

South Lake Tahoe Business Walk Summary

Survey Teams of Volunteers Visited 251 Businesses in Multiple South Lake Tahoe Locations on March 15 and 16, 2016 and Utilized the QuickTap Survey App to Interview Businesses for the Purpose of Assessing the Current State of Workforce Strengths and Gaps.

This Project Is Sponsored by:



Prepared in Support of the Tahoe Chamber, El Dorado County, Lake Tahoe Adult Education ADVANCE Consortium and the Tahoe Prosperity Center by:



*Michael Ward, Chief Strategy & Innovation Officer,
HighBar Global Consulting*

Contents

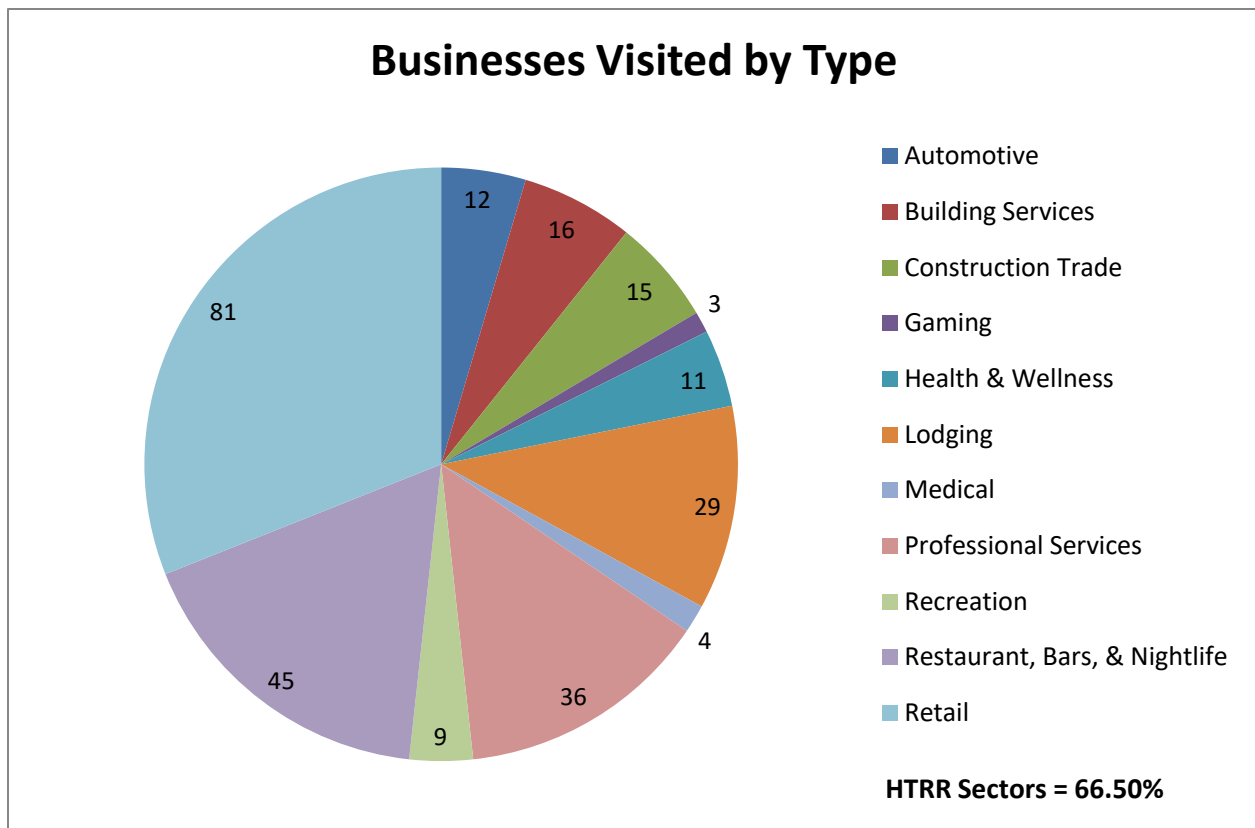
South Lake Tahoe Business Walk Data Summary	3
Type of Businesses Visited - Sector Pie Chart	3
Survey Question: How is Business?	4
Survey Question: Are You Finding the Talent You Need?.....	4
Detailed Survey Responses - What is Working in Finding Talent?.....	4
Detailed Survey Responses - What is Challenging in Finding Talent?	9
Where are you experiencing challenges finding talent? (Day 1 – Wordle)	13
Where are you experiencing challenges finding talent? (Day 2 – Wordle)	13
Survey Question: What skills will you need from your employees in the next 3-5 years to keep your business fully operational and competitive?	14
Detailed Responses Day 1: What skills will you need from your employees.....	15
What Skills Needed Day 1 - Wordle Graphic.....	18
Detailed Responses Day 2: What skills will you need from your employees.....	19
What Skills Needed Day 2 - Wordle Graphic.....	22
Survey Question: How Important Is Internet and/or Wireless Connectivity to Your Business?	23
Survey Question: If "Important"- Does Your Current Internet & Wireless Access Meet Your Needs? .	23
Survey Question: What Systems, Tools, Resources or Infrastructure Would Enable You to Grow or Maintain Your Business in The Next 3-5 Years?.....	24
Businesses Surveyed by Date & Type of Business Day 1 - March 15, 2016.....	29
Businesses Surveyed by Date & Type of Business Day 2 - March 16, 2016.....	32

