$5,000**

(Approved by TCPUD Board – 3-18-16)

### **Other Agencies - \$3,000**

(Includes NTPUD, IVGID, SVPSD, Northstar CSD)

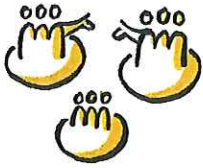
### **Businesses/Ski Areas - \$2,000**

(Ask Business Associations to leverage \$500 each)

## NLTRA TASK FORCE SESSION #2

March 29, 2016 – 8:30 am – 12 pm

## North Tahoe PUD



8:00 – 8:30 Gathering and Breakfast

8:30 – 8:45 Introductions

8:45– 9:15 Review Meeting #1 – new comparables: Mammoth and Breckenridge

9:15 – 10:00 SWOT Analysis

10:00 – 10:15 Break

10:15 – 10:45 Funding Sources – Current and Future

10:45 – 11:30 Do More or Do Less – what could that look like?

11:30 - 11:45 Open Discussion

11:45 – 12:00 Close/ Next Steps





## Organization Structure Task Force - SWOT Analysis

### Strengths

#### Recurring Themes:

1. Community collaboration – united voice
2. Good track record of execution
3. Strong staff and board leadership
4. Destination marketing
5. Funding for capital improvements and transportation
6. Solid regional partnerships

#### Task Force Comments:

- Engagement with the community
- Getting the positive messages out about North Lake Tahoe Region
- Visitor Center & NLTRA Staff
- Facilitating projects (trails, etc. that enhance our area)
- Collaboration
- Marketing
- Ability to increase TOT consistently
- Organization Leadership
- Well defined goals and objectives
- Local voice over expenditures
- Growing revenue base
- Proven track record of projects
- Flexible funding constraints
- Quick and nimble granting process
- Staff
- Community Participation
- Strong partnerships
- Leveraged efforts
- Strong brand identity
- Marketing support
- Benefits that have accrued to the broader community via Infrastructure & Transportation
- A focal point for regional marketing
- The evolving board makeup

### Weaknesses

#### Recurring Themes:

1. Lack of clarity about organization mission
2. Marketing funding
3. Evolving governance
4. Relationship with Placer County
5. Limited funding not meeting demand
6. Balanced regional representation

#### Task Force Comments:

- County relationship – struggles with collaboration
- Marketing materials – think website could use an upgrade
- Cohesiveness of messaging about NLTRA (chamber, visitors bureau, etc.) seems complex at times relaying who we are
- Lots of chamber-type organizations around the lake; not all speaking with a united voice
- Marketing budget not competitive
- Communications (Biz Bytes, Member to Member, etc.) sent too frequently and not relevant content
- Lack of participation in economic development and land use planning initiatives, especially outside of Tahoe City
- Too Tahoe City focused
- Chamber benefits not perceived as valuable
- Lack of total control over expenditures
- Regional geographic representation
- Limited funds for demand
- Too many hands out for too many different needs
- Less than ideal working relationship with Placer County
- All things to all people

- Marketing capabilities
- Chamber of Commerce programs
- Infrastructure funding opportunities
- Collaborative efforts for entire North Lake Tahoe
- As a resort association, you are blessed with SO many resorts that represent our place. The power of that network alone is astounding and can be harnessed to move mountains.
- You are an established organization with a good track record.
- Your ability to carry out long-term planning, strategy and execution. I'm thinking of the transportation work you have done over time.
- Your branding is now a strength.
- Regional voice
- Great staff and leadership
- Well organized
- Good communication (although mixed)
- Does a great job with limited resources
- Passion and leadership
- Production – visible change is happening
- Marketing
- Managing of TOT – Fiduciary responsibility
- Community collaboration
- Community voice
- Diverse board
- Good leadership
- Brings diverse leadership together
- Speaks with unified voice
- Local knowledge
- Equitable allocation for infrastructure
- Current and up to date business practices
- Very smart board members bring credibility
- Positioned to gain community input to shape and advance initiatives
- Steady revenue stream
- Opportunity for broad input
- Can access multiple resources
- Local, business input to improving our local economy and community health
- Professional leadership and representation of the North Tahoe Community in many

- Scope creep
- Organizational independence
- Clear understanding of mission by stakeholders. What is the role of Chamber vs. DMO?
- Governance – structural make-up (categories), climate
- Bylaws notwithstanding, clarity of mission and authority seems unclear
- Governing body still evolving
- Broader community visibility and involvement
- Confidence to take a united voice
- Organization seems 'Top heavy'
- Marketing efforts seem to be more focused on 'ski season'
- Does not seem to understand nor pursue the need to fund maintenance of existing infrastructure
- Does not appear to have a good relationship with Placer County
- General public does not seem to understand exactly what the NLTRA is all about (not marketing itself)
- Revenue stream is primarily from County. Huge risk.
- It appears that the organization's leadership (board) gets in the way of progress. I've been told that often times you are trying to solve the same problems as a generation before has been trying to solve.
- Aging demographic of leaders. Need some identification of emerging leaders and to begin mentoring and creating that voice. Leadership Development.
- Split personality
- Who does what? NLTRA/CVB/Chamber – Resort Association
- More communication on what Infrastructure/Transportation Board is doing (to membership)
- Logo for each division
- Sacto/SF/SJ markets are not tapped out
- Chamber – role and funding
- Limited funding sources/a lot of responsibility

<p>venues – Prosperity Center, TTD, etc.</p> <ul style="list-style-type: none"> <li>• Local oversight of 2% infrastructure funds (and priority setting) as promised to the voters!</li> <li>• Ability to be more flexible, entrepreneurial and responsive than governmental entities</li> </ul>	<ul style="list-style-type: none"> <li>• Group sales (seems like we spend a lot of \$ for little return) Are the times changing and do we need to change with them?</li> <li>• Lack of Trust/Support with Placer County – Board of Supervisors/Auburn</li> <li>• Limited contract terms</li> <li>• Lack of understanding in the community</li> <li>• Distractions from purpose</li> <li>• Staff alignment and strength</li> <li>• Relationship with Placer County</li> <li>• Struggling vision for Chamber</li> <li>• Expensive</li> <li>• Overlapping responsibilities</li> <li>• Misunderstood mission</li> <li>• Appearance of being top heavy</li> <li>• Too big to effectively change as conditions do</li> <li>• Overly political at times</li> <li>• Public funding is constrained</li> <li>• Have not fully leveraged private marketing funds/efforts</li> <li>• Can't control project implementation</li> <li>• Waning confidence by key funding partner</li> <li>• Chamber of Commerce organizational fit</li> <li>• Lack of involvement and leadership by some of the Board</li> <li>• Lack of community awareness and involvement</li> <li>• Lack of top leader involvement from major employers</li> <li>• Lack of Board member protocols, norms and training (no surprises, praise in public, criticize in private)</li> <li>• Reduced interest in participation by business categories</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

**Recurring Themes:**

1. Rebrand organization
2. Seek alternative funding sources
3. Identify marketing improvement opportunities
4. Evolve leadership
5. Leverage regional partnerships
6. Strengthen relationship with Placer County
7. Explore additional opportunities for capital investments

**Task Force Comments:**

- Website improvement & upgrading
- Simplifying entity/name
- Other media-marketing improvements & initiatives
- Strengthen relationship with county
- Become more of an advocate for positive change in the area & collaboration with other tourism promotion groups around the lake and in Reno
- Find alternative funding source(s) to increase marketing budget and continue to fill shoulder seasons with special events
- Continue to invest in infrastructure, trails, transit, and other priorities identified
- Continue to fund in-market marketing programs to enhance visitor experience and augment Business Downtown Association small budgets
- Reno growth could generate more day trips – how can we get these folks to contribute to community? Increased sales tax and/or restaurant tax
- Growing revenue base
- Regional partnerships
- Unifying voice for regional needs
- Regional visitor marketing thru strategic projects
- Change of course to meet changing strategic objectives
- New funding streams
- Destination traveler focus
- Regional leverage
- Address the weaknesses

**Recurring Themes:**

1. Unclear identity of organization
2. Placer County relationship
3. Limited funding not meeting demand
4. Staff and board limitations
5. External factors such as workforce, climate, Reno growth, and regulations
6. Capital Investment and transportation issues

**Task Force Comments:**

- County relationship
- Staff turnover
- Messages getting lost
- Placer County bureaucracy and tightening oversight
- Workforce challenges – housing shortage, low wages, high turn-over, very difficult for younger people to make Tahoe their home
- Reno growth
- Climate change and the effects it will have on winter economy – we need to diversify
- Revenue loss from short term online rental apps
- Further loss of fiscal control from County
- Divisive internal opinions
- Erosion of capital project funding to support other grant requests and programs
- Increasing bureaucracy driving up costs and reducing available granting funds
- Unwieldy government oversight
- Unclear identity or direction
- Analysis paralysis
- Weather and the impact on tourism and by extension, the NLTRA
- Continuing government over-reach
- Morale
- A new, as yet unknown organization is formed
- Incorporation
- Placer County no longer interested in having/funding the NLTRA

- Take charge
- Build on strengths
- Create productive and sustainable infrastructure maintenance programs
- Truly have a well thought out and sustainable workforce/affordable housing program
- Better support and market the historical aspects of our communities
- Better marketing of year round opportunities to bolster shoulder season travel
- Find a way to educate the traveler that Tahoe is not South Lake Tahoe (North Shore the best kept secret!)
- Infuse new energy into current board. Find a bold vision.
- Create a culture of innovation to test new ideas for the next generation of regional initiatives.
- Building stronger political representation beyond county relationship with both public and private leaders.
- Identifying new leaders, investing in their roles.
- Separate out each division
- Rebrand all 'divisions'
- Each division should communicate with their demographics, i.e., CVB – visitors, Chamber – members, RA – locals about transportation /infrastructure projects, etc.
- Work on improving the “image” of NLT (most people outside of Tahoe think South Shore is Tahoe)
- Develop more reasons for summer visits
- New name for Resort Association – it's more than a resort association
- Being given the opportunity to actually play the advisory role
- Restructure – less reporting, more action
- Place more focus on Chamber – economic drivers, development, housing
- Fight for a longer contract so you can plan long term
- Other funding sources
- Better alignment with staff and vision

