MEMORANDUM
COUNTY EXECUTIVE OFFICE
ADMINISTRATION
County of Placer

TO:	Honorable Board of Supervisors
FROM:	David Boesch, County Executive Officer
	By: Jennifer Merchant, Deputy County Executive Officer
DATE:	October 25, 2016
SUBJECT:	Presentation by the North Lake Tahoe Resort Association – Part I – FY 2015-16 Year End Overview, Part II – *FY 2016-17 Organizational Work Plan*

ACTION REQUESTED
Receive a presentation by the North Lake Tahoe Resort Association on successes and challenges from FY 2015-16 and the updated *FY 2016-17 Organizational Work Plan.*

BACKGROUND
On June 21, 2016, your Board approved a fourth amendment and restatement of the agreement between Placer County and the North Lake Tahoe Resort Association (Resort Association) for the Resort Association's services to promote tourism and make recommendations to your Board for funding infrastructure projects to enhance the built environment in North Lake Tahoe communities. That agreement calls for the Resort Association to make a presentation to your Board on the FY 2015-16 Year End Overview and the *FY 2016-17 Organizational Work Plan.*

Presentation Part I – FY 2015-16 Year End Overview – Part I will highlight performance indicators in the Tourism, Visitor Information, Transportation and Capital Improvement departments as outlined in the approved FY 2015-16 Scope of Work. The presentation also includes strategies and lessons learned as required by Attachment E of the FY 2016-17 Contract.

Presentation Part II – *FY 2016-17 Organizational Work Plan* – Part II will outline strategies for marketing and sales, visitor information, transportation and capital improvements that support the *2015 Tourism Master Plan* and are consistent with the approved FY 2016-17 Contract and Scope of Work.

The North Lake Tahoe Resort Association *FY 2016-17 Work Plan* is also attached and has been approved by the Resort Association's Board of Directors as required by the current agreement with the County. The Work Plan is consistent with the FY 2016-17 Contract and Scope of Work approved by your Board on June 21, 2016. The Work Plan includes objectives, strategies and tactics, performance indicators as identified in the Scope of Work and resources required to achieve each objective.

FISCAL IMPACT
There is no impact to the County's General Fund. The funding from the Resort Association's contract comes from Transient Occupancy Tax collected in eastern Placer County and was approved by your Board in the FY 2016-17 Final Budget.

ATTACHMENT
North Lake Tahoe Resort Association *FY 2016-17 Organizational Work Plan*

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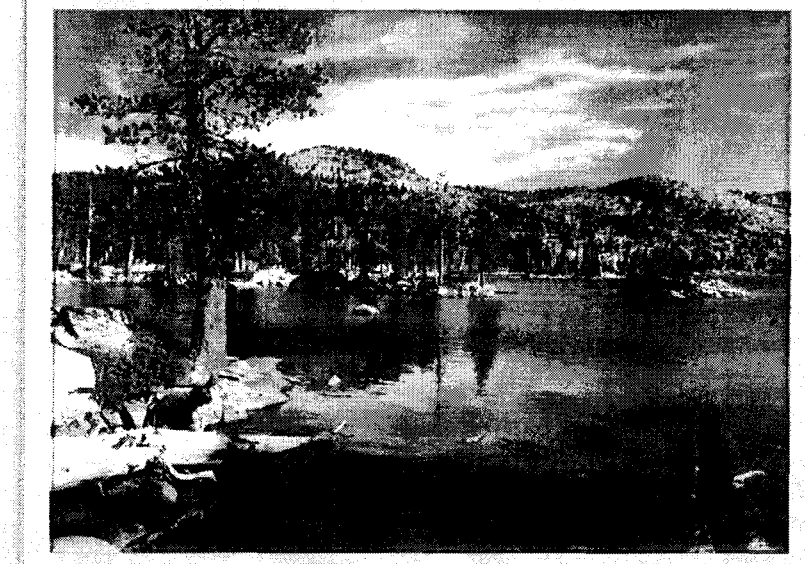
2016-17 Work Plan



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2015-2020 Strategic Goals

Marketing, Sales and Visitor Information

By 2020, we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014/15. *10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics) *Increase engagement by Millennials by 20%, Increase occupancy in September/October and May/June by 20%.

By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2014-15. *Reach 111,000 people through new audiences.

Transportation and Capital Investments

By 2020, we will have taken a leadership role to advocate for Funding to implement the Transit Vision.

By 2020, we will have advised the Placer County Board of Supervisors and advocated for improved Tourist –Serving infrastructure in North Lake Tahoe as identified in the 2015 Tourism Development Master Plan.

Organization Capacity

By 2020, we will have strengthened the Chamber of Commerce through Economic Development and Advocacy programs, seeking solutions to business challenges, and increasing community engagement by 20% over 2014/15. *Increase membership by 20% from 475 to 570, increase social engagement with Chamber platforms by 20%.

By 2020, we will have an improved Relationship with Placer County.

By 2020, NLTRA will have advocated for expanded TOT and/or non-TOT funding to support strategic goals. *5 year goal is $3M

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Marketing, Sales and Events

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Marketing, Sales and Events

Goals

- Increase visitor awareness of all amenities offered in the region;
- Focus on driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter;
- Increase visitation to the destination during mid-week and strike zone time periods;
- Increase average length of stay per visitor and total number of visitors arriving by air.

