



**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: Contract Amendment – North Lake Tahoe Resort Association FY 2016-17 for a contract total of up to \$7,875,114.

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**ACTION REQUESTED**

Approve a fifth amendment to the North Lake Tahoe Resort Association (Resort Association) contract to enhance services in the Infrastructure Department and improve management of Resort Association sponsored events and to accommodate allocation of \$2,233,580 in FY 2015-16 Transient Occupancy Tax Fund balance for a contract total of up to \$7,875,114, at no new net cost to the County. The term of this agreement is from October 25, 2016 through June 30, 2017.

**BACKGROUND**

The Resort Association serves to promote tourism and to provide guidance in funding infrastructure projects that enhance the built environment in North Lake Tahoe communities. The primary task of the Resort Association is to implement the 2015 Tourism Master Plan (2015 TMP) through marketing, transportation and infrastructure development efforts. Each year the County negotiates an agreement with the Resort Association for disbursement of Transient Occupancy Tax (TOT) dollars for these purposes.

**ISSUES**

This year, a Task Force comprised of Resort Association board members, staff and community members evaluated the Resort Association organizational structure, goals and role within the community. In June, subcommittees were created to further review the Marketing, Transportation and Infrastructure Departments per the Task Force recommendations and Resort Association Board direction.

The Transportation and Infrastructure subcommittee analyzed the role of the Resort Association as advisor to the Board of Supervisors on visitor-serving infrastructure and transportation. This included review of tasks outlined in the approved FY 2016-17 contract and Scope of Work with the County. The subcommittee recommended changes to improve program efficiencies and ensure project alignment with the 2015 TMP. The proposed changes to the Scope of Work recommended by the subcommittee include transfer of contract execution and management responsibilities of approved infrastructure projects from the Resort Association to the County and expansion of community outreach tasks by the Resort Association to ensure all priority areas in the 2015 TMP are represented in the 'Call for Projects' grants process. These recommended changes are included in the amended FY 2016-17 Scope of Work and contract

with the County. Meetings for the Marketing Department and Board Governance subcommittees are currently underway.

Changes to expand the Resort Association's role in coordination of Resort Association sponsored special events in North Lake Tahoe are included in the amended FY 2016-17 contract and Scope of Work. Additionally, the Resort Association Marketing Committee reviewed performance indicators identified in Attachment E-1 and recommended updates to accurately reflect work outlined in the FY 2016-17 Scope of Work and contract with the County. The Resort Association Board of Directors approved the amended FY 2016-17 contract and Scope of Work on October 5, 2016.

### **FY 2015-16 FUND BALANCE**

The Resort Association's annual TOT budget is produced using County revenue estimates based on the prior year's collections, analysis of various economic indicators, assessment of future year growth potential, and input from the Resort Association. North Lake Tahoe area collections in excess of the projected budget, called fund balance carryover, are available to supplement funding for services provided by the Resort Association. The FY 2016-17 contract budget approved by your board on June 21, 2016 was in the amount of \$5,641,534.

The FY 2015-16 fund balance carryover of \$2,233,580 is recommended for visitor-serving capital project development and will be added to the regular payment to the Infrastructure Account held in the County Treasury, for a total payment of \$4,099,129 to be allocated toward development of capital projects consistent with the 2015 Tourism Marketing Plan and as approved by your Board. All allocations will be spent by the Resort Association consistent with the amended Scope of Work outlined in Attachment A – Amendment #1.

Contract compliance continues to be monitored with emphasis on issues identified in the 2015 audit which examined Resort Association consistency with requirements of the contract between Placer County and the Resort Association. Resort Association compliance with contract conditions remain, however significant improvements have been documented through compliance monitoring.

### **FISCAL IMPACT**

The FY 2015-16 fund balance of \$2,233,580 is revenue in excess of that budgeted to fund implementation of the FY 2016-17 North Lake Tahoe Resort Association contract and will be allocated from North Lake Tahoe area TOT funds currently being held by the County, at no new cost to the County.