- Communities no longer interested in having the NLTRA
- TOT failure in the polls
- Continued failure to properly market North Lake Tahoe
- I believe without changing the revenue model, there is a risk in always being tied to one funder's needs and not so much the membership.
- Financial risks with one funder.
- Not sure what the risk is by being both a marketing and project based association. Might want to do a SWOT around these two things alone.
- Burnout of leadership (both staff and board)
- Not relevant, not representing the needs of our region.
- Other mountain communities improving
- Yes, traffic – explore advanced transportation options
- Lose local “control”
- Continued confusion among locals/visitors
- Not moving forward in a timely manner with new ideas
- Placer County – have to jump through hoops to get our fair share, micro management of funding
- Placer County – voting member on the Board (should be ex-officio?)
- People not having a true understanding of all that NLTRA does
- Annual contract renewal
- Funding sources
- Chamber funding
- Placer County
- County viewing it could be done cheaper
- Appearance of favoritism with infrastructure grants
- Mission creep from original mission
- Being branded by outspoken directors or community members
- Losing track of lessons learned
- Staff ability to execute core projects
- Contractor ability to execute core projects
- Funding limited

<ul style="list-style-type: none"> <li>• Greater transparency</li> <li>• Relationship with Placer County</li> <li>• Close to visitor needs</li> <li>• Increase TOT</li> <li>• Point of contact for visitor</li> <li>• Represent tourism industry during natural/man-caused disasters</li> <li>• Prioritize the importance of regaining visitor confidence after something bad happens</li> <li>• Align product/priority investment with marketing message</li> <li>• Leverage private sector marketing</li> <li>• Support additional revenues</li> <li>• Serious reflection on components of organization to possibly re-tool consistent with current landscape</li> <li>• Re-engage stakeholders</li> <li>• Increased community leadership</li> <li>• Increased outreach and education to business community</li> <li>• Increased outreach and education to overall community</li> <li>• Increased leadership and partnership with other local entities</li> <li>• Increase public awareness of mission and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory environment</li> <li>• Chamber membership drives organization leaders/board</li> <li>• Placer County's seemingly disrespect of staff and overall organization</li> <li>• Long-term deficiency of funding for key projects and programs</li> <li>• Lack of community understanding and support</li> <li>• Outside economic influences</li> </ul>
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# NLTRA

## ORGANIZATIONAL STRUCTURE TASK FORCE


### Agenda

- Welcome
- Recap last meeting
- New Info
  - Additional Comps
  - Revenue Opportunities
  - DMO spending
  - SWOT
- Organizational structure recommendations:
  - Infrastructure and Transp.
  - Economic Development
- Prep for next meeting
  - Contracts to review
- Close



## Task Force

Elements We Will Consider Over Next Few Months

- Organizational Model 
- Governance
- Brand
- Other issues: Parking Lot



## Timeline

- Meeting #1 – Feb. 26
  - Understanding NLTRA: model/governance
  - Competitive Models
  - What is standing out?
    - Trends, Gaps in Service, Funding Alternatives
- Meeting #2 – March 25
  - Review Meeting #1 - Recap
  - Organizational Structure Ideas/Recommendations
- Meeting #3 – April 22
  - Existing Contractual Relationship with County
    - Comparable contracts
  - Governance Structure
  - Discussion/Recommendations
- Meeting #4 – May 27
  - NLTRA Current Brand
  - Discussion/Ideas
  - Final Recommendations for NLTRA Board – Recap from all 4 meetings

## Recap/Highlights

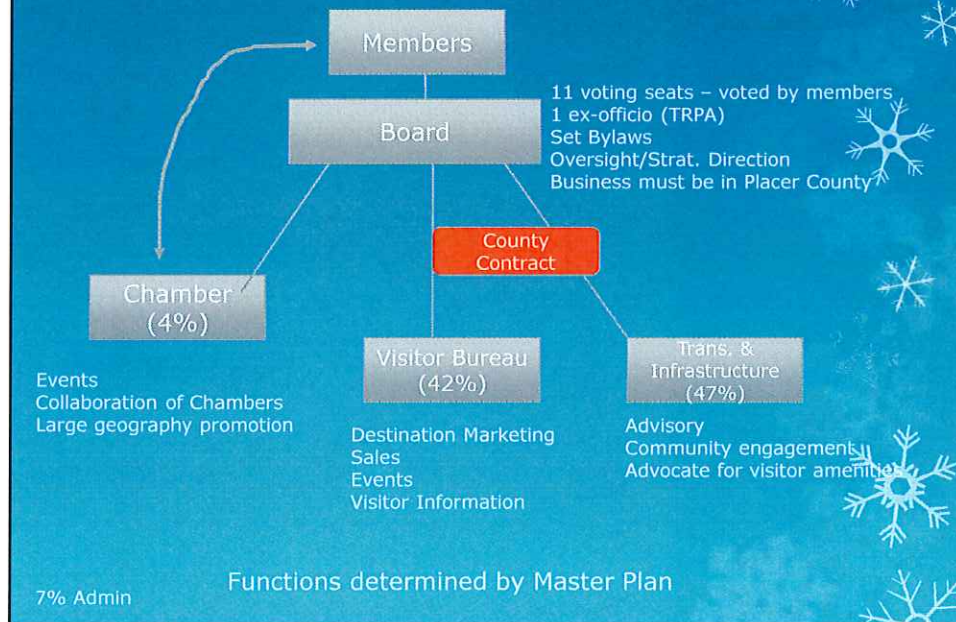
From Meeting #1

### NLTRA

- Mission: To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.
- A 501(c) 4 – Public Benefit Corporation (promote social welfare)
  - Have a 501 (c) 3 – ability to fundraise



## Organizational Structure



## Comparables

Park City Utah – all season mountain resort, long term (10 yr) simple contract – big budget \$8m

Aspen – unifying voice- Summer marketing only, \$2.5m budget

## Trends

- Tourism is "first date"
  - DMMO, EDO
- TBIDS – Truckee, Mammoth
- Collaborative Economy
- Social Media – who's doing the marketing?
- Climate change – tourism impacts
- Private sector partner investment
- Visitors want to connect with community



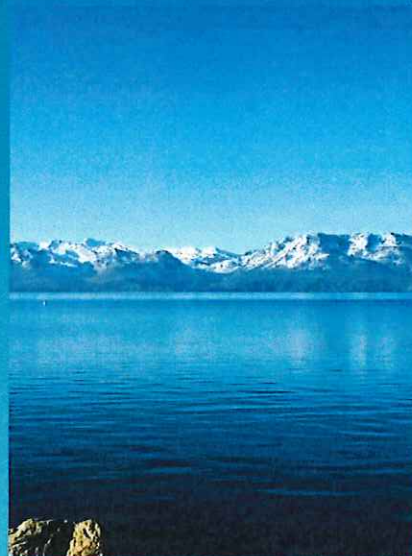
## What You Said – Organizational Structure Comments

- Focus -- be mission driven
- Chamber/DMO role is common
- Expand chamber role?
  - Economic Dev. – do more advocacy, housing, workforce, etc.
  - Scope and role in affordable housing
  - Chamber currently understaffed (1 person)
- Separate or simplify Transp. & Infrastructure role
  - Comps are not as tied to this: advisory
  - Importance of local involvement due to geographic separation with County
  - Community involvement promised in ballot language for 2% TOT
- Identify broader stakeholders: Reno, SLT, Truckee



## What You Said – Budget Comments

- What is \$ amount you need vs. %
- Gaps in funding – timeline for new funding
- Consequences of new funding?
- ROI – what does marketing get you (real estate, parcel tax, etc.) = real value
- Separate out transportation from infrastructure dollars
- What is total marketing spend of NLTRA (w/coop) vs. comps?
  - Include ski areas, airport, state funding?



## What You Said – County & Contract Comments

- Consider separate contracts:
  - Marketing
  - Transportation & Infrastructure
- Long term contract (5- 10 yrs?)
- Explore County direction
  - What are the needs?
  - Disconnect currently
  - Trust
  - Need the County voice in this
- Present case to County
  - Where NLTRA wants to expand and how financially





Breckenridge

## New Comps


Mammoth



## Mammoth

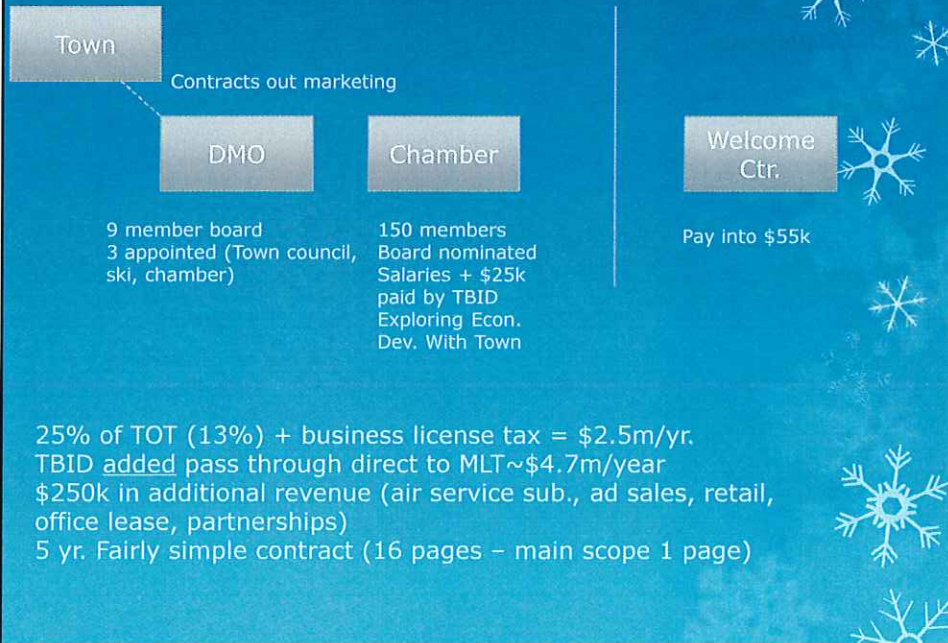
[visitmammoth.com](http://visitmammoth.com)

Mission: promote the town, increase tourism, help coordinate the marketing efforts of the total tourism community, and to provide complete, objective information to our visiting guests.