Objectives

By 2020, we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014/15. *10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

2016-17 Strategies and Tactics

Advertising

- Work with our partners from Reno Air Services Corporation (RASC) to increase direct air service, and existing capacity from Southern California and other domestic feeder markets.
- Niche audiences and meeting planners will be targeted exclusively through specific content, marketing channels, such as email, search engine marketing, paid social and direct-to-publisher – to facilitate lead generation and visitation.
- Increase long-haul group/conference business. Meeting and event planners are more likely to book during off-season and mid-week, and attendees are more likely to extend stay prior or post event.
- Develop travel package deals and contests with airlines currently flying into Reno.
- Use digital media to test new markets with direct lift into Reno.
- Place large-format video billboards in the international arrivals terminals of LAX and San Francisco International Airport during peak travel times.
- Develop more interest-based itineraries on the website for long-haul visitors who are not acquainted with North Lake Tahoe:
    - Work with local experts, visiting celebrities, major influencers to develop 4 and 5-day itineraries. Create online videos of each itinerary and post on

GoTahoeNorth.com. Partner with the Abbi Agency to share the itineraries and videos on social media.

— Develop in-market GPS-based app that links to the itineraries and provides audio and visual insights for key North Lake Tahoe locations and activities.

Public Relations – Social Media

2016-2017 Strategy: Engage consumers in the long lead travel planning process through personalized emotion-driven content shifting from a telling to showing approach.

- Launch a brand journalism strategy on the blog to include emphasis on visual, descriptive content connecting readers to the stories of the destination. Strategy also includes giving the blog a defined voice and name. Amplify blog content through paid strategy, creating better relationship between content and advertising strategy.
- Create and implement a personalized newsletter strategy including segmentation, drip marketing techniques and tracking in order to personalize content based on personas – including specialized blog posts, deals, giveaways, stories, and tips.
- Use regional and national influencers to engage new nonstop flight markets consistently with North Lake Tahoe's social media message.
- Highlight midweek offerings of North Lake Tahoe via a persona-based campaign, bookending major events and weekends providing additional reasons to stay or areas to explore all through the view of a local.
- Implement content-driven techniques that close the gap between mobile and desktop by creating adaptable content for each platform.
- Arrange targeted press trips for media reaching the destination's target audience based on psychographic vs. demographic audience based on the brand pillars.

Leisure Sales

- Strengthening relationships with our international offices to drive tourism year round and mid-week during winter and summer seasons.
- Standardize webinar trainings to increase both international and domestic availability for sales trainings focusing on mid-week stays.
- Monitor brochure information and online information to ensure NLT year round messaging.
- Increase activity product placement in order to generate more incentive for long term visitation with inclusion in activity itineraries.
- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) on-line travel agents (OTA's); 2) travel agent consortiums; and, 3) domestic and international tour operators.
- Serve as the primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with, but not limited to Visit California, Travel Nevada and the High Sierra Visitor Council.
- Serve as the primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.

- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.

Conference Sales

- Foster direct relationships at industry meetings and trade shows with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.
- Focus on Washington DC and East Coast associations (survey meeting/group properties to get fresh insights into current and desired future group customers).
- Improve group/conference/meetings presence on GoTahoeNorth.com. Expand content, include user-generated (testimonials, planner tips, blogs etc.), include downloadable planner tool-kit to help boost meeting/event attendance.
- Develop evergreen group/meeting-focused collateral for tradeshows, mailers, etc.
- Develop quarterly email campaigns to highly-targeted, double-opt in lists, publications lists, etc. to maintain ongoing communication with planners so that North Lake Tahoe is top-of-mind when destination selections are being made.
- Work with our social media team to engage key nationally known influencers on LinkedIn.

Events

- Develop or recruit one special event with national and/or international television coverage in an identified initiative area and/or during a strike zone period.
- Sports Commission Marketing
    - Target event rights holders who have a national presence and events that draw attendees from all over the country such as: Lacrosse, triathlons, extreme athlete challenges, soccer, cycling, running and mountain biking. These groups have an affinity for air travel.
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

Performance Indicators

Advertising – Marketing

- Increase number of travelers arriving by air by 3% into Reno (RNO) as compared to FY 2015-16.
- Number of lodging referrals increased by 5% over FY 2014-15 during Sept/Oct.

Public Relations - Social Media

- Increase blog's Unique Visitors per Month (UVM) by 10 percent YOY.
- Increase referrals from blog to other gotahoenorth.com pages by 5 percent YOY.
- Increase social media engagement in nonstop flight markets by 5 percent YOY.
- Increase newsletter click-through by 7 percent YOY.
- Increase media coverage in nonstop fly markets by 10 percent YOY.
- This year we will begin measuring *share of voice*. Share of voice is defined as the amount of coverage North Lake Tahoe received in its media coverage – extensive, significant and brief mentions. Therefore, we will be changing this KPI to "Reaching a North Lake Tahoe share of voice mix of 55% extensive mention, 30% significant mention, and 15% brief mention."
- Increase media clips out of drive market by 10% from fiscal year 2015-16.
- Grow message penetration of stories by 10 percent in each of the brand pillars (Family, Hotel, Wellness, Recreation, and Food, Culture & Dining).

Leisure Sales

- Host two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 10% over FY 2015-16.
- Create a travel industry page that connects directly to gotahoenorth.com to highlight the year round destination.
- Attempt to create a leisure sales tracking program with OTAs and/or domestic and international tour operators. This confidential document will allow us to track peak and non-peak room nights.

Conference Sales

- Increase TOT associated with actualized group and meetings business from outside the drive market by 5% over FY 2015-16.
- Increase total leads generated from outside our drive market by 5% YOY.
- Increase total booked revenue from outside our drive market by 5% YOY.

Events

- One or more new events with national and international television coverage held during a strike zone in FY 2016-17.

Resources Required

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.