**ATTACHMENTS**

Fifth Amendment of Agreement between the County of Placer and the North Lake Tahoe Resort Association

Attachment A: North Lake Tahoe Resort Association Scope of Work for FY 2016-17 – Amendment #1

Attachment B: FY 2016-17 Payment Schedule – Amendment #1

Attachment C: FY 2016-17 Resort Association TOT Budget – Amendment #1

Attachment E1: FY 2016-17 Marketing Department Performance Measurement Document – Amendment #1

**DESCRIPTION: FIFTH AMENDMENT OF AGREEMENT BETWEEN THE COUNTY OF PLACER AND THE NORTH LAKE TAHOE RESORT ASSOCIATION**

**THIS AMENDED AGREEMENT MADE AND ENTERED INTO THIS 25<sup>th</sup> DAY OF OCTOBER, 2016 BY AND BETWEEN** the County of Placer, hereinafter referred to as "COUNTY" and the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation, hereinafter referred to as "RESORT ASSOCIATION".

**WHEREAS**, the 1995 *North Lake Tahoe Tourism Development Master Plan* recommended the consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce into a Resort Association; and,

**WHEREAS**, the *North Lake Tahoe Tourism Development Master Plan* recommended a Resort Association to oversee a full spectrum of tourism management functions, including marketing and visitor services, and the development, planning, and implementation of transportation and infrastructure projects; and,

**WHEREAS**, the COUNTY is desirous of obtaining certain services as recommended by the *North Lake Tahoe Tourism Development Master Plan*, and its successor plans, the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved by the Placer County Board of Supervisors on July 26, 2004; and the *2015 North Lake Tahoe Tourism Master Plan*, approved by the Placer County Board of Supervisors on October 20, 2015 and,

**WHEREAS**, the NORTH LAKE TAHOE RESORT ASSOCIATION, Inc., a California Nonprofit Public Benefit Corporation, has been organized under the Nonprofit Public Benefit Corporation Law for public purposes, to promote, enhance, reinvigorate, coordinate, and direct tourism for the economic betterment of North Lake Tahoe, California, and is willing to perform certain services for the COUNTY to implement the *2015 North Lake Tahoe Tourism Master Plan*, and,

**WHEREAS**, the COUNTY recognizes and values the local input process provided by the RESORT ASSOCIATION to maintain ongoing area-specific expertise and review of tourism marketing and capital infrastructure and operational investments;

**WHEREAS** on July 22, 2014, the County approved a two-year contract with the North Lake Tahoe Resort Association to promote tourism and provide guidance on transportation and infrastructure project expenditures, and that contract provided that it could be extended for additional one year periods through written amendments.

**NOW, THEREFORE**, for and in consideration of the mutual promises and agreements herein contained, it is agreed by and between the parties hereto as follows:

## **I. SCOPE OF WORK**

RESORT ASSOCIATION shall perform the Scope of Work as amended and set forth in Attachment A – Amendment #1, attached hereto and incorporated herein by reference. All other provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