501 (c) 6  
4.7 million visitor days annually  
New branding campaign: No Small Adventure  
TOT stagnating or slight decrease

## Mammoth Lakes



## Breckenridge DMO/Gobreck.com

Mission: Enhance economic vitality of Breckenridge in support of community's unique character and quality of life.

## Breckenridge

DMO

9 member board  
Town council appointed  
Ski Area appointed

Business  
Services  
(formerly  
Chamber)

Dues were removed  
All businesses are  
members  
Staff and database  
remain

Lodging tax  
Sales tax  
Biz license tax } \$3.8M

Sponsorships  
Events \$1.0M

Vail resorts markets all ski areas during winter.  
Breckenridge DMO focus is primarily summer  
Town somewhat hands off.

## DMO Comparative Table

	Mammoth	Aspen	Park City	Breckenridge	NLTRA
Domain	Visitmammoth.com	Aspenchamber.org	Visitparkcity.com	Gobreck.com	Gotahoenorth.com
DMO Budget	\$7m+ (TOT + TBID)	\$2.3M (non winter mktg only)	\$8.5m	\$4.8M	\$2.9m \$3.6m w/coop
TOT TOT %	13% 25% to DMO	2% 75% to DMO	3% 90% to DMO	60% lodging 40% sales tax	10% 100% of 2% 50% of 8%
TOT as % of budget	33% TOT \$4.7m TBID	>90%	77%	100%	93%
Infras. Transp. Role	Advisory	Limited	Advisory	Advisory) (on task force)	Advisory + Administrative
Chamber Support From TOT?	Yes- salaries + \$25k (TBID)	No –self supported Pays DMO CEO salary	Primarily member Supported + Econ Dev. \$'s \$400k	No chamber - Business services	No – self- supported
Contract	5 yr. simple	5 yr. simple	10 yr. very simple	3 yr. simple	1 yr. complex
Govt. Rep. on Board	Town Council member	Mayor of Town County chair commissioner	Mayor of Town	Town Council rep.	County Staff

## Additional Funding Opportunities

- Increase in TOT (1% – 2%)
  - Could campaign early for 1% (\$1.3m)
  - Vote on 2% is 2022
- Increase sales tax .5% (\$1.2m)
  - PCTPA Placer County-wide tax
- Dedicated E. Placer Transportation tax .5% - (\$1.2m)
  - 2/3 vote required
  - Transportation Authority District
- TBID – 1% (\$1.3m)
  - Steps to get there?
  - Issues with TBIDs in CA
- Air B&B, VRBO, etc. = \$x?



## SWOT Results

Thank you stakeholders!

## Stakeholder SWOT

### Strengths

Community collaboration – united voice  
 Good track record of execution  
 Strong staff and board leadership  
 Destination marketing  
 Funding for transp. & infrastructure  
 Solid regional partnerships

### Opportunities

Rebrand organization  
 Seek alternative funding sources  
 Identify marketing improvement opportunities  
 Evolve leadership  
 Leverage regional partnerships  
 Strengthen relationship with County  
 Explore additional opportunities for capital inv.

### Weaknesses

Clarity around mission  
 Marketing – budget  
 Evolving governance  
 Relationship with County  
 Limited funding to meet demand  
 Balanced regional representation

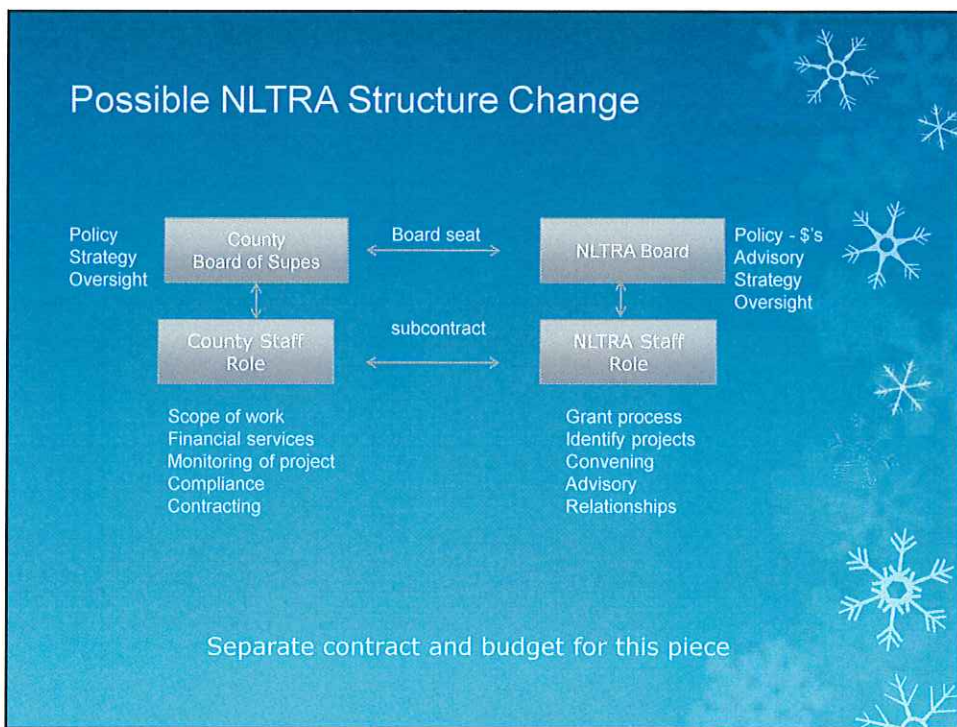
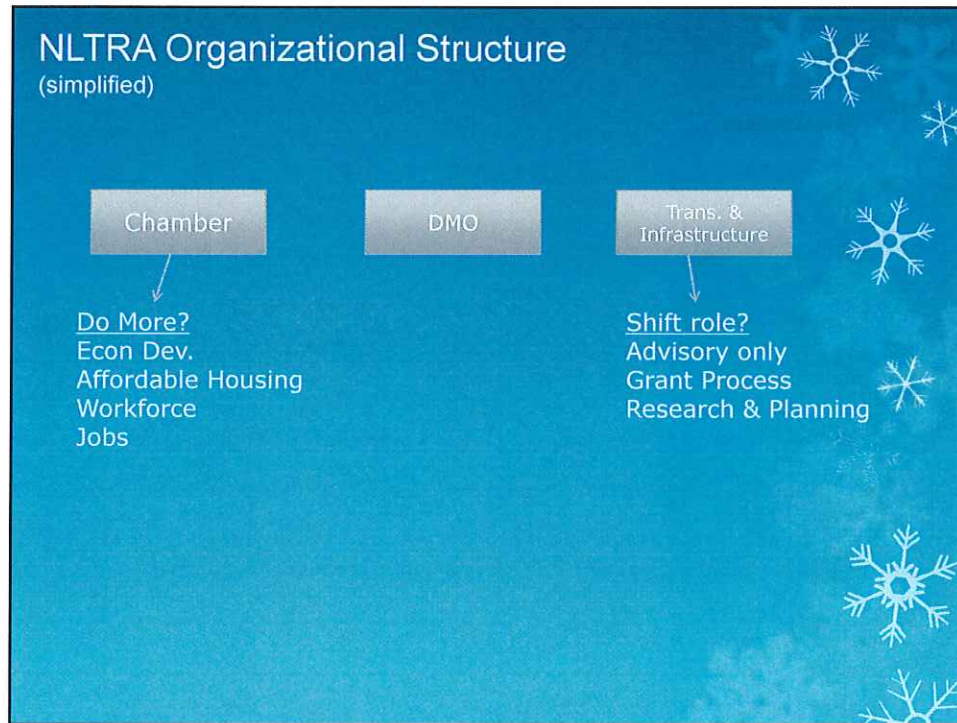
### Threats

Unclear identity of organization  
 County relationship  
 Limited funding not meeting demand  
 Staff and board limitations  
 External factors: workforce, climate, Reno, regulations  
 Capital investment and transp. issues

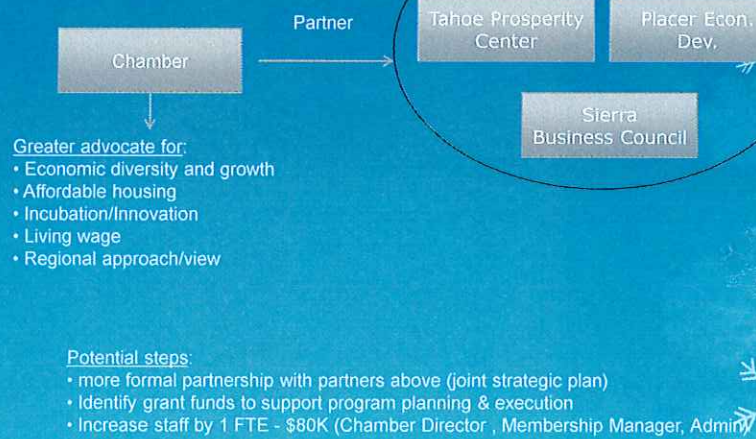


## Organizational Structure

Possible Scenarios : a) Chamber b) Transportation & Infrastructure  
 Moving to a recommendation