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Marketing, Sales and Events

Objectives

By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics). Increase engagement by Millennials by 20%, Increase occupancy in September/October and May/June by 20%.

2016-17 Strategies and Tactics

Advertising

Create a Millennial strategy to attract larger numbers of this age group to the destination. This includes a focus on targeted digital marketing, research and promotional tactics including, but not limited to:

- Effective digital media execution, leveraging an array of strategic targeting tactics to achieve the intended results of the designated objectives. By employing a full-funnel path-to-acquisition approach, a conversion-focused strategy will engage target audiences and drive users to key points of acquisition – increasing the lift in occupancy. Gathering relevant user data through innovative technology – audience segmented look-alike modeling – will work towards crafting persona profiles, which will be used to optimize campaign performance.
- Conduct new primary research to gain an intimate understanding of how Millennials currently perceive North Lake Tahoe, why do they come to North Lake Tahoe – or why don't they come, what are they looking for in an outdoor activity based destination, how they research, plan and book travel, etc.
- Integrate more user-generated content into GoTahoeNorth – guest bloggers, reviews, photos, videos, etc. (User Generated Content 'UGC' is the most trusted information source for Millennials).
- Coordinate digital advertising promotions and contests to collect user-generated content from social media on an ongoing basis.

- Customize our newsletters based on personal interests. This will increase interest and registrations. It will also provide a format for learning more about our visitors.
- Reposition the signup widget on the home page and automating "Thank you" follow-up responses will increase registrations.
- Micro-target niche audiences whose passions align with spring and fall activities such as: sport fishing (Lake Trout, Mackinaw), fly fishing, golf, mountain biking, sunset dinner cruises, stand-up paddle-boarding, music festivals, kayaking, photography (fall colors), hang gliding, horseback riding, etc.
- Adjust content on GoTahoeNorth.com so that it positions Tahoe as a four-season destination – presenting options for all four seasons as opposed to promoting one season at a time.
- Work with lodging partners and attractions to develop 'Hotel Month' value-added packages and promotions.
- Develop Millennial-focused value-based group packages for the spring and fall. Supplement these group packages with promotions and contests designed to increase social media activity.

Public Relations – Social Media

Strategy: Use visual storytelling techniques to lead customers from how to why, inspiring travel decisions through the perspective of locals.

- Implement 2-4 content-driven campaigns of inspirational local's stories via long-form videos, photos and blogs to tell the stories of North Lake Tahoe. Amplify content through earned, owned and paid media.
- Use local ambassadors and their authentic voice to fulfill the brand promise of the destination (recreation, wellness, value, culture, dining).
- Focus social media posting tactics (i.e. giveaways, Instagram takeovers, quizzes, etc.) on weekdays to show the destinations midweek offerings including value, authenticity, and discovery – all uninterrupted.
- In order to respond to short and long term dynamics, we will use locals to tell the story of secret season travel through a local ambassador program – including local interviews on the blog, local Instagram takeovers, local interviews with media, and better connecting locals to visitors.

Leisure Sales

- Creation of millennial focused itineraries that will be distributed through our database of travel industry and social networks.
- Work with our current tourism client base to promote shoulder season product.

- Building out international and domestic travel industry database to have the ability to send out immediate messaging on travel specials during spring and fall.

Conference Sales

- Create Hot Dates / Hot Rates email newsletter specifically marketed to meeting planners that plan fall and spring season meetings.
- Advertising initiatives will include mid-week and shoulder season messaging, year round.
- Conduct sales missions, site inspections and familiarization tours (FAMs) with a heavy concentration of fall and spring visits.

Events

- Development of a human powered sports task force to ensure that we are placing events in the proper time frame.
- Work with the conference sales department to ensure we have available resources to book events during need periods that also go after a younger demographic.

Performance Indicators

Advertising – Marketing

- Organic search increased by 15% YOY.
- Direct Traffic to GTN.com Increased 10% YOY.
- Total unique visitors to website increased by 8% YOY.
- Lower the average age demographic of website user by five years over the next two years.
- Increase participation in specific in-market marketing initiatives by 15% YOY.
- Reduce bounce rate of the website by 5% YOY.

Public Relations – Social Media

- Number of social media followers increased by 10% YOY.
- Increase social media engagement midweek by 5% YOY.
- Increase social media engagement around secret season content by 5% YOY.
- Increase media placements of secret season travel by 10% YOY.

Leisure Sales

- Increase newsletter database of travel agents located outside the four hour drive market by 20% YOY.
- Increase mid-week occupancy by 7% YOY.

Conference Sales

- Increase group leads in Sept/Oct and May/June by 5% YOY.
- Increase group bookings in Sept/Oct and May/June by 5% YOY.

Events

- Book a minimum of 2 sporting or music events or festivals for early June and/or mid October.

Resources Required

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.