## **2. CONDUCT OF BUSINESS OF THE ASSOCIATION**

- A. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- B. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- C. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- D. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- E. To the extent the RESORT ASSOCIATION or any third party under grant or contract from the RESORT ASSOCIATION expends TOT for any project, program, service and/or support in any amount greater than \$25,000, the RESORT ASSOCIATION shall utilize and require any third party contractors, sub-contractors, grantees and/or sub-grantees to utilize a competitive bidding or procurement process. The \$25,000 threshold may not be avoided by artificially splitting or breaking up contracts into lesser agreements, or entering into a series of agreements for sums below the \$25,000 threshold. Should it be found that any project, program, service and/or support that was originally anticipated to cost less than \$25,000, will in total aggregate value exceed \$25,000, the contract for such project, program, service and/or support shall be reviewed by the RESORT ASSOCIATION Board of Directors, who shall determine if a competitive bidding or procurement process shall be utilized for the amount of the expense in excess of \$25,000 or if an exception from the competitive bidding/procurement policy is reasonably necessary to avoid interruption in RESORT ASSOCIATION's ability to comply with this Agreement and Scope of Work. All such projects, programs, services and/or support shall be provided for under a contract for services that includes a scope of work and milestones for completion of the work. This process is intended to ensure that the work is awarded in an impartial manner to the most responsive and best qualified contractor and to make certain that the projects, programs, services and/or support are accomplished in a cost-effective manner. This provision is not applicable to RESORT ASSOCIATION's membership in the Reno Air Service Corporation (RASC) or the Sierra Ski Marketing Council (SSMC). This provision is also not applicable when the project, program, service and/or support is being provided directly by a governmental entity or non-profit public benefit corporation that does not compete with other potential service providers, however, if the governmental entity or non-profit public benefit corporation sub-contracts any portion of the project, program, service and/or support in an amount greater than \$25,000 to a third-party entity, a competitive bidding or procurement process shall be utilized for that portion of the project. Should a project, program, service and/or support not be

available through a competitive bidding process, RESORT ASSOCIATION and/or any third-party contractor, sub-contractor or grantee shall include sole-source justification documentation or other documentation substantiating that the project, program, service and/or support was not able to be competitively bid and such documentation shall be attached to the contract(s) for any such project, program, service and/or support.

- F. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- G. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- H. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- I. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- J. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- K. All provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

### **3. TERM AND TIME OF COMPLETION**

The term of this Agreement is from October 25, 2016 through June 30, 2017, and may be extended from year to year thereafter as provided in Section 12. RESORT ASSOCIATION agrees to complete all tasks and submit all reports and other duties as outlined in the Fourth Amended and Restated Agreement dated June 21, 2016.

### **4. PROGRESS REPORTS**

RESORT ASSOCIATION shall submit such progress reports and information as may be requested by COUNTY, including, but not limited to, the requirements as outlined in the Fourth Amended and Restated Agreement dated June 21, 2016.

### **5. COMPENSATION**

#### **A. MAXIMUM LIMIT**

The RESORT ASSOCIATION's total compensation is amended and set forth in Attachment C – Amendment #1, as attached to this agreement. All other provisions and/or agreements in this section shall continue as set forth and established in the Fourth Amended and Restated agreement dated June 21, 2016.

- I) The RESORT ASSOCIATION'S total FY 2016-17 compensation is \$3,775,985 as set forth in detail on Attachment B (2016-17 Payment Schedule). The FY 2016-17 COUNTY Lake Tahoe Tourism budget includes an increase of \$2,233,580 from the FY

2015-16 fund balance for a contract total of \$7,875,114 and is predicated upon receipt of TOT funds at the budgeted level. The FY 2015-16 fund balance of \$2,233,580 shall be allocated to the Capital Improvements Account for a total of, \$4,099,129 and shall be held in the COUNTY Treasury. Costs for services, programs and/or projects provided by the COUNTY shall be paid either through a journal transfer process or direct disbursement from COUNTY to its contract service provider(s). The remaining \$3,775,985 shall be the maximum total FY 2016-17 compensation paid from COUNTY to the RESORT ASSOCIATION for the services outlined in the attached Scope of Work (Attachment A) and budget (Attachment C). Such payment shall be made in monthly progress payments, as set forth in in detail on Attachment B. All expenses of the RESORT ASSOCIATION, including any expert or professional assistance, any travel or per diem costs, any administrative services, and any capital expenditures necessary to complete the Scope of Work shall be paid only from the monies identified for each specific purpose, and within the budget limit set forth above.

- 2) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- 3) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### B. CAPITAL IMPROVEMENTS ACCOUNT

Maximum FY 2016-17 TOT funding to be received by RESORT ASSOCIATION to cover expenses for Personnel/Overhead shall not exceed \$106,235 and General and Administration TOT expenses shall not exceed \$76,333. Any overages shall, within 15 days after RESORT ASSOCIATION acceptance of FY-2015-16 audited financial statement, no later than November 17, 2016, be reimbursed by RESORT ASSOCIATION to the COUNTY for deposit to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury.