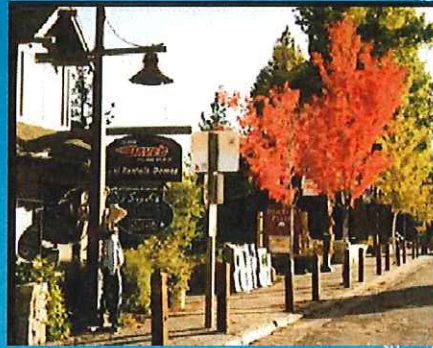
## Chamber Role



## Stakeholder Recommendations

## Closing

- Prepping for next meeting
  - Contract review
  - Simplify/efficiency focus
  - Suggestions given organization structure recommendation
- Next two meeting dates:
  - Friday, April 22 – 8:30 a.m. – 12:00 p.m. at Tahoe City PUD
  - Wednesday, May 25 – 8:30 a.m. – 12:00 p.m. at North Tahoe PUD



**Sandy Evans Hall**

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**From:** Jennifer Merchant  
**Sent:** Wednesday, March 16, 2016 3:50 PM  
**To:** Sandy Evans Hall  
**Subject:** RE: 2016-17 TOT budget  
**Attachments:** image001.jpg; county services\_031616.xlsx

Hi Sandy-

On your first question, I included the total figure of \$1,507,916 for services provided directly by Placer County when I sent the figures on March 1, but did not yet have a breakdown. Since then we have assembled all department requests and find that due to a lower than anticipated figure from TART, the number that will appear in the draft budget will be \$1,312,316. Please note that these figures are still subject to change based on the final budget. I've attached a spreadsheet that details those budgeted costs. The attachment is not inclusive of \$421K carried over from the current fiscal year for possible TAU purchase.

That leaves a total balance of \$6,627,684 dedicated to North Lake Tahoe marketing, transit and capital projects. Given that amount is \$427,684 higher than the previous fiscal year base budget, at this juncture, I am not comfortable increasing it by an estimated current year fund balance. It seems the best approach is to reallocate any fund balances from both the County and Resort Association following the fiscal year close. Please let me know if you have any questions on any of this.

I have submitted a request for the Resort Association to host the Board of Supervisors on April 19 (location TBA), but we are not yet certain we will be having a two day meeting. I'll have to get back to you on that once I return from vacation on March 28.

I'll be your initial point person with Jerry if the Resort Association Board makes a recommendation. Changing the ordinance is a fairly lengthy process, and I'm sure he and his staff will want to consider associated costs and ongoing monitoring before they decide whether or not to bring it forward for Board review and approval.

Thanks for reaching out Sandy.

-Jennifer

**JENNIFER MERCHANT**

DEPUTY CEO- LAKE TAHOE  
 530-546-1952  
[jmerchan@placer.ca.gov](mailto:jmerchan@placer.ca.gov)

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**From:** Sandy Evans Hall [mailto:sandy@gotahoenorth.com]  
**Sent:** Tuesday, March 15, 2016 12:48 PM  
**To:** Jennifer Merchant  
**Subject:** 2016-17 TOT budget

Jennifer,

Thank you for providing us with the starting number so early – it really helps with our outreach to committees this month. When do you think we will see the county services and costs associated with those? Also, will there be an opportunity to add a portion of the projected fund balance to the total budget this year?

<b>Expenditures</b>	
Sheriff Patrol	39,570
Animal Control - Tahoe Beach Patrol	41,260
TART - Base Services	345,400
TART - Peak Season	197,200
North Tahoe PUD	89,636
Tahoe City PUD	102,390
DPW Peak Season Snow Removal	100,000
NTBA - ED	75,000
TCDA - ED	75,000
Placer County Visitor's Bureau - ED	40,000
Placer County Film Office - ED	56,600
Audit East Slope - Auditor	40,000
Revenue Services	93,587
General Liability Insurance	5,304
Countywide System Charges	11,368
<b>TOTAL COUNTY SERVICES</b>	<b>1,312,316</b>

## Monthly Report February 2016

## CONFERENCE REVENUE STATISTICS

North Shore Properties

## Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 2/29/16:	\$2,866,421	\$2,118,112	35%
Forecasted Commission for this Revenue:	\$151,592	\$113,487	34%
Number of Room Nights:	15137	10428	45%
Number of Delegates:	17329	5732	202%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	121	97	25%

<u>Monthly Detail/Activity</u>	<u>February-16</u>	<u>February-15</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$351,190	\$416,981	-16%
Projected Commission:	\$7,690	\$32,217	-76%
Room Nights:	2118	2223	-5%
Number of Delegates:	653	902	-28%
	4 Corp., 1		
	Assn., 1		
	Incentive		
	House, 1 Film	2 Corp., 2 Smf,	
Booked Group Types:	Crew	1 Assn.	
Lost Business, # of Groups:	6	2	

<u>Arrived in the month</u>	<u>February-16</u>	<u>* Est.</u>	<u>February-15</u>	
Number of Groups:	7		1	
Revenue Arrived:	\$232,521		\$19,368	1101%
Projected Commission:	\$11,785		\$1,936	509%
Room Nights:	762		82	829%
Number of Delegates:	513		100	413%
	4 Corp, 1 Assn.,			
	1 TA/Incentive			
	House, 1 Film			
Arrived Group Types:	Crew		1 Smf.	

<u>Monthly Detail/Activity</u>	<u>January-16</u>	<u>January-15</u>	
<u>Number of Groups Booked:</u>	7	2	
Revenue Booked:	\$204,738	\$109,861	86%
Projected Commission:	\$9,150	\$6,498	41%
Room Nights:	1332	833	60%
Number of Delegates:	512	325	58%
	4 Corp, 2		
	Assoc. 1 Film		
Booked Group Types:	Crew	2 Assoc.	

Lost Business, # of Groups:	2	9	
<b><u>Arrived in the month</u></b>	<b><u>January-16</u></b>	<b>* Est.</b>	<b><u>January-15</u></b>
Number of Groups:	3		3
Revenue Arrived:	\$142,035		\$29,309 385%
Projected Commission:	\$1,039		\$250 316%
Room Nights:	723		121 498%
Number of Delegates:	212		89 138%
	2 Assoc, 1 Film		
Arrived Group Types:	crew		1 Corp, 2 Assn.
	2 Assoc, 1 Film		
Arrived Group Types:	crew		1 Corp, 2 Assn.

<b>Monthly Detail/Activity</b>	<b><u>December-15</u></b>		<b><u>December-14</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>4</b>		<b>3</b>
Revenue Booked:	\$60,419		\$96,912 -38%
Projected Commission:	\$2,655		\$4,564 -42%
Room Nights:	393		740 -47%
Number of Delegates:	128		540 -76%
Booked Group Types:	3 Corp, 1 Govt.		3 Smf
Lost Business, # of Groups:	2		5

<b><u>Arrived in the month</u></b>	<b><u>December-15</u></b>	<b>* Est.</b>	<b><u>December-14</u></b>
Number of Groups:	1		0
Revenue Arrived:	\$9,119		\$0
Projected Commission:	\$0		\$0
Room Nights:	68		0
Number of Delegates:	35		0
Arrived Group Types:	1 Corp.		0
Arrived Group Types:	1 Corp.		0

<b>Monthly Detail/Activity</b>	<b><u>November-15</u></b>		<b><u>November-14</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>2</b>		<b>5</b>
Revenue Booked:	\$20,326		\$225,094 -91%
Projected Commission:	\$656		\$9,249 -93%
Room Nights:	113		1360 -92%
Number of Delegates:	204		1533 -87%
			1 Film, 1 Corp,
Booked Group Types:	1 Corp, 1 Smf		1 Smf, 2 Assn.
Lost Business, # of Groups:	5		6

<b><u>Arrived in the month</u></b>	<b><u>November-15</u></b>		<b><u>November-14</u></b>
Number of Groups:	0		1
Revenue Arrived:	\$0		\$12,375
Projected Commission:	\$0		\$1,856
Room Nights:	0		75
Number of Delegates:	0		18
Arrived Group Types:	0		1 Film crew

<b>Monthly Detail/Activity</b>	<b><u>October-15</u></b>		<b><u>October-14</u></b>
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<b><u>Number of Groups Booked:</u></b>	<b>5</b>	<b>4</b>	
Revenue Booked:	\$216,914	\$44,208	391%
Projected Commission:	\$16,653	\$895	1761%
Room Nights:	503	260	93%
Number of Delegates:	245	180	36%

Booked Group Types:	3 Corp., 2 Assn.	1 Corp, 3 Smf
Lost Business, # of Groups:	2	6

<b><u>Arrived in the month</u></b>	<b><u>October-15</u></b>	<b><u>October-14</u></b>	
Number of Groups:	<b>4</b>	<b>4</b>	
Revenue Arrived:	\$378,115	\$74,408	408%
Projected Commission:	\$37,596	\$1,160	3141%
Room Nights:	2214	510	334%
Number of Delegates:	10792	568	1800%
		2 Corp, 1 Assn.	
Arrived Group Types:	3 Corp, 1 Smf	1 Smf	

<b>Monthly Detail/Activity</b>	<b><u>September-15</u></b>	<b><u>September-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>8</b>	
Revenue Booked:	\$18,378	\$367,511	-95%
Projected Commission:	\$693	\$28,336	-98%
Room Nights:	150	3417	-96%
Number of Delegates:	70	2115	-97%
	1 Smf, 1 Ca	2 Corp, 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	8	5	

<b><u>Arrived in the month</u></b>	<b><u>September-15</u></b>	<b><u>September-14</u></b>	
Number of Groups:	<b>9</b>	<b>9</b>	
Revenue Arrived:	\$593,894	\$537,101	11%
Projected Commission:	\$20,604	\$7,879	162%
Room Nights:	3170	2782	14%
Number of Delegates:	986	1675	-41%
Arrived Group Types:	2 Corp, 2	4 Assoc., 1	