South Lake Tahoe Business Walk Data Summary

March 15, 2016 = Day 1 - March 16, 2016 = Day 2

South Shore Business Walk	Day 1	Day 2	Total
Number Businesses Visited	114	137	251
Businesses by Type:			
Automotive	6	6	12
Building Services	5	11	16
Construction Trade	6	9	15
Gaming	2	1	3
Health & Wellness	3	8	11
Lodging	13	16	29
Medical	1	3	4
Professional Services	21	15	36
Recreation	4	5	9
Restaurant, Bars, & Nightlife	20	25	45
Retail	33	48	81
* HTRR Sectors Subtotal	63%	69%	66.5%
* Hospitality Tourism Recreation Retail			

Type of Businesses Visited - Sector Pie Chart



Survey Question: How is Business?

South Shore Business Walk	Day 1	Day 2	Total
How is Business?			
Great	61.40%	62.77%	62%
OK	33.33%	28.47%	31%
Poor	5.26%	8.76%	7%

Survey Question: Are You Finding the Talent You Need?

Finding the talent needed?			
Yes	60.91%	58.96%	60%
No	39.09%	41.04%	40%

Detailed Survey Responses - What is Working in Finding Talent?

If "Yes" (Finding Talent Needed): What is working well with regards to finding and keeping talent? (+)	
Day 1	Day 2
Summary – Working Well: + Word of mouth referrals (family and friends) + Depend on long term stable employees + Family run, low turnover + Good pay/ benefits + Going through a lot of applicants + Offer positive, flexible work environment	Summary – Working Well: + Word of mouth + Hire right, train right, treat right + Family run business model + Competitive wages/ benefits + Flexible scheduling + Provide a positive/ fun place to work
Details – Working Well: + Good relationships, very well paid/ family + Word of mouth. Referrals. We do our own research. + Same employees for 20 years. We treat them well and pay them good wages. + Through the high school previously, internships. Family and friends. + Mostly part time employee, good hour + Taking talent for public sector/ head hunted	Details – Working Well: + "Selective flexible and take care of employees - buy a meal while working, sense of family, camaraderie, schedulefly.com helps with flexible scheduling, works great for part time employees. + Hire right, train right, treat right. + Attitude is #1, create great environment, fun place to work. Vision is live music, be the New Orleans of Tahoe. Employees stay to listen,

If "Yes" (Finding Talent Needed): What is working well with regards to finding and keeping talent? (+)