- 1) Other than Personnel/Overhead and General and Administration expenses noted in Subsection I above, action by the Board of Supervisors is required for the expenditure of Capital Improvements funds following recommendations of the RESORT ASSOCIATION Capital Investment/Transportation Committee to the RESORT ASSOCIATION Board of Directors and approval of RESORT ASSOCIATION recommendations by the Board of Supervisors. RESORT ASSOCIATION shall annually recommend to COUNTY implementation of capital improvement projects consistent with the Scope of Work (Attachment A) and budget (Attachment C). In order to track progress and completion of tasks associated with projects and programs implemented with TOT funds, the RESORT ASSOCIATION will utilize an application format for all Capital Improvement projects, programs and/or services allocated TOT funds. The application format shall include a scope of work and progress payment schedule. Invoices for all approved capital improvement projects will be paid directly by COUNTY upon submission of the invoice to the COUNTY. Allocation of Lake Tahoe Tourism Capital Improvement Account funds held in the County Treasury for COUNTY projects or services provided by the COUNTY shall be completed via an internal journal transfer upon written request from the COUNTY Department of Public Works following review and approval of such request by the County Executive Office.

- 2) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- 3) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.
- 4) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### C. MARKETING ACCOUNT

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### D. TRANSPORTATION ACCOUNT

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### E. PAYMENT SCHEDULE

- 1) Payments for FY 2016-17 shall be made to the RESORT ASSOCIATION as set forth in Attachment B – Amendment #1, for the term of this Agreement, predicated on the ongoing fulfillment of the terms of this Agreement, and based upon the receipt of progress reports as outlined in Section 4 and Attachment E. The Payment Schedule for FY 2016-17 will begin on July 1, 2016 or upon execution of this Agreement. The FY 2016-17 Payment Schedule may be amended with the written approval of the County Executive Officer or his designee. Such amendment may include advance funding for administration, marketing, and transportation as mutually agreed upon by the parties; however, in no event shall such amendments create any additional liability to COUNTY, or additional compensation to RESORT ASSOCIATION without approval of the Board of Supervisors (i.e. any advance would be comprised of funds included within the RESORT ASSOCIATION TOT budget and overall Agreement amount).
- 2) All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### G. RIGHT TO WITHHOLD PAYMENTS

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### **6. RECORDS**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

#### **7. EMPLOYEES OF RESORT ASSOCIATION**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**8. PERFORMANCE**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**9. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**10. INSURANCE:**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**11. CANCELLATION**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**12. AMENDMENTS - ANNUAL EXTENSIONS**

All provisions and or/agreements in this section shall continue as set forth and established in the Fourth Amended and Restated Agreement dated June 21, 2016.

**IN WITNESS WHEREOF**, the parties have executed this Agreement the day and year first above written.

**COUNTY OF PLACER, "COUNTY"**

By: \_\_\_\_\_  
Robert Weygandt  
Chair, Board of Supervisors

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
County Counsel

Date: \_\_\_\_\_

**NORTH LAKE TAHOE RESORT ASSOCIATION,  
"RESORT ASSOCIATION"**

By: \_\_\_\_\_  
David Tirman, Chairman, Board of Directors  
North Lake Tahoe Resort Association

Date: \_\_\_\_\_

**List of Attachments:**

- A- RESORT ASSOCIATION Scope of Work – Amendment #1**
- B- FY 2016-17 Payment Schedule Amendment #1**
- C- FY 2016-17 Lake Tahoe Transient Occupancy Tax Budget – Amendment #1**
- EI –FY 2016-17 Marketing Department Performance Measurement Document – Amendment #1**



## **ATTACHMENT A – Amendment #1 North Lake Tahoe Resort Association Scope of Work for FY 2016-17**

### **Background**

The purpose of this Supplemental Scope of Work is to accommodate the North Lake Tahoe Resort Association's (Resort Association) recommended changes to transfer execution and management of infrastructure contracts from Resort Association to Placer County and expand community outreach tasks by the Resort Association to ensure all priority areas in the 2015 Tourism Master Plan are represented in the 'Call for Projects' grants process. Additional tasks to expand the Resort Association's role in coordination of Resort Association sponsored events in North Lake Tahoe are also included.