<b>Monthly Detail/Activity</b>	<b><u>August-15</u></b>	<b><u>August-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>7</b>	
Revenue Booked:	\$40,570	\$328,584	-88%
Projected Commission:	\$3,884	\$14,879	-74%
Room Nights:	264	1452	-82%
Number of Delegates:	224	723	-69%
		4 Smf, 2 Corp.,	
Booked Group Types:	2 Corp. 1 Smf	1 Assn., 1 Govt	
Lost Business, # of Groups:	7	4	

<b><u>Arrived in the month</u></b>	<b><u>August-15</u></b>	<b><u>August-14</u></b>	
Number of Groups:	<b>7</b>	<b>8</b>	
Revenue Arrived:	\$273,081	\$44,210	518%
Projected Commission:	\$21,858	\$1,739	1157%

Room Nights:	1723	252	584%
Number of Delegates:	521	278	87%
Arrived Group Types:	3 Corp., 2	2 Corp, 1	

**Monthly Detail/Activity**

	<b><u>July-15</u></b>	<b><u>July-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>4</b>	
Revenue Booked:	\$119,459	\$156,104	-23%
Projected Commission:	\$3,023	\$1,075	181%
Room Nights:	850	636	34%
Number of Delegates:	10390	390	2564%
	1 Ca Assoc, 1 Corp, 1 Smf, 1		
Booked Group Types:	Assoc.	2 Assoc, 2 Corp	
Lost Business, # of Groups:	4	1	

**Arrived in the month**

	<b><u>July-15</u></b>	<b><u>July-14</u></b>	
Number of Groups:	7	12	
Revenue Arrived:	\$569,373	\$546,907	4%
Projected Commission:	\$18,614	\$23,673	-21%
Room Nights:	2686	2103	28%
Number of Delegates:	1790	898	99%
	4 Corp., 1 Ca Assoc., 1 Smf, 1	6 Smf, 2 Corp, 2 Assoc. 2	
Arrived Group Types:	Govt.	Seminars	

<b>For 2016/17:</b>	<b>\$1,660,771</b>	<b>\$2,000,000</b>
<b>For 2017/18:</b>	<b>\$387,254</b>	<b>\$750,000</b>

<b>NUMBER OF LEADS Generated as of 2/29/16:</b>	<b>125</b>
YTD 2/28/15:	99
YTD 2/28/14:	117

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

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

## Monthly Report February 2016

## CONFERENCE REVENUE STATISTICS

South Lake Tahoe

## Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 2/29/16:	\$206,772	\$735,009	-72%
Forecasted Commission for this Revenue:	\$18,180	\$29,842	-39%
Number of Room Nights:	1637	5121	-68%
Number of Delegates:	797	2381	-67%
Annual Commission Projection:	\$10,000	\$30,000	-67%

Monthly Detail/Activity	<u>February-16</u>	<u>February-15</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$43,804
Projected Commission:	\$0	\$0
Room Nights:	0	345
Number of Delegates:	0	235
Booked Group Types:		1 Corp. 1 Assoc.

<u>Arrived in the month</u>	<u>February-16</u>	*Est.	<u>February-15</u>	
Number of Groups:	1		2	
Revenue Arrived:	\$95,215		\$9,973	855%
Projected Commission:	\$14,282		\$368	3781%
Room Nights:	626		56	1018%
Number of Delegates:	170		19	795%
Arrived Group Types:	1 Corp.		1 Smf, 1 Corp.	

Monthly Detail/Activity	<u>January-16</u>	<u>January-15</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$21,882
Projected Commission:	\$0	\$1,289
Room Nights:	0	175
Number of Delegates:	0	118
Booked Group Types:		1 Corp. 1 Assoc.

<u>Arrived in the month</u>	<u>January-16</u>	<u>January-15</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$3,141
Projected Commission:	\$0	\$0
Room Nights:	0	29
Number of Delegates:	0	15
Arrived Group Types:		1 Smf

Monthly Detail/Activity	<u>December-15</u>	<u>December-14</u>
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>0</b>
Revenue Booked:	\$95,215	\$0
Projected Commission:	\$14,282	\$0
Room Nights:	626	0
Number of Delegates:	170	0
Booked Group Types:	1 Corp.	

<b><u>Arrived in the month</u></b>	<b><u>December-15</u></b>	<b><u>December-14</u></b>
Number of Groups:	1	0
Revenue Arrived:	\$3,592	\$0
Projected Commission:	\$537	\$0
Room Nights:	20	0
Number of Delegates:	20	0
Arrived Group Types:	1 Corp.	

Monthly Detail/Activity	<u>November-15</u>	<u>November-14</u>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$25,280	\$20,898	21%
Projected Commission:	\$0	\$0	
Room Nights:	241	180	34%
Number of Delegates:	150	60	150%
Booked Group Types:	1 Assn.	1 Corp.	

<b><u>Arrived in the month</u></b>	<b><u>November-15</u></b>	<b><u>November-14</u></b>
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:		

Monthly Detail/Activity	<u>October-15</u>	<u>October-14</u>
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>0</b>
Revenue Booked:	\$3,592	\$0
Projected Commission:	\$537	\$0
Room Nights:	20	0
Number of Delegates:	20	0
Booked Group Types:	1 Corp.	

<b><u>Arrived in the month</u></b>	<b><u>October-15</u></b>	<b><u>October-14</u></b>
Number of Groups:	3	0
Revenue Arrived:	\$44,564	\$0
Projected Commission:	\$2,099	\$0
Room Nights:	187	0
Number of Delegates:	134	0
Arrived Group Types:	1 Corp, 1 Assn., 1 Smf	

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>1</b>	
Revenue Booked:	\$11,830	\$38,493	-69%
Projected Commission:	\$0	\$1,925	
Room Nights:	101	230	-56%
Number of Delegates:	96	200	-52%
Booked Group Types:	1 Ca Assn., 2 Smf	1 Smf.	
 <b><u>Arrived in the month</u></b>	 <b><u>September-15</u></b>	 <b><u>September-14</u></b>	
Number of Groups:	2	4	
Revenue Arrived:	\$31,347	\$521,681	-94%
Projected Commission:	\$1,567	\$27,677	-94%
Room Nights:	270	3664	-93%
Number of Delegates:	120	1645	-93%
Arrived Group Types:	1 Corp., 1 Smf	2 Corp., 1 Assn., 1 Smf	
 <b>Monthly Detail/Activity</b>	 <b><u>August-15</u></b>	 <b><u>August-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>2</b>	
Revenue Booked:	\$139,320	\$9,603	1351%
Projected Commission:	\$6,966	\$481	
Room Nights:	1220	80	1425%
Number of Delegates:	300	30	900%
Booked Group Types:	1 Assn.	2 Smf	
 <b><u>Arrived in the month</u></b>	 <b><u>August-15</u></b>	 <b><u>August-14</u></b>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$32,748	-100%
Projected Commission:	\$0	\$4,912	-100%
Room Nights:	0	93	-100%
Number of Delegates:	0	30	-100%
Arrived Group Types:	0	1 Smf.	
 <b>Monthly Detail/Activity</b>	 <b><u>July-15</u></b>	 <b><u>July-14</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>1</b>	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf.	
 <b><u>Arrived in the month</u></b>	 <b><u>July-15</u></b>	 <b><u>July-14</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$30,232	\$32,748	-8%
Projected Commission:	\$1,749	\$4,912	-64%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrived Group Types:	1 Assoc., 2 Smf	1 Smf.	

**NUMBER OF LEADS Generated as of 2/29/16: 125**

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

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



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

## **NLTRA Executive Committee**

Tuesday, March 15, 2016

7:30 a.m.

NLTRA Offices

### **Report**

#### **A. Open Session**

1. Items for Board Agenda – April 6  
**Sandy will talk to Jennifer Merchant about possible TOT ordinance change and find out how to best bring it to the County.**
2. Strategic Discussion ideas
  - a. Strategy for increasing Destination Visitor segment of market
  - b. Placer Recreational Facilities Master Plan – Andy Fischer
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. **Presentation requests: Squaw Valley (April – meet in Squaw), Martis West/Brockway Campgrounds (May), Orthopedic Advisory Committee**
  - e. Homewood Development Update
3. Financial Reports Update – Al Priester  
**Al reported that we have another accounting temp that is focused on the credit card expenditures and employee expense reports that have been requested by the County. He plans to have financial reporting with actuals to budget by department ready by March 28 for the Finance Committee packet.**
4. Amount for 2016/17 budget with County - \$6.4M – Scope of Work and budget process are beginning with outreach to committees  
**The budget amount for 2016/17 was originally \$6.4M after county services have been removed. This amount has been adjusted by Jennifer Merchant to be \$6,627,684. County Services are \$1,312,316. Staff is working on gathering information from committees to assist with development of the Scope of Work and contract budget which will be before the NLTRA board on May 4 for approval and to the County on May 6.**
5. Follow up from TPC presentation March 2  
**Following the presentation by TPC at the last board meeting, there was a discussion by a couple of organizations to fund the Workforce Project. Staff is asking for direction from the board to coordinate this collection of funds and work directly**

with TPC to engage the NLT business community with the business walks and following market research. This will be presented under the Administration Report by Sandy on the Board agenda.