Day 1	Day 2
+ Longevity, haven't had to fill a position in years. + They only have a few long term employees. + Family owned and operated + Had the same two staff for ten years, got lucky + Word of mouth + Outreach through friends + Great benefits help + Small office, little turnover. + Family run and no other employees + Room and board model so live in family run workers + Seasonal staff - summer adds. + But it was tough. Craig's List and word of mouth. Retention is pretty good. + Local talent, also brought in talent. Good wages, chance for growth within company. + Good staff long term employees + Craigslist, current staff has been here for a long time. + Haven't had to hire yet, lots of walk ins but no need to hire yet + Incentive, benefits, going through a lot of applicants + Word of mouth/ networking/ recommendation + Higher pay leads to longevity and retention + Good pay, bonuses, appreciation for employees, flexibility, work-life balance + Family run business + Established network of good colleagues + Plenty of people in the younger age group looking for positions in their field + N/A + Craigslist + Word of mouth – don't advertise at all + Longevity with employees + You already have them. + Not looking for help + Referral from a client, lucked out + Pay more than average, + Good network of artists and not much	- hang out, they move employees up often, they can be owners + No employees, but Building community and partnership with local businesses + Picking the right people/craigslist + Single operated. + Like minded, lots of applicants, recommendations, good experience, they are selective in hiring. Three step process. Hire for right attitude. It's good to work here. Fun environment, team, family aspect. + A long lasting partnership through past ventures. + Find through word of mouth, flexible schedule + 100% family run, small business + Long term employees + One man show + Right people for right job from the start, have to take chances + List advertisements for qualified candidates + Right now, yes. Best current employees + "Some since opening but one cook and bartender that always rotates. They don't have roots here. We pay well to keep the ones that stay. We share the wealth with everybody. Bartenders tip off the cooks. We want everyone to make a living. + Good communication among employees. They have a group text message. They use it productively and make it fun as well. " + More casual environment, high morale for employees, good management + Great small staff all positive + Loyal staff. Low turnover + Flexibility, treat employees well, + Family business. Demographics age is older + Only need one employee, word of mouth (same church) + Easy application process, long term employee + Busy, Well known with locals + Locally owned is attractive. We take care of them. Family atmosphere. Competitive pay. More than other auto parts stores.

If "Yes" (Finding Talent Needed): What is working well with regards to finding and keeping talent? (+)

Day 1	Day 2
turnover + Conferences and casino outreach are helping. Snow! Promotional and transfer opportunities. Core staff has longevity. Good benefits and retirement. + High school, word of mouth + Long term employees which are loyal + The job is easy and part time so keeping employees is going well + Ok hiring + We put ads everywhere + Still receiving applicants + Long term employees, small size and inclusive of staff needs. Company culture. + Many people worked in Tahoe for a long time. Hand selected employees + Posting on craigslist + Hours + GM, walk in + Have to import from San Francisco + Don't have as much turnover, networking, word of mouth, spoil employees + International recruits, good pay, perks and discounts, positive work environment, flexible schedule + Staff family like. However no business traffic even with ad dollars. + Vail recruits, they get screened through corporate, they do ok with retention because of perks like a season pass discounts, perks, cohesive team + Interested people, help needed sign, walk ins + Flexible, knowing the job that it is, understanding creative energy, age differences + Shoulder season is hard but locals come in and leave resumes, retaining employees + Internet ads + Indeed, word of mouth + Walk ins + Backlog of resumes, provide training + Have 1 employee, networking	+ Steady work force, only 3 people. + Have solid crew + Family type environment + People we know helps, people who want part time work helps + How we treat our employees + Working with dogs, their hours are good, more time for skiing. + Only hires people she knows. In the past, has hired really great or really awful employees + Family owned business, networking, collaborative effort with other businesses + 40 hours to everybody unless they have other priorities even if we are slow + Referrals + Good staff now + Good workers that want to work here + Keeping them happy. Competitive pay. Slightly above average pay. + Advertising/word of mouth + Word of mouth on social media works well (my own Facebook), post on monster, "I'm am open minded manager balance rules and fun", very involved in middle and high school (big market) + Competitive rates, benefits, wages + They were able to find a person who walked in off the street, however this is their first hire ever + Just the owner + Long term employees but will be looking soon. Craigslist and social media (Facebook). + Just enough to fit business, small amount of staff + Just hired first employee + Benefits of working for vail and Patagonia part time are great. Mellow place to work. + Everyone is very happy with their job. + Struggled for a while. Qualified sales people are ok now. Tech staff is hard to find right now. Pay, training good working environment. Culture.