**SPECIAL EVENTS** This program is intended to support the development, implementation and promotion of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The program shall focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to Resort Association initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports.

### **Tasks:**

- 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, coordinate with event organizers to insure necessary permits are submitted at least 90 days prior to event date.
- Insure all local districts and public service agencies are notified of special events. Notification will consist of outreach when event sponsorship is approved by NLTRA Board of Directors and again when the event date is identified.
- Develop an email list with all local districts and public service agencies and send a quarterly email with updates on upcoming special events.

- 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:

- One or more new events with national and international television coverage held during a strike zone in FY 2016-17.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.
- Return on Investment reports for each sponsored event completed within 60 days after the event.
- All necessary special event permits submitted at least 90 days prior to event date.

**CAPITAL IMPROVEMENTS AND TRANSPORTATION** The mission of the Capital Improvements and Transportation department is to “*Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe’s Tourism-based Economy*”. The Resort Association shall serve in an advisory capacity to Placer County in identifying the Capital Improvements and Transportation services that are necessary to enhance the tourism-based economy in North Lake Tahoe.

Tasks:

- 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 Placer County TOT 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.
- Provide annual recommendation to Placer County for award of TOT Capital Improvement Project grants consistent with the 2015 Tourism Master Plan.
- Develop and provide at least two (2) public workshops on Call for Projects guidelines with emphasis on Tourism Master Plan priorities.
- In coordination with CEO staff, develop and implement an outreach plan to further engage community in Call for Projects process including public presentations, media outreach and other Resort Association communications.
- 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 consistent with the 2015 Tourism Master Plan and of benefit to North Lake Tahoe's tourism-based economy.

Performance Indicators:

- Two (2) public workshops on Call for Projects guidelines
- At least twenty (20) participants at public workshops and twelve (12) agencies/organizations represented at workshops.
- At least twenty (20) Placer County TOT Capital Improvement Project grant applications received.
- Applications for Call for Projects solicited at least four (4) months prior to application deadline.
- At least five (5) priority areas from the 2015 Tourism Master Plan represented in program applications.
- Installation of 15 new wayfinding signage in Caltrans right-of-way.

**ATTACHMENT B – Amendment #1  
FY 2016-17 PAYMENT SCHEDULE**

<b>FY 2016-17 Payment Number</b>	<b>Payment Due Date</b>	<b>Payment to the Resort Association</b>	<b>Payment to the County</b>
1	July 1, 2016	\$314,665	\$155,462
2	Aug. 1, 2016	\$314,665	\$155,462
3	Sept. 1, 2016	\$314,665	\$155,462
4	Oct. 1, 2016	\$314,665	\$155,462
5	Nov. 1, 2016	\$314,665	\$434,660
6	Dec. 1, 2016	\$314,665	\$434,660
7	Jan.1, 2017	\$314,665	\$434,660
8	Feb. 1, 2017	\$314,665	\$434,660
9	March, 1. 2017	\$314,665	\$434,660
10	April 1, 2017	\$314,665	\$434,660
11	May 1, 2016	\$314,665	\$434,660
12	June 1, 2016	\$314,670	\$434,661
<b>Totals (1)(2)</b>		<b>\$3,775,985</b>	<b>\$4,099,129 (3)(4)</b>

- (1) FY 2016-17 Lake Tahoe Tourism Budget includes a total of \$7,875,114 for the RESORT ASSOCIATION contract.
- (2) Payment schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (3) Apportionment to Capital Improvements/Transportation Account held in the County Treasury.
- (4) Services provided by or under contract with COUNTY and funded through RESORT ASSOCIATION contract will be allocated to and paid from the County Treasury through a journal transfer process.
- (5) All payments to RESORT ASSOCIATION will be made via automatic electronic deposit.