6. Organization Structure Task Force – SWOT Analysis (see attached)  
Sandy gave an update of the process to date and provided copies of the SWOT Analysis, explaining that she was working on recurring themes for each of the four areas. Meetings will alternate between the NTPUD offices in Tahoe Vista and TCPUD offices in Tahoe City.
7. Contract Compliance – review spreadsheet  
Sandy will work on comparing the spreadsheet to the contract compliance calendar that the staff is currently using. She will note other non-compliance items other than dates in the calendar and make sure that all staff is aware of the tracking system being used.
8. Engage Steve Gross on contract negotiation? – have left him a message  
No discussing on this item.
9. Transit Vision – April 18-19 BOS meeting in Tahoe Staff will let everyone know the date and time of this item on the BOS agenda to encourage support.
10. Joint Board Meeting with Board of Supervisors? – County thinks it may not be necessary  
Staff will see if it is possible to host the Board of Supervisors reception in lieu of having a joint board meeting.
11. Contributions for the 62<sup>nd</sup> Annual Community Awards and Silent Auction  
Sandy will provide auction donation forms to all members of the board. It was requested that with all the awards, there be no acceptance speeches. Sandy will relay that request to Ginger. Attendance is looking very strong so far.
12. Information requested from Board re: Marc Sabella review  
Sandy provided the requested information.
13. Other Business



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April 6, 2016

**Subject: Monthly Activity Report—March, 2016**

**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 North Tahoe Truckee Transportation Vision will be presented to the Placer County Board of Supervisors requesting approval to move forward with initiating the Placer County portion of the Vision.
- PCTPA has completed a County-wide voter polling of the proposed ½ cent Transportation Sales Tax ballot initiative, which is showing that voter approval percentage has increased to 63%.
- PCTPA Board will make a decision as to putting the sales tax measure on the November ballot at its April 27<sup>th</sup> meeting.
- The NLTRA Board said the NLTRA should support the County-wide sales tax measure and the suggested items in the proposed North Tahoe expenditure plan. The Board said a greater outreach should occur to North Lake Tahoe voters to help determine the order of priority with Transit, Trails, and Road maintenance expenditures that would be funded by the sales tax.
- Staff is working with the RTTVC and FM3 consulting firm to prepare a survey more specific to NLT voters.
- This will then be provided to Placer County and PCTPA for their review.
- The next RTTVC meeting will be May 5<sup>th</sup>.

**2. North Lake Tahoe Express**

- A new Business and Operational Plan draft was completed by the NLTE steering committee to set goals and direction for the NLTE over the next 3-5 years.
- The NLTRA Board approved the Plan at its November 4<sup>th</sup> meeting.
- A competitive procurement process (RFQ) for operator selection was issued on December 23<sup>rd</sup>, based on new B & O Plan.
- Proposals were received on February 3<sup>rd</sup>, then reviewed, and some additional information was requested and received from the proponents.
- The steering committee has now interviewed the strongest applicant and has started contract negotiation and preparation.
- It is anticipated that the contract will be in place well before the July 1 start date.

### 3. Tahoe Truckee Area Regional Transportation

- The new branding for the regional transportation services has been started, with a new logo appearing on schedules and other information.
- It is now appearing on new buses and existing buses as painting can be accomplished.
- Bus stop signage is now being installed to reflect the new brand.

### 4. North Tahoe and Donner Summit Ski Shuttles

- Both of these shuttle services have been completed for the 15/16 ski season.
- Final reporting will be available in May.

### 5. Winter Night Rider

- Service was provided by TART starting this winter season and ended April 3rd.
- Final reporting will be available in May.

### 6. Status of All On-Going Capital Investment Projects

- Project list as of March 31<sup>st</sup> is attached. These status reports contain scheduled project completion dates.
- March project invoices received for payment include:
  - SVPSD Winter Bike Trail Snow Clearing (2)
  - DPW Truckee River Corridor Access Plan
  - DPW Tahoe Pedestrian Safety Program
  - TCPUD Truckee River Trail Reconstruction

### 7. Annual “Call for Projects” Capital Investment TOT Funding Process

- The CI/T Committee reviewed and made recommendations on 12 TOT Funding Applications at its November 16 meeting.
- Committee recommended funding for 9 of the 12 projects for a total of \$1,381,000.
- The NLTRA Board approved the Committee recommendation at its December 2<sup>nd</sup> meeting, and recommended formal grant approval from the Board of Supervisors, for 11 projects totaling \$2,203,500.
- At its March 8<sup>th</sup> meeting, the BOS approved all projects and TOT funding as was recommended by the NLTRA Board and CI/T Committee.
- Approved TOT funds will be available as of July 1, 2016.
- Staff will prepare individual Agreements with each Grantee prior to any funding being invoiced.

### 8. Next Capital Investment/Transportation Committee Meeting

- The next Committee meetings are scheduled for **Monday, April 11, and Monday, April 25, 2016, 1:30 p.m. until 4:00 p.m., at the Tahoe City PUD.**
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- NLTRA Board
- TMA Board/Resort Triangle Transportation Vision Coalition
- LAFCo Board Meeting
- NLTRA Executive Committee
- Tahoe City Golf Course Oversight Committee
- Board of Supervisors Meeting
- North Lake Tahoe Express Committee
- Tahoe Transportation District Board
- NLTRA Finance Committee Meeting
- Olympic Museum Board Meeting
- PCTPA Board Meeting
- Fanny Bridge/Wye Workshop
- NLTRA Organization Task Force
- Placer County Economic Development Summit

**2015-2016 Project Funding Needs Status**  
**As of March 31, 2016**

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Approved Projects Expected Invoices	Project Code	Contract Completion	Contract Amount	Possible 15/16 Inv.	Notes
Wayfinding Signage Installation	A-3	9/30/2016	\$150,000	\$85,158	
N.T. Regional Park Trails and Wayfinding	A-8*	11/30/2016	\$135,000	\$135,000	
Tahoe City Field Station Wayfinding	A-10*	6/1/2016	\$6,250	\$3,134	
Dollar Creek Shared-use	B-2	10/30/2016	\$265,000	\$265,000	
Northstar/Martis Valley Bike Trail	B-4*	11/30/2016	\$502,048	\$416,652	
Truckee River Corridor Access Plan	B-5	10/31/2016	\$265,000	\$87,434	
Homewood Trail Construction	B-7	10/15/2016	\$600,000	\$200,000	
Tahoe Vista Recreation Area	B-8	11/11/2012	\$500,000	\$24,622	
Truckee River Trail Restoration	B-15*	10/31/2018	\$433,859	\$355,193	
Squaw Valley Bike Trail Rehabilitation	B-18*	6/30/2017	\$246,500	\$246,500	
North Tahoe Shared-Use Trail	B-3*	11/30/2015	\$100,000	\$95,672	
The Stages for Performing Arts	D-3	9/30/2014	\$96,000	\$2,293	
Tahoe Public Art Program	D-4	10/30/2016	\$160,000	\$134,152	
Lake Tahoe Water Interactive	D-5*	6/1/2016	\$65,000	\$65,000	
Speedboat Beach Access MP	E-4*	6/30/2016	\$50,000	\$50,000	
Community House	G-2	6/30/2016	\$400,000	\$400,000	
Fanny Bridge Hwy SR 89 Match	G-4	9/30/2016	\$496,667	\$496,667	
North Tahoe Parking Analysis	G-8	12/31/2015	\$66,000	\$1,569	
King's Beach Pier Concept Plan	G-9	6/30/2016	\$25,000	\$25,000	
King's Beach Boardwalk & Gateway Plan	G-13	6/30/2016	\$150,000	\$108,963	
Tahoe City Parking Project Plan	G-16*	6/30/2016	\$85,000	\$85,000	
Tahoe City Mobility Improvement Plan	G-15*	6/30/2016	\$85,000	\$78,517	
Signage-Mile Markers	H-1	On going	\$25,000	\$1,500	
Tahoe Pedestrian Safety Program	H-2	On going	\$18,000	\$4,618	
Regional Transit System Branding	J-2	9/30/2016	\$100,000	\$88,500	
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5*	6/30/2016	\$70,000	\$44,262	
<u>North Tahoe Barge Repair (Maint)</u>	<u>H-7*</u>	<u>1/30/2016</u>	<u>\$10,075</u>	<u>\$10,075</u>	

**Approved Projects Totals:**

\$3,510,481

\*Projects to be Started During 15-16

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## KEY METRICS FOR FEBRUARY 29, 2016 FINANCIAL STATEMENTS

## Total District 5 TOT Collections by Quarter 2010 - 2016 (Report for February 2016)

	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	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,693,925	\$ 2,527,484	\$ 3,513,396	\$ 1,866,998	\$ 12,601,803
2015-16	\$ 4,853,692	\$ 3,812,102	\$ 165,179	\$ -	\$ 8,830,973

## Visitor Information Comparative Statistics For Fiscal YTD 2012 - 2016

Referrals -	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Tahoe City:					
Walk In/Events	26,737	32,605	30,929	28,103	-9.14%
Phone/Email	2,024	2,218	1,882	1,856	-1.38%
Kings Beach (Walk In Only)	3,014	5,278	3,472	4,782	37.73%
Reno (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

## Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe

Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.41%
Second	\$ 529,470	\$ 481,165	\$ 557,614		
Third	\$ 724,645	\$ 589,226	\$ 582,694		
Fourth	\$ 488,100	\$ 521,965	\$ 498,918		
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,524,594	\$ 881,698	

## Unemployment Rates

	December 2013	June 2014	July 2015
California (pop. 38,332,521)	7.9%	7.1%	6.7%
Placer County (367,309)	6.5%	6.0%	5.2%
Dollar Point (1,215)	7.6%	7.1%	6.1%
Kings Beach (3,893)	6.5%	6.0%	6.8%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	5.7%
Tahoe Vista (1,433)	11.0%	10.1%	8.9%