NLTRA
FY 2015-2017 TAHOE TOT BUDGET- Final Proposed
ATTACHMENT C - May Preliminary Budget

MARKETING and VISITOR INFORMATION	PROPOSED 16/17 BUDGET	TRANSPORTATION SERVICES	PROPOSED 16-17 BUDGET	TARGET CAPITAL IMPROVEMENTS	PROPOSED 16/17 BUDGET	TOTAL CONTRACT	PROPOSED 16/17 BUDGET
RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	548,478	Personnel/Overhead Cap - Direct Costs	186,215	Personnel/Overhead Cap - Direct Costs	186,215	Personnel/Overhead Cap - Direct Costs*	[illegible]
G+A Cap - Indirect Costs	533,727	G+A Cap - Indirect Costs	98,877	G+A Cap - Indirect Costs	76,333	G+A Cap - Indirect Costs	[illegible]
Research and Planning	10,000	Research and Planning	40,000	Research & Planning	40,000	Research and Planning	[illegible]
Direct Marketing/Programs	1,797,000					Direct Marketing/Programs	[illegible]
Community Marketing Fund	30,000					Community Marketing Fund	[illegible]
Special Events Marketing Fund	50,000					Special Events Marketing Fund	[illegible]
		Memberships	5,000			Memberships	[illegible]
		Traffic Management	47,000			Traffic Management	[illegible]
				Capital Improvements - Requires BOS Approval	1,885,543	Capital Improvements - Requires BOS Approval	[illegible]
TOTAL - RESORT ASSOC CONTRACT	3,289,205	TOTAL - RESORT ASSOC CONTRACT	377,092	TOTAL - RESORT ASSOC CONTRACT	2,187,437	TOTAL - RESORT ASSOC CONTRACT	5,641,634

NOTE: The total budget for Marketing and Visitor Information of $3,289,205 PLUS the amount budgeted for NLTRA generated TOT of $210,000 is what is used for expenditure proposal of $3,499,205 on Attachment A-3

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016

NLTRA Budget Income	Marketing	Conference	Visitor Info	TOTALS
Placer County TOT Revenue	$2,625,682	$ 363,600	$ 299,923	$ 3,289,205
Other revenue		$ 135,000	$ 75,000	$ 210,000
Total revenue	**$ 2,625,682**	**$ 498,600**	**$ 374,923**	**$ 3,499,205**
NON PROGRAM EXPENSES				
Personnel/Overhead Cap - Direct Costs				$ 848,478
G+A Cap - Indirect Costs				$ 553,727
SUBTOTAL				**$ 1,402,205**
PROGRAM EXPENSES				
Training Video Series	$ 15,000		$ 5,000	$ 20,000
Sales CRM / CMS	$ 21,000			$ 21,000
Community Marketing Programs	$ 80,000			$ 80,000
Marketing Cooperative/Media	$ 1,155,000	$ 110,000		$ 1,265,000
Collateral Programs			$ 5,000	$ 5,000
Conference NTPUD/Event Center		$ 8,000		$ 8,000
Research & Planning	$ 10,000			$ 10,000
SUBTOTAL	**$ 1,281,000**	**$ 118,000**	**$ 10,000**	**$ 1,409,000**
SPECIAL EVENTS - Breakdown attached				
SUBTOTAL	**$ 524,000**			**$ 524,000**
OTHER PROGRAMS				
Transportation Marketing	$ 48,000			
Cross Country/Nordic	$ 6,000			
High Notes	$ 20,000			
Bike Tahoe	$ 4,000			
Performance Review	$ 6,000			
BACC Product Campaigns	$ 80,000			
SUBTOTAL	**$ 164,000**			**$ 164,000**
TOTAL	**$ 1,969,000**	**$ 236,000**	**$ 20,000**	**$ 3,499,205**

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

North Lake Tahoe Marketing Cooperative Budget	
Revenue Sources	
NLTRA	$ 1,265,000
IVCBVB	$ 735,000
TOTAL	**$ 2,000,000**
COOPERATIVE DIRECT EXPENSES	
Public Relations/Social Media	$ 148,000
Leisure Sales	$ 177,500
Conference Sales	$ 217,000
Website Content Management	$ 47,000
Consumer Marketing	$ 1,022,600
COOPERATIVE PROGRAM EXPENSE	
Sierra Ski Marketing Council	$ 80,000
Regional Air Service Committee	$ 100,000
Research	$ 75,000
DestiMetrics	$ 29,900
CRM/CMS Upgrade	$ 10,000
VisitingLakeTahoe.com	$ 36,000
Photography/Video	$ 25,000
Fulfillment	$ 10,000
Website Maintenance	$ 10,000
Email Marketing	$ 12,000
TOTAL	**$ 2,000,000**

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016

SPECIAL EVENTS BREAKDOWN

Spartan World Championship	$	210,000
Tough Mudder	$	50,000
WinterWonderGrass Sponsorship	$	15,000
Autumn Food & Wine + Sponsorship	$	30,000
Amgen Tour of California Sponsorship	$	27,000
Human Powered Sports Series	$	25,000
Sky Run Sponsorship	$	10,000
Tahoe Summit La Cross Sponsorship	$	5,000
July 4th Sponsorship	$	40,000
Event Development Opportunities*	$	112,000
Sub total	**$**	**524,000**