If "Yes" (Finding Talent Needed): What is working well with regards to finding and keeping talent? (+)

Day 1	Day 2
+ Ups and downs. Good workers are hard to find. On time, effort, attitude hard to find. Ads, Craigslist, walk ins + Word of mouth + Required licensed real estate agents + Walk Ins, + Willing to train, pay a little better, family environment, + Long term staff. + Craigslist indeed + They don't need employees + Small business	+ It's hard ...giving higher pay, flexible hours + High demand for employment, great HR and walk ins. They do great in house training + "Very low turnover in general but some issue with transient population. + Some opportunity for advancement/progression" + Bring up employees from valley + Employees that are willing to work + Pay is an issue but the right person for the tight job always works! + Function of good management to retain talent + Sole proprietorship for years, one employee from trade school currently. + Extensive background checks + It is only the owner + Large corporation, long time employees + Work for international management company, seasoned employed, hire locally + Really supportive management, difficult industry, bring them presents and train them + List of employees wanting to work here. Long term employees and ongoing education + Every once in a while finds qualified + Referral/ word of mouth + Everything + Minimum needs- low turnover + Both employees went through MA training at LTCC and were referred by instructor, one local from SLT + Three employees, longer term + Reputation of the business, good longevity of employees, good employee morale helps recruiting + Enough staff to help customers + Didn't have to interview, work with friend and spouse + Upper management + Benefits and good atmosphere. Good owners and buyers. Owner actually cares. He comes through and to us a couple times a year. We have job security. A retirement program with a

If "Yes" (Finding Talent Needed): What is working well with regards to finding and keeping talent? (+)

Day 1

Day 2

- match. Opportunity for upward mobility
- + No employees - sole proprietor
- + Same team since we started 2 years ago, we work well together, Young docs with positive attitude
- + We treat people right way
- + Seasoned Employees/ new recruits are talented.
- + Treating our employees fair, being a good business owner
- + Flexibility on owner's part
- + Great office culture
- + Two owners and employee through a temp agency. Too busy to complete survey.
- + Great customer service
- + People skills, if they go to LTCC instead of a 4 year
- + Long term employees, 10 years plus
- + Word of mouth. Nepotism
- + Small family operation - couple guys on call.

Detailed Survey Responses - What is Challenging in Finding Talent?

If "No" (Finding Talent Needed): Where are you experiencing challenges? (△)	
Day 1	Day 2
Summary Challenges: △ Mid-Level Talent △ Applicable job skills for positions △ Reliability △ Work readiness △ Work ethic △ Showing up/ commitment △ Seasonal economy/ transiency △ Affordable housing △ Cost of living △ Unrealistic wage expectations (Millennials) △ Drug, alcohol, hygiene issues △ Lack of customer service skills △ Transportation △ Inadequate labor pool △ Lack of experienced applicants △ Undocumented workers not reliable	Summary Challenges: △ Lack of labor pool, available talent △ Lack of relevant experience △ Reliability △ Can't find people who want to work △ Work ethic △ Lack of basic skills △ Seasonal economy/ transiency △ Affordable housing △ Cost of living △ Unreliable workforce – don't want to work hard △ Drug and alcohol issues △ Lack of customer service skills
Detailed Challenges: △ Attracting mid-level talent is difficult, seasons are hurting business. Changes in the economy have hurt. △ Availability, scheduling △ Basic sales, reliable, dressed well, drinking △ Business challenges are finding more customers. Better economy= better sales △ Can't get adequate number of applicants. Competition for same applicants. Housing and cost of living. College and other job fairs need to be better timed with hiring needs! November and June. Management can't get their work done because they have to work the line. Technology challenges related to broadband and scheduling app. Lots of repetitive tasks and rotating through stations gets monotonous. Wants more local connections - TRYP etc. Build local clientele. △ Cost of living,	Detailed Challenges: △ A lot of locals don't know we are here so they don't know to apply, not a lot of other businesses so don't get a lot walk in applications, people think we are closing (we are not) △ Big challenge up until a month ago now ok. △ Can't pass background and lack of work ethic △ Corporate won't allow more hires △ Current employees are great, but hard to find to replace workers of high quality. Not just a paycheck type. She treats employees well. △ Doesn't like to use one-stops or job fairs because the employees seem to lack direction. They say they really need a job and then will come in and leave after a week. △ Employee retention and employees that want to stay on full time △ Employees want us to work around their schedules