## EDD

February 2016
5.5%
4.6%
1.1%
6.1%
5.1%
4.3%

## Destimetrics Reservations Activity Feb'16

	FYTD 14/15	FYTD 15/16	Change
Occupancy	50.8%	60.4%	18.8%
ADR (Average Daily Rate)	\$ 268	\$ 313	16.7%
RevPAR (Rev per Available Room)	\$ 136	\$ 189	38.6%
Occupancy 1 Mth Forecast	33.8%	47.1%	39.3%
ADR 1 Mth Forecast (Average Daily Rate)	\$ 229	\$ 248	8.6%
RevPAR 1 Mth Forecast (Rev per Avail. Rm)	\$ 77	\$ 117	51.2%
Occupancy (prior 6 months)	42.5%	50.3%	18.4%
ADR (prior 6 months)	\$ 247	\$ 254	2.7%
RevPAR (prior 6 months)	\$ 105	\$ 128	21.6%
Occupancy (next 6 months)	26.6%	29.1%	9.4%
ADR (next 6 months)	\$ 223	\$ 234	5.0%
RevPAR (next 6 months)	\$ 64	\$ 72	13.4%

## Infrastructure Fund Balances Held by Placer County

as of 12/31/15 (Reported Quarterly)	Total Chamber Membership
FY 2013-14 Contract	June 2012 510
FY 2014-15 Contract	June 2013 465
FY 2015-16 Contract	June 2014 457
Total Fund Balances	June 2015 474
	Feb 2016 491

## Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

	2014-15	2015-16	YOY % Change
FORWARD LOOKING (2015/16)	Actuals	Forecasted	
Total Revenue Booked through December	\$ 2,840,832	\$ 3,073,194	8.18%
Forecasted Commission for this Revenue	140,143	169,774	21.14%
Number of Room Nights	15,861	16,774	5.76%
Number of Tentative Bookings	77	79	2.60%

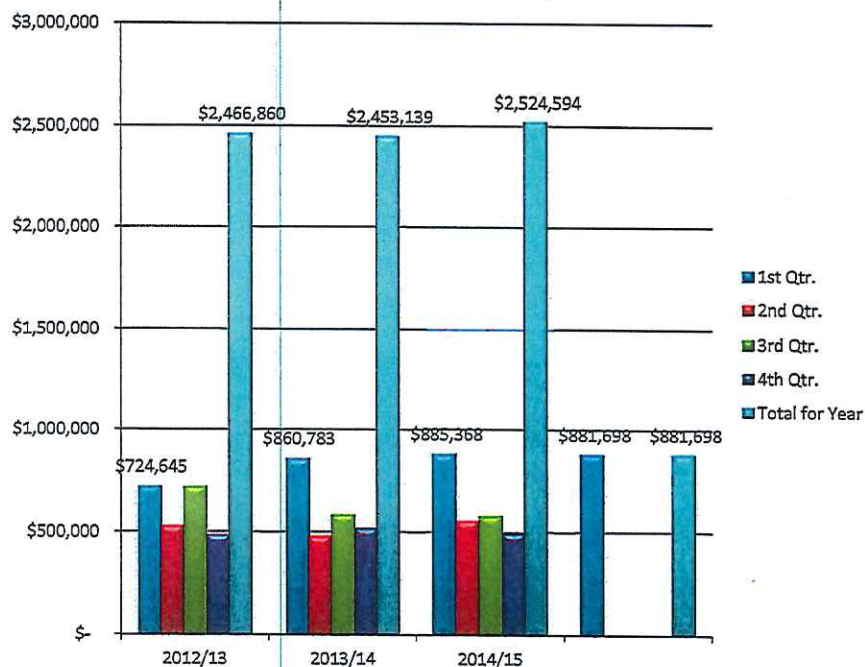
## CURRENT

NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%

## Conference Revenue And Percentage by County:

	14-15	15-16			
Placer	68%	71%	\$ 1,917,775	\$ 2,194,177	14.41%
Washoe	5%	7%	\$ 139,002	\$ 206,772	48.75%
South Lake	26%	21%	\$ 733,920	\$ 633,882	-13.63%
Nevada	2%	1%	\$ 50,135	\$ 38,363	-23.48%
Total Conference Revenue	100%	100%	\$ 2,840,832	\$ 3,073,194	8.18%

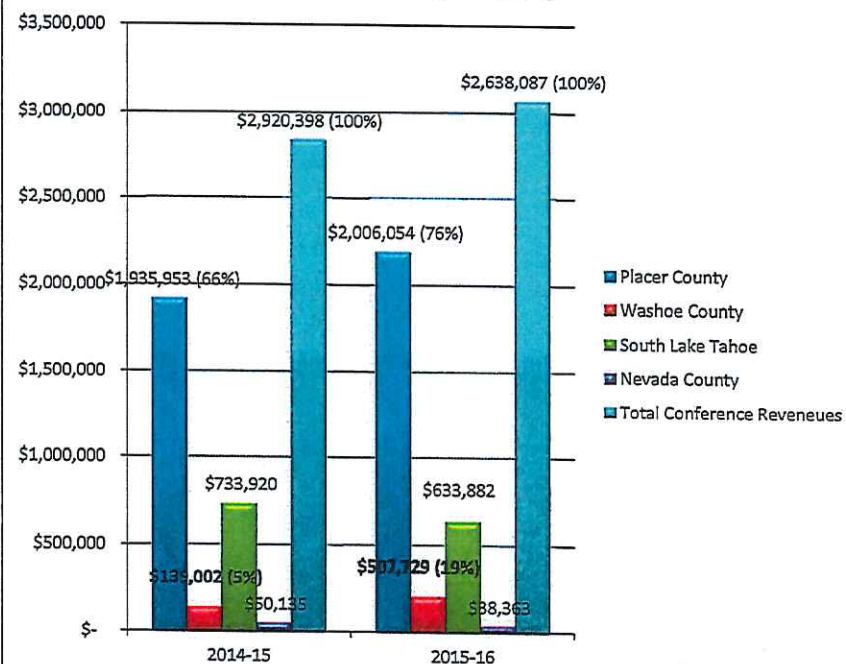
### Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.4%
Second	\$ 529,470	\$ 481,165	\$ 557,614	\$ -	
Third	\$ 724,645	\$ 589,226	\$ 582,694	\$ -	
Fourth	\$ 488,100	\$ 521,965	\$ 498,918	\$ -	
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,524,594	\$ 881,698	-65.1%

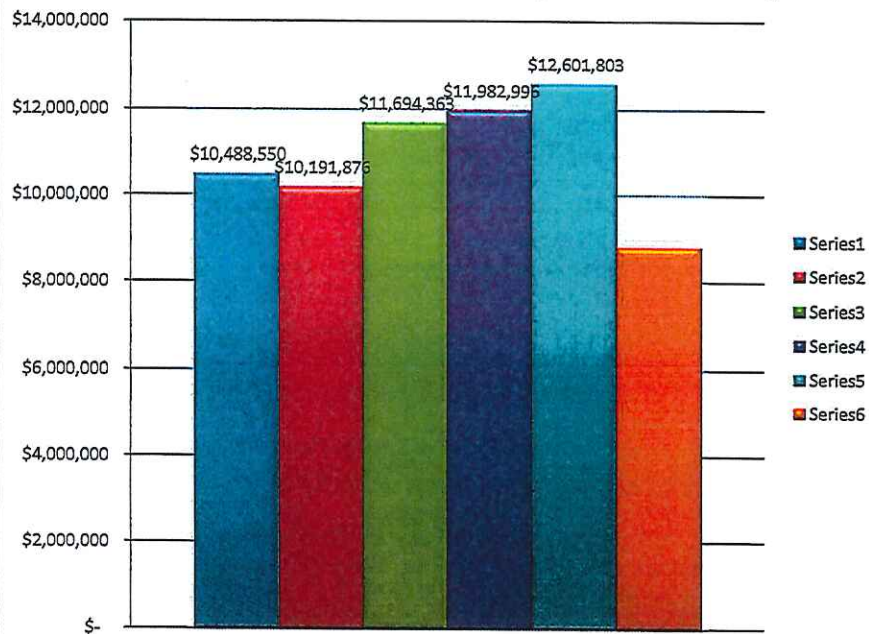
### Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

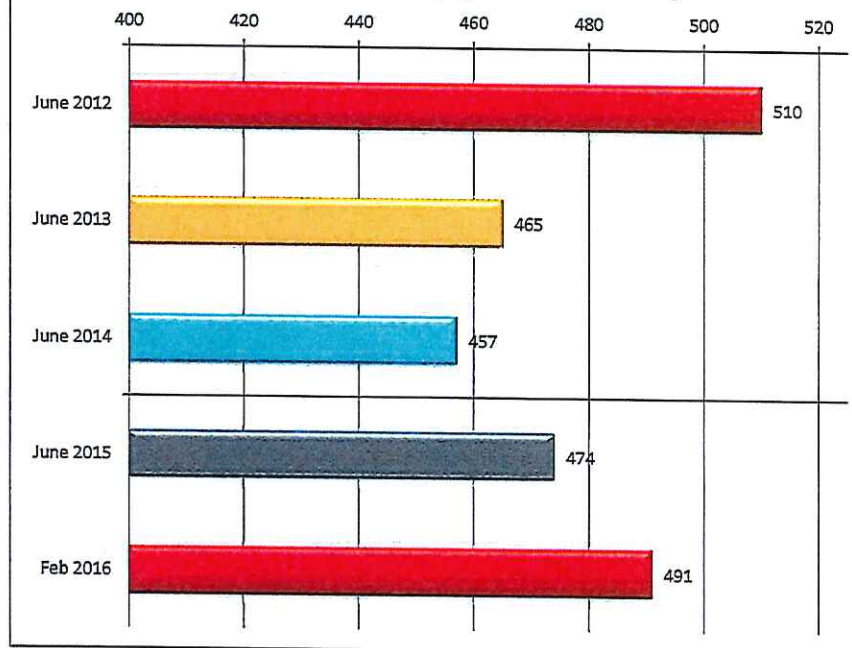
	2014-15	2015-16	YOY % Change
<b>FORWARD LOOKING (2015/16)</b>			
	Actuals	Forecasted	
Total Revenue Booked through December	\$ 2,840,832	\$ 3,073,194	8.18%
Forecasted Commission for this Revenue	140,143	169,774	21.14%
Number of Room Nights	15,861	16,774	5.76%
Number of Tentative Bookings	77	79	2.60%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
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<b>Conference Revenue And Percentage by County:</b>			
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Nevada	\$ 50,135	\$ 38,363	-23.48%
Total Conference Revenue	\$ 2,840,832	\$ 3,073,194	8.18%