NLTRA

FY 2016-2017 TAHOE TOT BUDGET- Final  
ATTACHMENT C - Amendment #1

MARKETING and VISITOR INFORMATION	PROPOSED	TRANSPORTATION SERVICES	PROPOSED	TAHOE CAPITAL IMPROVEMENTS	PROPOSED	TOTAL CONTRACT	PROPOSED
	16/17 BUDGET		16-17 BUDGET		16-17 BUDGET		16-17 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>		<b>RESORT ASSOCIATION CONTRACT:</b>		<b>RESORT ASSOCIATION CONTRACT:</b>		<b>RESORT ASSOCIATION CONTRACT:</b>	
Personnel/Overhead Cap - Direct Costs	848,478	Personnel/Overhead Cap - Direct Costs	106,235	Personnel/Overhead Cap- Direct Costs	106,235	Personnel/Overhead Cap - Direct Costs*	1,060,948
G+A Cap - Indirect Costs	553,727	G+A Cap - Indirect Costs	65,977	G+A Cap - Indirect Costs	76,333	G+A Cap - Indirect Costs	696,937
Research and Planning	10,000	Research and Planning	40,000	Research & Planning	40,000	Research and Planning	90,000
Direct Marketing/Programs	1,797,000					Direct Marketing/Programs	1,797,000
Community Marketing Fund	30,000					Community Marketing Fund	30,000
Special Events Marketing Fund	50,000					Special Events Marketing Fund	50,000
		Memberships	5,000			Memberships	5,000
		Traffic Management	47,000			Traffic Management	47,000
				Capital Improvements - Requires BOS Approval	4,999,129	Capital Improvements - Requires BOS Approval	4,999,129
<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>3,289,205</b>	<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>264,212</b>	<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>4,321,697</b>	<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>7,875,114</b>

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



**GoTahoeNorth.com Geographic Breakdown**

	Current Period Rank FY 2016-17	Current FY Goal	Prior Period Rank FY 2015-16*
Top five cities and percent of total visitors			
1			
2			
3			
4			
5			
Total California visits			
Visits by top CA cities (attached graph)	Graph/Map will be attached		
Northern CA visitors			
Northern CA percent of total visitors			
Southern CA visitors			
Southern CA percent of total visitors			
Outside CA visitors			
Percent of total visitors			

**Media/Public Relations**

<b>Total Public Relations Spend</b>			

We no longer attend  
media marketplaces at  
industry trade shows

**Media Missions**

<b>Number of media missions</b>			
Dates and city's listed here & below			
<b>Number of coop partners</b>			
<b>Number of media contacts reached</b>			

This reflects the action  
plan for media outreach

**Media Familiarization Tours (FAMs)**

Number of FAMs			
Number of media participating			
Number of publications represented			
Number of placements from FAMs +			
Number of impressions from FAM placements +			

**Press Releases**

Number of press releases issued			
Number of Press release views on website			

**Number of Media Inquiries**

**Number of Media Interviews**


**Placements**

Total number of placements			
Regional vs. National			
Domestic vs. International			
Percent of Southern California +			
Percent of Northern CA			

**Media/Public Relations**

*Placements, cont.*

Number of Impressions

Advertising Equivalency

Share of Voice vs. Competitive Set †

% of Positive Media Placement

% of Media Coverage Reaching Target Audience

% of Media Coverage Including Website Address

Current Period FY 2016-17	Current FY Goal	Prior Period FY 2015-16*

**Social Media**

**Facebook - Overall**

Number of Total Fans (at end of period)