If "No" (Finding Talent Needed): Where are you experiencing challenges? (△)

Day 1	Day 2
△ Cost of living. Need for multiple jobs. Lack of coordination and collaboration with other employers in regard to scheduling. Lack customer service and sales skills. Transitory employment in town. Unrealistic expectations of millennials regarding wages. △ Culture, work experience, lack of desire, entitlement △ Customer service, finding employees who have pride in their work and can build relationships with customers. △ Customer skills, common sense △ Drought of workers △ Education of applicants, poor hygiene , quality of applicants, affordable housing △ Engineers difficult to find/ no one willing to relocate △ Experience, turnover △ Finding employees who are honest, have integrity and a good work ethic. △ Finding someone to handle multiple jobs. △ Hard to find a manicurist/ very competitive △ Hard to find quality employees/ young geographic △ Hard to stay △ Having a hard time finding employees △ Higher wages in CA, thy currently pay min wage. △ Hiring now. The pool is awful. Lots of hires from out of town, Craig's list. Oregon, bay area and Utah △ Knowledgeable with fragrance, reliably, trustworthiness △ Lack of enough workers with the work ethics needed; undocumented workers are not stable employees △ Lack of experience, productivity and lack of customer service skills △ Lack of good work ethic △ Lack of training specific to region " △ More personality △ Necessary skill set - already working with LTCC but still need paramedic training △ Need front desk person qualified, Craig's list,	△ Finding experienced employees and someone who fits the team. Also, availability many work two jobs △ Finding people passing drug test. No middle class in Tahoe. Not an easy job. Kids don't want to work this hard. △ Finding people to show up on a regular basis. Housekeeping especially difficult despite higher than average wages. Struggled to find local candidates for management as they look to transition out of day to day work. △ Finding people who want to work, lack of desire, talent and skill set level is poor, transient area △ Finding people, keeping employees △ Finding reliable, trustworthy people, mainly needs good people skills and it's hard to find here. △ Food/beverage, cook positions, janitorial, bussers, experienced tech having to train people that come in △ Good quality staff who are capable, need good part time people. △ Hard to find employees no one wants to work △ Hard to find reliability, not hard to find but hard to keep △ Have hard time hiring and keeping loyal long term employees △ Hospitality (looking forward to LTCC program) △ Irregular schedule, trouble with work ethic for younger employees △ It's difficult to find long term employees △ Juggling life and work. Our transient nature. Cost of living. Health insurance. △ Labor pool is no longer effective. Can't find any talent, we are at the end of our rope. Lack of basic math skills and critical thinking. △ Lack of skilled workers △ Level of professionalism, industry knowledge, basic office skills △ Limited response to job postings, finding people with experience △ Limited workforce, not high paying and taxing(emotionally and physically), heart and

If "No" (Finding Talent Needed): Where are you experiencing challenges? (△)