*Tentitive / Pending Special Events / tab 2

FY 2016/17 NORTH LAKE TAHOE MARKETING COOP BUDGET
As of 6/30/16

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Line Item/Description		Draft FY 2016/2017	Final Projected FY 2015/16	Variance to FY 2015/16	FY 2016/17 % of Total Budget
Public Relations/Social Media		$ 205,500	$ 148,000	$ 57,500	10%
Leisure Sales		$ 185,000	$ 135,000	$ 50,000	9%
North Tahoe Conference Sales Media/Travel		$ 250,000	$ 220,000	$ 30,000	12%
Website Content Manager		$ 45,000	$ 40,000	$ 5,000	2%
	SUB-TOTAL	**$ 685,500**	**$ 543,000**	**$ 142,500**	**33%**
Coop/Misc. Committed Programs					
Sierra Ski Marketing Council		$ 90,000	$ 80,000	$ 10,000	4%
Regional Air Service Corporation		$ 100,000	$ 100,000	$ -	5%
Photography		$ 20,000	$ 20,000	$ -	1%
DMX Research Project		$ 35,500	$ 26,900	$ 8,600	2%
VisitingLakeTahoe.com coop		$ 36,000	$ 36,000	$ -	2%
Fulfillment		$ 10,000	$ 10,000	$ -	0%
Website Upgrade/Maintaince		$ 20,000	$ 20,000	$ -	1%
Email Inititive		$ 10,000	$ 10,000	$ -	0%
IDSS CRM System		$ 16,500	$ -	$ 16,500	1%
	SUB-TOTAL	**$ 338,000**	**$ 302,900**	**$ 35,100**	**16%**
Consumer Marketing					
Creative Production & Collateral Materials		$ 175,000	$ -	$ 175,000	
Radio / High Notes		$ 25,000	$ 18,824	$ 6,176	1.21%
Print		$ -	$ -	$ -	
Out of Home (OOH)		$ -	$ -	$ -	
Online/Interactive/Digital		$ 315,000	$ 408,167	$ (93,167)	
Social/Mobile/SEM		$ 45,000	$ 45,000	$ -	
Media Commission/Ad Serving/			$ 83,232	$ (83,232)	
Production/Creative/Reporting/Agency Fees		$ 152,765	$ 250,000	$ (97,235)	7.42%
MEDIA TBD		$ 322,162			
	SUB-TOTAL	**$ 1,034,927**	**$ 805,223**	**$ 229,704**	**50.28%**
	TOTAL	**$ 2,058,427**	**$ 1,651,123**	**$ 407,304**	**100.00%**
NLTRA Marketing Budget		**$ 1,265,000**	**$ 970,000**	**$ 295,000**	61.45%
NLTRA Carryover to Marketing Coop		**$ -**	**$ 112,000**	**$ (112,000)**	
IVCBVB Marketing Budget		**$ 715,000**	**$ 610,000**	**$ 105,000**	35.71%
IVCBVB NCOT Grant		**$ 20,000**	**$ 20,000**	**$ -**	
Prior Year Net Assets		**$ 58,427**	**$ (2,450)**	**$ 60,877**	
	TOTAL	**$ 2,058,427**	**$ 1,709,550**	**$ 348,877**	
	Variance	$ -	$ 58,427	$ (58,427)	

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Visitor Information

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Visitor Information

Objectives

By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2014-15. *Reach 111,000 people through new audiences

2016-17 Strategies and Tactics

Visitor Centers/Kiosks and Event Outreach

Continue to service visitors and provide information to enhance their stay in NLT and providing guests with information concerning North Lake Tahoe businesses, attractions, events and activities.

Visitor Centers

- Tahoe City Visitor Center-Year round operation of the Visitor Center.
- Kings Beach Visitor Tent- Summer season July 4th-Labor Day weekend. Operation of the kiosk at Kings Beach State Recreation Area.

Kiosks

Ensure information racks are stocked at all times with materials promoting North Lake Tahoe.

- Reno Tahoe Airport Bell Limo Desk
- Reno Downtown Visitor Center
- Truckee California Welcome Center
- Auburn California Welcome Center

Events

- Set up a mobile kiosk at multiple events and sponsored events through the year. We will be able to assist more visitors this way by being more accessible.
- Provide maps, guides and any other information needed to event producers as necessary.

Official Visitor Guide/Maps

Official North Lake Tahoe Visitor Guide

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer distribution 70,000 copies; winter distribution 30,000 copies

Neighborhood Maps and Cross Country Guides

- Develop, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.

GoTahoeNorth.com/Mobile Access

- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.
- Continue to improve lodging content and accuracy on www.gotahoenorth.com.
- Create comprehensive calendar information and manage event submissions and changes.
- Manage Deal Submissions and changes.
- Respond to Visitor Information requests from www.gotahoenorth.com.

Training and Community Engagement

- Work with lodging properties in North Lake Tahoe as the Lodging Liaison with communications as needed. Educating each property for use of web site and deal submissions.
- Improve lodging listings on GTN to increase click-throughs and bookings.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Conduct bi-annual customer service training with staff of local businesses. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.

Performance Indicators

Visitor Centers/Kiosks and Event Outreach

- Increase outreach to visitors through Visitor Centers and Events by 2% (FY2015-2016 visitors serviced was 45,733)
- Reach out to an additional 5,000 visitors at events

Official Visitor Guides/Maps

- Print and distribute 20,000 neighborhood maps

GoTahoeNorth.com/Mobile Access

- Increase visitation (in-market) to GoTahoeNorth.com by 10%
  (FY2015-2016 in market click-throughs totaled 39,882)
- Increase email response by 5%
  (FY2015-2016 250 emails were answered)

Training and Community Engagement

- Improve 50% of lodging listings on GoTahoeNorth.com with the input of lodging constituents (FY2015-2016 20% were updated)
- Distribute information concerning events and business opportunities to lodging operators and other local businesses 2 times per month
- Conduct bi-annual customer service training with staff of 100 local businesses. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation

Resources Required

See attached budget for Visitor Information Centers

Visitor Information

	Fiscal Yr 2015-16 Budget	Fiscal Yr 2016-17 Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Ordinary Income/Expense														
Income														
Placer County TOT	292,920	333,923	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827	27,827
Non-Retail VIC Sales	7,644	7,644	637	637	637	637	637	637	637	637	637	637	637	637
Visitor Guide Income	3,000	3,000		1,500					1,500					
Merchandise Sales	114,886	114,886	18,051	16,377	9,634	9,868	4,721	6,063	4,061	4,179	5,064	5,250	12,404	19,215
Total Income	418,450	459,453	46,514	46,341	38,098	38,332	33,185	34,527	34,025	32,643	33,528	33,714	40,868	47,679
Cost of Goods Sold	61,212	61,212	7,933	9,583	6,115	5,859	3,114	4,432	2,539	2,234	2,100	2,539	7,201	7,562
Gross Profit	357,238	398,241	38,582	36,757	31,982	32,473	30,070	30,095	31,486	30,409	31,428	31,175	33,667	40,117
Expense														
5000-00 · Salaries & Wages														
5000-00 · Salaries & Wages	139,729	172,059	13,239	13,254	18,840	13,594	16,865	12,560	12,560	12,560	18,840	12,560	13,594	13,594
5020-00 · P/R - Tax Expense	12,100	15,716	1,209	1,211	1,721	1,242	1,541	1,147	1,147	1,147	1,721	1,147	1,242	1,242
5030-00 · P/R - Health Insurance	22,957	27,438	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287
5040-00 · P/R - Workmans Comp	3,230	2,508	209	209	209	209	209	209	209	209	209	209	209	209
5060-00 · 401 (k)	5,484	5,946	458	458	651	470	583	434	434	434	651	434	470	470
506X-00 · Merit	3,497													
66000 · Other Payroll Expenses	2,996	607	51	51	51	51	51	51	51	51	51	51	51	51
Total 5000-00 · Salaries & Wages	189,993	224,274	17,452	17,469	23,758	17,852	21,535	16,687	16,687	16,687	23,758	16,687	17,852	17,852
5100-00 · Rent														
5110-00 · Utilities	7,500	7,500	625	625	625	625	625	625	625	625	625	625	625	625
5140-00 · Repairs & Maintenance	1,810	1,810	151	151	151	151	151	151	151	151	151	151	151	151
5150-00 · Office - Cleaning	0	0												
5100-00 · Rent	67,178	70,786	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899	5,899
Total 5100-00 · Rent	76,488	80,096	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675	6,675
5310-00 · Telephone	6,240	3,500	292	292	292	292	292	292	292	292	292	292	292	292
5420-00 · Mail - USPS	1,140	500	42	42	42	42	42	42	42	42	42	42	42	42
5510-00 · Insurance/Bonding	3,456	2,000	167	167	167	167	167	167	167	167	167	167	167	167
5520-00 · Supplies	5,524	4,000	333	333	333	333	333	333	333	333	333	333	333	333
Visitor Communications Other	460	460		200							260			
5700-00 · Equipment Support & Maintenance	2,100	2,100	175	175	175	175	175	175	175	175	175	175	175	175
5710-00 · Taxes, Licenses & Fees	1,116	300	25	25	25	25	25	25	25	25	25	25	25	25
5740-00 · Equipment Rental/Leasing	5,928	5,928	494	494	494	494	494	494	494	494	494	494	494	494
5800-00 · Training Seminars	1,400	3,000	1,000	1,000						500			500	
Media/Collateral/Production	7,635	5,000	417	417	417	417	417	417	417	417	417	417	417	417
Training Video Series		5,000				1,667	1,667	1,667						
Non-NLT Co-Op Marketing Programs	1,800													
8200-00 · Employee Relations	500	500					200	300						
Credit Card Fees	3,600	3,600	300	300	300	300	300	300	300	300	300	300	300	300
8700-00 · Automobile Expenses	2,700	1,200	100	100	100	100	100	100	100	100	100	100	100	100
8750-00 · Meals/Meetings	720	400	33	33	33	33	33	33	33	33	33	33	33	33
Dues and Subscriptions		1,600			400			400			400			400
Travel	628	4,898	408	408	408	408	408	408	408	408	408	408	408	408
Depreciation	1,019	1,019	85	85	85	85	85	85	85	85	85	85	85	85
Total Expense	312,447	349,375	27,997	28,214	33,703	29,063	32,946	28,599	26,232	26,732	33,963	26,232	27,897	27,797
Net Ordinary Income	44,791	48,866	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320
Other Income/Expense														
Other Expense														
8990-00 · Allocated	44,791	48,866	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320
Total Other Expense	44,791	48,866	10,584	8,543	-1,720	3,409	-2,876	1,496	5,254	3,676	-2,535	4,943	5,770	12,320
Net Other Income	-44,791	-48,866	-10,584	-8,543	1,720	-3,409	2,876	-1,496	-5,254	-3,676	2,535	-4,943	-5,770	-12,320
Net Income	0	-0	0	0	0	0	0	0	0	0	0	0	0	0

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Transportation

and

Capital Investments

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Transportation

Objectives

By 2020, we will have taken a leadership role to advocate for Funding to implement the Transit Vision.

2016-17 Strategies and Tactics

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Plan, with partners, the North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision. Apply community polling results to further clarify Transit Vision priorities.
- Provide a recommendation to Placer County on transit services necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond.
- Execute and manage contracts for traffic management services in Tahoe City and Kings Beach.
- Conduct on-site monitoring of FY 2016-17 traffic management services.
- Develop funding sources for Transit Vision plan.
- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

Performance Indicators

- Coordinate and present 5 educational presentations about the .5 sales tax for transportation in Eastern Placer County
- Execute the North Tahoe Transportation Summit with attendance of 75 people to include media
- Increase passengers per vehicle service hour by 2% as compared to FY15-16 for each Transportation service/program.

Resources Required

- See attached Attachment C for Transportation, Capital Investment, and Research and Planning approved budgeted resources
- See attached Attachment A-1 for detailed Research and Planning approved budgeted resources

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Capital Investments

Objectives

By 2020, we will have advised the Placer County Board of Supervisors and advocated for improved Tourist –Serving infrastructure in North Lake Tahoe as identified in the 2015 Tourism Development Master Plan.