% Increase Fans During Time Period

Average Monthly Active Users †

Average Monthly People Talking About Us †

Total Reach During Time Period †

% Increase in Post Views During Time Period †


**Facebook Posting**

Number of Photos Posted During Time Period †

Number of Videos Posted During Time Period †

Number of Links Posted During Time Period †

Stories Created Via Shares †


Revised to reflect current trends, and ties in better with scope of work

No longer able to track

**Facebook Sweepstakes**

Number of Sweepstakes / Giveaways

Total Sweepstakes Entries

Paid Facebook Media for Sweepstakes

Average cost per click

Total Impressions


No longer able to track

No longer able to track

**Top 10 Facebook Fan Geographic Breakdown**

Previous Year Rank

1 Los Angeles

2 Sacramento

3 Reno

4 San Diego

5 San Francisco

6 Long Beach

7 Oakland

8 Stockton, CA

9 Anaheim

10 Santa Ana

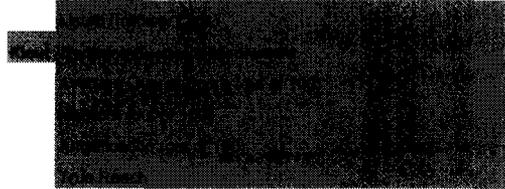

Revised breakdown to include Top 10 per period

**Facebook Advertising**

	Current Period FY 2016-17	Current FY Goal	Prior Period FY 2015-16*
Number of Facebook Ad Campaigns †			
Number of Facebook Ad Creative's †			
Paid Impressions †			
Paid Engagements †			
Average Cost Per Click (CPC) †			
Average Click Thru Rate (CTR) †			
Paid Facebook Media Investment †			

**Twitter**

Total Followers (at end of period)			
% Increase Followers During Time Period			



No longer able to track


Klout is no longer able to track from Twitter. Not a viable KPI

**Instagram**

Total Followers (at end of period)			
% Increase Fans During Time Period			
Total Photos			
Total Engagements			
% Increase in Engagements			
Average Engagements per Media			
Average Engagements per Follower			

**Instagram Advertising**

Paid Impressions †			
Average Cost Per Click (CPC) †			

Added to reflect current scope of work

**YouTube**

Video Upload Views (during period)			
Overall Video Views (creation through end of period)			
Subscribers			
Paid Impressions †			

Added to reflect current scope of work

**GTN Blog**

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

No longer able to track  
No longer able to track



**Conference/Group Sales**

	Current Period FY 2016-17	Current FY Goal	Prior Period FY 2015-16*	
<b>Conference Coop Budget Amount</b>				
Direct Paid Media Dollars				
Added Value Media Dollars				
Partner Leveraged Dollars				All of Conf spend is from the Coop.
<b>Leads</b>				
Number of leads				
Lead room nights				
Web page visits †				
<b>Booked Business</b>				
Number of bookings				
Booked room nights				
Booked attendance				
Booked Room Revenue				
<b>Lost Business</b>				
Number of lost opportunities				
Lost room nights				
Lost attendance				
<b>Arrived Business</b>				
Number of bookings				
Number of booked room nights				
Number of booked attendees				
Booked attendees spending				
<b>Group sales productivity metrics - All Staff</b>				Revised to include NLTRA and coop sales staff member
Number of leads				
Number of bookings				
Number of booked room nights				
<b>Travel Trade/Sales</b>				
<b>Total Travel Trade Spend</b>				
<b>Leisure Trade Shows</b>				
Number of trade shows attended				
Number of Coop shows				
Total number of appointments †				Added to break down individual shows to show ROI on each
Total number of leads generated & distributed †				
Total number of new contacts †				
<b>Number of Sales Missions (call center trainings)</b>				
Domestic				
International				
<b>Leisure Familiarization Tours (FAMs)</b>				
<b>Number of Site Inspections</b>				
<b>Wholesale Product Placements</b>				Both are covered in the KPI's below
Number of NLTRA Pages with Domestic Suppliers				
Number of NLTRA Pages with International Suppliers				
Number of Properties Featured on Domestic Websites				
Number of Properties Featured on International Websites				

\* When and if available  
 \*\* Provided in years when this research is done  
 † First FY year recording this matrix