Day 1	Day 2
word of mouth, hasn't been easy. Just want front desk. Also need new agents. Competitive market for good agents. △ Nevada minimum wage, drug screens, inadequate numbers of applicants for available positions. Seasonality hurts. Inadequate transportation. Limited interest in year-round employment. Expectations of new millennials around wages = unrealistic. △ New help is more difficult due to DUI and related problems △ Not enough local applicants, unmotivated and lazy workers, not a career job △ Not qualified applicants. Hours available. △ Not reliable or professional applicants. Manager issues in the past. Have had to bring people on from other properties outside of Tahoe. △ Not skilled or specialized. There is no education locally. △ Recruiting issue, competition, affordable housing, cooks, training △ Reliability, most people don't bring in a resume, facetime, craigslist is a black whole when testing to find a job △ Reliability, professionalism △ Reliability, skill level lacking, not ski bums, ambition △ Sales " △ Show up to work, need to head hunt, need established stable employees, training, focused employees, ethics, customer and sales training △ Showing up, commitment △ Skill level, training in dentistry (specialized), lacking professional skills including hygiene and aggressive communication styles, employees cannot follow instructions, applicants are either under qualified or over qualified △ Sometimes limited pool. Social media is working. △ Talent, work ethic, struggle with minimum wage	commitment needed for elderly, clients die, precarious for \$10/hr △ Longevity of employees, they move out of Tahoe, here just for a season. Finding people who want a career. △ Looking to expand into IT repair and computer service △ Lots of college students (lot of partying/drug use so not showing up and don't want hire), people don't work very hard, pay scale not incentivizing △ Need more applicants (not a lot apply), advertise on McDonalds website, maybe the Y area, we have more students apply and they have limited hours △ Need people with more experience, lots of specialties and related certifications needed, need longevity, turnover tough, need CA DL and someone to lift △ Never enough employees △ No local work force to hire from △ Not enough applicants △ Not reliable employees and no skills △ Only have part time employment, need clean driver license △ People are leaving Tahoe, weather, road closures, entitlements, employees calling in off, its fine now. Finally found employees after 2 1/2 years of going through 36 employees. △ People skills, being able to count (math skills, not counting in head, rely on computers), regulars leave to go to college △ Qualified employees △ Qualified local talent. Second job is a most △ Reliability, be here and on time. Competing with higher paying jobs. Corporate has to do job postings but often get walk ins who are then directed to application. △ Reliability, pay rate △ Seasonal people, transient, affordable housing, △ Short term mindset/ poor work ethic and poor customer service △ They are not finding quality employees, not

If "No" (Finding Talent Needed): Where are you experiencing challenges? (△)

Day 1	Day 2
△ Test isn't being passed. Sign, indeed △ There is a limited pool of applicants △ Transit community, people moving △ Turnover of any kind exposes the lack if available new talent ready and able to perform △ Turnover, transit, hard to find skills and professionalism. Very hard to find skilled people for the kitchen △ Understaffed △ Unprofessional and unqualified applicants. Wear bikinis to interview. Poor advertising. Use Craig's List. Unreliable and hard to keep. Family owned business with no opportunity for progression. △ Very expensive (workers comp), not well trained. △ Work readiness △ Yes with existing staff but new hire are alcohol and drug users △ Youth, work maturity skills	- standard level. They come in unprofessional. △ They don't stay very long, hard to find right customer service skills. Has one really good employee. The mentality is "just a job" apathetic △ Transient nature of employees not wanting to make a career of their job and they don't hire seasonal or part time winter most difficult △ Transient talent, reliable people, motivated people △ Transient workforce and worker supply. By the time corporate approves workers have moved on △ Transient. Needs a solid core staff. △ Trust △ Vet assistance and technicians. Special licenses. Skilled nursing staff. △ Wants to find motivated people and train them. Big time and money investment. Trade schools like UTI are not creating talented graduates. Haven't found qualified employee that needs no training in 10 years. △ Work ethics, reliability, not enough skills △ Workers don't show up, no soft skills △ Workers wanting to work

Where are you experiencing challenges finding talent? (Day 1 - Wordle)



Where are you experiencing challenges finding talent? (Day 2 - Wordle)



Survey Question: What skills will you need from your employees in the next 3-5 years to keep your business fully operational and competitive?