2016-17 Strategies and Tactics

- Prepare the annual update of the Long Range Capital Improvement Plan for the necessary capital improvements that benefit North Lake Tahoe's tourism-based economy.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Execute and manage a contract for each approved Capital Improvement project.
- Monitor and report quarterly (per Attachment E) on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Work with DPWF to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe and support the 2015 North Lake Tahoe Tourism Master Plan Tier 1 and Tier 2 priorities.
- Initiate snow removal pilot program on multi-use trail section.
- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment projects,

or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

Performance Indicators

- Installation of 15 new wayfinding signs in Caltrans right-of-way
- Implementation of trail design, construction or rehabilitation on 15 miles of Tahoe Truckee Triangle Class A Trail System
- Execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each projects respective funding application and contract

Resources Required

- See attached Attachment C for Transportation, Capital Investment, and Research and Planning approved budgeted resources
- See attached Attachment A-1 for detailed Research and Planning approved budgeted resources

NLTRA
FY 2016-2017 TAHOE TOT BUDGET- Final Proposed
ATTACHMENT C - May Preliminary Budget

MARKETING and VISITOR INFORMATION	PROPOSED 16/17 BUDGET	TRANSPORTATION SERVICES	PROPOSED 16-17 BUDGET	TAHOE CAPITAL IMPROVEMENTS	PROPOSED 16-17 BUDGET	TOTAL CONTRACT	PROPOSED 16-17 BUDGET
RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	848,478	Personnel/Overhead Cap - Direct Costs	186,235	Personnel/Overhead Cap- Direct Costs	186,235	Personnel/Overhead Cap - Direct Costs*	[illegible]
G+A Cap - Indirect Costs	353,727	G+A Cap - Indirect Costs	85,577	G+A Cap - Indirect Costs	76,533	G+A Cap - Indirect Costs	[illegible]
Research and Planning	10,000	Research and Planning	40,000	Research & Planning	40,000	Research and Planning	[illegible]
Direct Marketing/Programs	1,797,000					Direct Marketing/Programs	[illegible]
Community Marketing Fund	30,000					Community Marketing Fund	[illegible]
Special Events Marketing Fund	50,000					Special Events Marketing Fund	[illegible]
		Membership	6,000			Memberships	[illegible]
		Traffic Management	47,000			Traffic Management	[illegible]
				Capital Improvements - Requires BOS Approval	1,885,549	Capital Improvements - Requires BOS Approval	[illegible]
TOTAL - RESORT ASSOC CONTRACT	3,289,205	TOTAL - RESORT ASSOC CONTRACT	284,212	TOTAL - RESORT ASSOC CONTRACT	3,068,117	TOTAL - RESORT ASSOC CONTRACT	5,641,534

NOTE: The total budget for Marketing and Visitor Information of $3,289,205 PLUS the amount budgeted for NLTRA generated TOT of $210,000 is what is used for expenditure proposal of $3,499,205 on Attachment A-8

ATTACHMENT A-1
FY 2016-17 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET

	MARKETING	TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
Master Plan /CIT Work Plan	$2,000.00	$3,500.00	$3,500.00	$9,000
Reproduction				
Community Outreach				
Organization Structure Review				
Legislative Advocacy		$5,000.00	$5,000.00	$10,000
California - Houston Group				
Advance Project Studies - Transit Vision		$8,000.00		$8,000
Transportation Sales Tax Education/Outreach*				
Transportation Services Recommendation FY 2017-18				
North Tahoe Transportation Summit		$3,000.00		$3,000
Advance Project Studies - Capital Improvements			$9,000.00	$9,000
Kings Beach Wayfinding Needs				
Tahoe City Wayfinding Needs				
Dirt Track RecreationalTrails Needs Assessment				
Human Powered Sports Facilities				
Data Collection and Analysis for Visitor Economic Impacts	$8,000.00	$9,000.00	$8,000.00	$25,000
Economic Significance of Travel to the North Lake Tahoe Area				
Data Collection and Analysis for Transportation Programs and Services		$4,000.00		$4,000
Transportation Services Recommendation FY 2017-18				
Data Collection and Analysis for Capital Improvement Projects			$11,500.00	$11,500
Call for Projects Process				
County-wide Parks and Trails Master Plan				
Participation in Community Planning Studies		$7,500.00	$3,000.00	$10,500
Kings Beach Pier Additional Alternative				
Tahoe Transportaion District				
Truckee North Tahoe Transportaion Management Association				
Placer County Transportation Planning Agency				
Total:	$10,000.00	$40,000.00	$40,000.00	$90,000

*Transportation Sales Tax Education Outreach efforts to be conducted in accordance with the Placer County Transportation Planning Agency's Countywide efforts.

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Administration

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Administration

Objectives

By 2020, we will have an improved Relationship with Placer County.

2016-17 Strategies and Tactics

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- Meet monthly or more frequently as needed with County staff to discuss issues, finances, and potential areas for collaboration.
- Meet with the members of the Board of Supervisors quarterly to discuss objectives, joint areas of interest, and progress.
- Maintain organization documents such as Bylaws, Operating Procedures, Employee Handbook, Certificates of Insurance, with accurate information that reflects current practices and approvals.
- Work with County CEO Office on development of new contract following direction of the NLTRA Board and Organizational Structure Task Force.