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



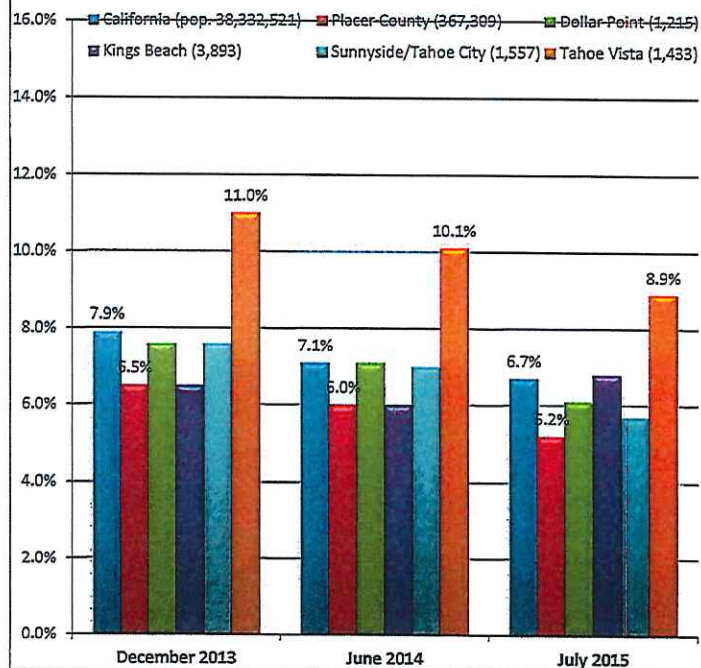
Total TOT Collections by Quarter 2010 - 2016 (through November 30, 2015)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4		Total
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343		\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224		\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425		\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102		\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955		\$ 12,519,234
2015-16	\$ 4,853,692	\$ 3,812,102	\$ -	\$ -		\$ 8,665,794

### Chamber Membership (# of Members)



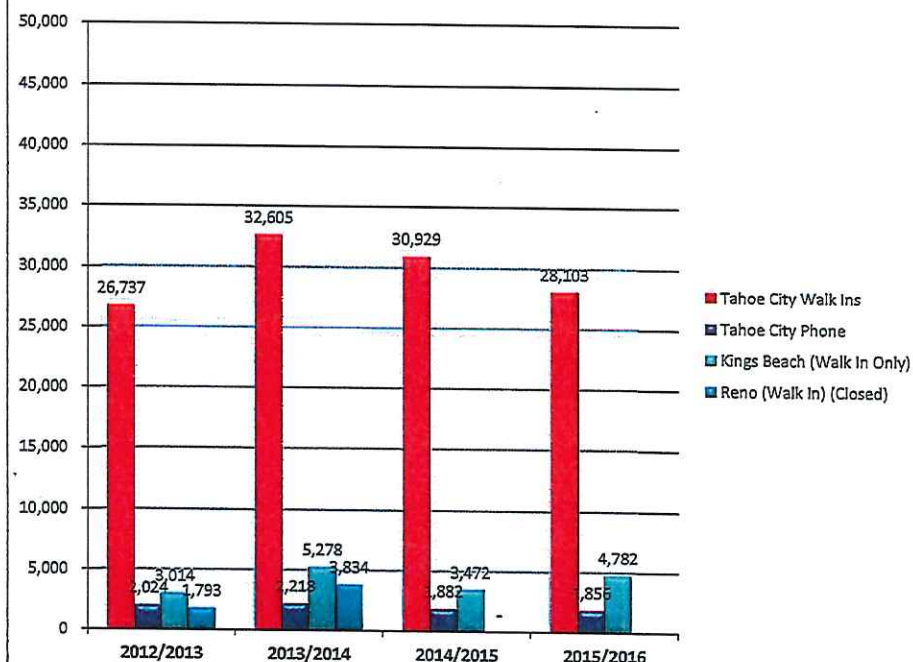
Chamber Of Commerce Total Membership	
June 2012	510
June 2014	457
June 2015	474
November 2015	491

### Unemployment Rates by Region



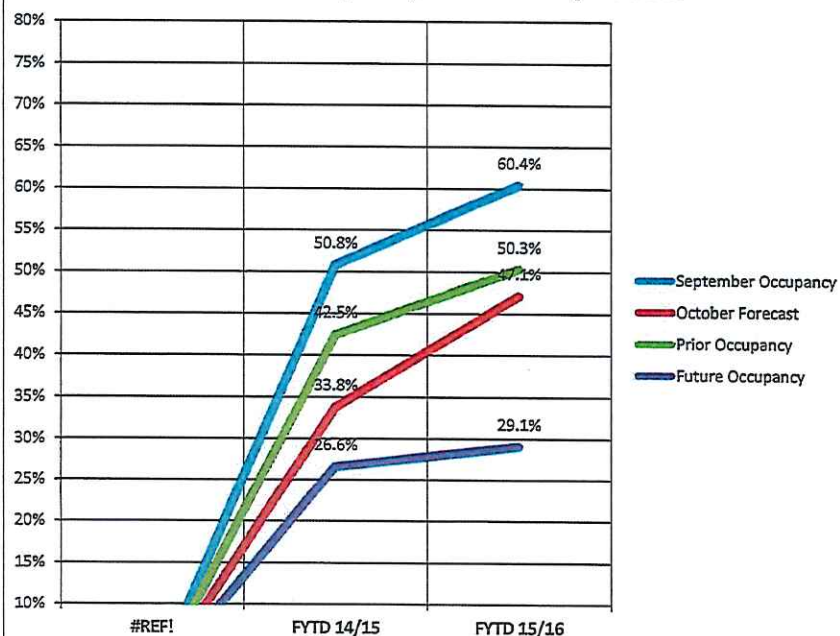
Unemployment Rates	December 2013	June 2014	July 2015
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Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	6.8%
Sunnyside/Tahoe City	7.6%	7.0%	5.7%
Tahoe Vista	11.0%	10.1%	8.9%

### Visitor Information - July - October YOY



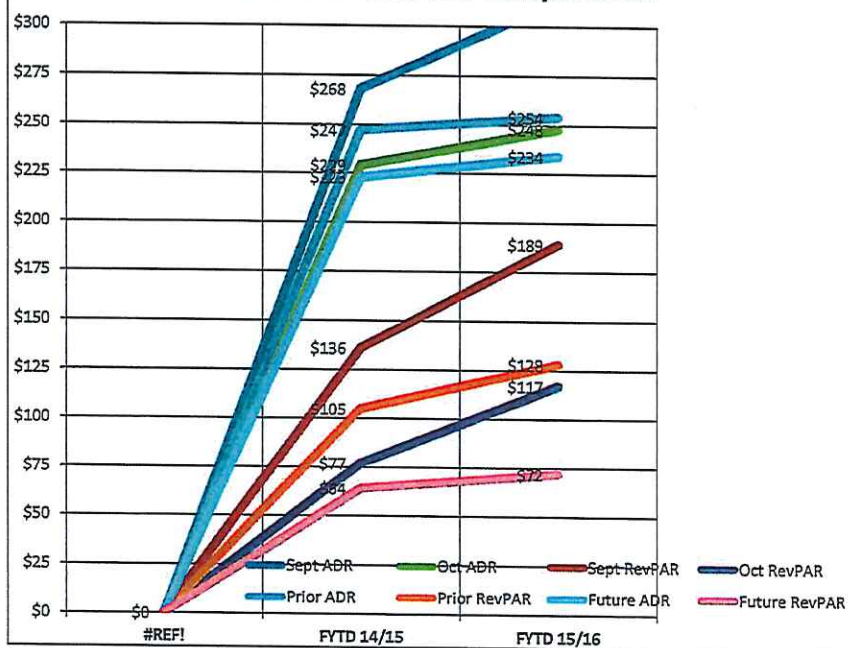
Visitor Information Statistics For Fiscal Years 2012 - 2015					
Referrals -	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	26,737	32,605	30,929	28,103	-9.14%
Phone	2,024	2,218	1,882	1,856	-1.38%
Kings Beach (Walk In Only, Jun-Sep)	3,014	5,278	3,472	4,782	37.73%
Reno (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	#REF!	FYTD 14/15	FYTD 15/16	Y-O-Y Change
Occupancy	#REF!	50.8%	60.4%	18.9%
Occupancy 1 Mth Forecast	#REF!	33.8%	47.1%	39.3%
Occupancy (prior 6 months)	#REF!	42.5%	50.3%	18.4%
Occupancy (next 6 months)	#REF!	26.6%	29.1%	9.4%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	#REF!	FYTD 14/15	FYTD 15/16	Y-O-Y Change
ADR (Average Daily Rate)	#REF!	\$268	\$313	16.8%
RevPAR (Rev per Available Room)	#REF!	\$136	\$189	39.0%
ADR 1 Mth Forecast (Average Daily Rate)	#REF!	\$229	\$248	8.3%
RevPAR 1 Mth Forecast (Rev per Avail. Rm)	#REF!	\$77	\$117	51.9%
ADR (prior 6 months)	#REF!	\$247	\$254	2.8%
RevPAR (prior 6 months)	#REF!	\$105	\$128	21.9%
ADR (next 6 months)	#REF!	\$223	\$234	4.9%
RevPAR (next 6 months)	#REF!	\$64	\$72	12.5%