Performance Indicators

- Compliance with the requirements and provisions of the Placer County/NLTRA agreement

Resources Required

- Attached is the Administration Budget. There are no specific resources assigned to this objective

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Administration

Objectives

By 2020, NLTRA will have advocated for expanded TOT and/or non-TOT funding to support strategic goals. *5 year goal is $3M - $1.6M from sales tax, plus additional funding for transit vision and possible TBID for marketing

2016-17 Strategies and Tactics

- Work with Placer County and PCTPA to educate the North Lake Tahoe voters on the .5 sales tax for Transportation.
- Work with Placer County and lodging partners to institute a TOT certificate for advertising program to pick up VRBO properties that may not be paying TOT.
- Convene lodging partners and marketing committee members to identify funds needed to increase destination visitors traveling from outside of drive market.
- Bring Civitas to meet with the lodging and marketing partners to discuss development of a TBID.

Performance Indicators

- Coordinate and present 5 educational presentations about the .5 sales tax for transportation in Eastern Placer County

Resources Required

- Attached is the Administration Budget. There are no specific resources assigned to this objective.

Administration	Fiscal Yr 2015-16 Budget	Fiscal Yr 2016-17 Budget	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expense														
5000-00 · Salaries & Wages														
5000-00 · Salaries & Wages	250,609	307,359	23,643	23,643	35,465	23,643	23,643	23,643	23,643	23,643	35,465	23,643	23,643	23,643
5020-00 · P/R - Tax Expense	19,393	22,792	1,753	1,753	2,630	1,753	1,753	1,753	1,753	1,753	2,630	1,753	1,753	1,753
5030-00 · P/R - Health Insurance Expense	35,817	40,920	3,202	4,452	3,202	3,202	3,202	3,202	3,202	4,452	3,202	3,202	3,202	3,202
5040-00 · P/R - Workmans Comp	24,000	4,808	401	401	401	401	401	401	401	401	401	401	401	401
5060-00 · 401 (k)	9,866	9,089	699	699	1,049	699	699	699	699	699	1,049	699	699	699
506X-00 · Merit	6,328	0												
66000 · Other Payroll Expenses	4,400	1,121	93	93	93	93	93	93	93	93	93	93	93	93
Total 5000-00 · Salaries & Wages	350,413	386,089	29,791	31,041	42,839	29,791	29,791	29,791	29,791	31,041	42,839	29,791	29,791	29,791
5100-00 · Rent														
5110-00 · Utilities	2,400	2,400	200	200	200	200	200	200	200	200	200	200	200	200
5140-00 · Repairs & Maintenance	2,400	2,400	200	200	200	200	200	200	200	200	200	200	200	200
5150-00 · Office - Cleaning	3,024	3,024	252	252	252	252	252	252	252	252	252	252	252	252
5100-00 · Rent	21,810	22,981	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
Total 5100-00 · Rent	29,634	30,805	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567
5320-00 · Telephone	8,596	8,600	717	717	717	717	717	717	717	717	717	717	717	717
5420-00 · Mail - USPS	1,056	700	58	58	58	58	58	58	58	58	58	58	58	58
5510-00 · Insurance/Bonding	3,288	1,700	142	142	142	142	142	142	142	142	142	142	142	142
5520-00 · Supplies	6,000	7,000	583	583	583	583	583	583	583	583	583	583	583	583
5700-00 · Equipment Support & Maintenance	3,728	3,728	311	311	311	311	311	311	311	311	311	311	311	311
5710-00 · Taxes, Licenses & Fees	3,333	8,000	667	667	667	667	667	667	667	667	667	667	667	667
5740-00 · Equipment Rental/Leasing	3,064	2,500	208	208	208	208	208	208	208	208	208	208	208	208
5800-00 · Training Seminars	1,050	1,500		1,500										
5810-00 · Public Outreach	180	180							180					
5900-00 · Professional Fees	21,000	21,000					2,000	2,000	12,350	2,000	1,950	1,000		
6490-00 · Classified Ads	750	750				250	0	0	250	0	0	250		
8200-00 · Employee Relations	2,200	2,200	50	50	50	50	50	600	650	100	150	150	150	150
8300-00 · Board Functions	4,600	4,600	300	300	300	300	300	350	300	600	600	400	400	450
8700-00 · Automobile Expenses	1,000	1,000	83	83	83	83	83	83	83	83	83	83	83	83
8750-00 · Meals/Meetings	1,350	1,350	50	50	50	0	0	100	50	50	100	400	100	400
8810-00 · Dues & Subscriptions	1,600	1,600	270		440			360	170	300	60			0
8910-00 · Travel	3,400	3,400	0	0	0	0	0	0	900	0	0	1,200	1,300	0
Depraciation	1,959	1,959	163	163	163	163	163	163	163	163	163	163	163	163
Total Expense	447,907	488,661	35,960	38,440	49,178	35,890	37,640	38,700	50,140	39,590	50,898	38,690	37,240	36,290
Net Ordinary Expenses	-447,907	-488,661	-35,960	-38,440	-49,178	-35,890	-37,640	-38,700	-50,140	-39,590	-50,898	-38,690	-37,240	-36,290
Other Income/Expense														
Other Income														
4700-00 · Interest & Investment & Other	0													
Total Other Income	0													
Other Expense														
8990-00 · Allocated	-447,907	-488,661	-35,960	-38,440	-49,178	-35,890	-37,640	-38,700	-50,140	-39,590	-50,898	-38,690	-37,240	-36,290
Total Other Expense	-447,907	-488,661	-35,960	-38,440	-49,178	-35,890	-37,640	-38,700	-50,140	-39,590	-50,898	-38,690	-37,240	-36,290
Net Other Income	447,907	488,661	35,960	38,440	49,178	35,890	37,640	38,700	50,140	39,590	50,898	38,690	37,240	36,290
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0