What skills will you need from your employees in the next 3 to 5 years to keep your business fully operational and competitive?			
Hard Skills: Day 1 Tech skills Smart phones Social Media Master mechanic Basic skills: read, write, math Culinary skills Trade skills Home improvement Bilingual Housekeeping Gardening Sales Marketing Graphic design Dental skills Clerical Business knowledge Firefighter Paramedic Safety	Hard Skills: Day 2 Computer Skills Social media Car tech skills Basic skills (read, math) Culinary arts Trade skills: Concrete Framing Carpentry Mechanical Heating Construction Plumbing Sales Safety Vet tech Medical terminology Massage Management skills Product knowledge Merchandising Cash Handling	Soft Skills: Day 1 Customer service Guest services Loyalty Interpersonal skills Work ethic Honesty Reliability Responsibility Outgoing Problem solving Critical thinking Ability to multitask Self-starter Adaptability Upbeat personalities Business savvy Innovative Motivated Follow instructions Meet deadlines Detail oriented Teachability People skills Artistic ability Work readiness Confidence On time Ambition	Soft Skills: Day 2 Customer service Communication Loyalty Interpersonal skills Work ethic Professional skills Reliability Competent Friendly Willing to learn Passion Multi-tasking Self-starters Phone skills Team players Attitude Punctuality No drinking problem Follow directions Work efficiently Trust Dependable Consistency Well-groomed/ appearance Teamwork

Detailed Responses Day 1: What skills will you need from your employees...

Day 1 – What skills will you need...(alphabetized to avoid the appearance of implied priority)
☞ A good pool guy. ☞ Ability to Learn ☞ Adaptability ☞ Ambition, self-motivated, self-starters ☞ Artistic ability, good people skills, marketing ☞ Attitude ☞ Attract talent thru communication and media schooling ☞ Availability ☞ Basic computer knowledge, customer service, reliability ☞ Basic math such as making change, fractions and percentages. Writing and resume skills. Interpersonal communication skills. Culinary - safety, patience, ability to work with others in a team. Memorization and personal engagement skills. Need to tie training programs to employment placement. Need places to live and be safe. ☞ Being able to have knowledge of current technology ☞ Being able to multi task, being reliable and great customer service skills ☞ Calm as possible ☞ Carpentry, construction ☞ Common sense and teachability. Less attitude and entitlement. ☞ Computer and tech skills. Loyal, hard working. Knowledge of the industry. Critical thinking skills. ☞ Computer savvy, social media, knowledge of edge, websites, international currency, speaks multiple language ☞ Computer skills printing skills ☞ Computer skills, online website, technology ☞ Computer skills, social media, stay relevant, bring customers in ☞ Computer skills, specific background ☞ Computer skills, technical skills specific ☞ Continuing education on styles and current trends/ learning to market themselves ☞ Continuous schooling in emergencies, detection of phony id, and gas leaks/ outside training ☞ Culinary school, bartending school ☞ Culinary technical skills = big need, people who are willing to do "not fun" jobs like stewards. Cost of living in Tahoe is barrier to attracting employees. Soft skills and career guidance needed. ☞ Culinary, service, same as now ☞ Customer oriented and computer knowledge ☞ Customer service and people skills. ☞ Customer service skills ☞ Customer service skills, product knowledge and experience with sport. ☞ Customer service, communication, respect, multi-tasking ☞ Customer service, consistent work ethic, ☞ Customer service, detail oriented and the ability to multitask. ☞ Customer service, relations ☞ Customer service, ski/snowboard technology (set up, repair, etc). Product knowledge! POS system. ☞ Customer service, wants to work, motivation ☞ Customer service, work ethic, ability to follow instructions. ☞ Doing well in specific field e.g. artist and IT ☞ Education ☞ Employees showing up. Transient ☞ Everything ☞ Experienced firefighters/paramedics needs employees to be trained in both ☞ Family run. Don't expect any new skill demands

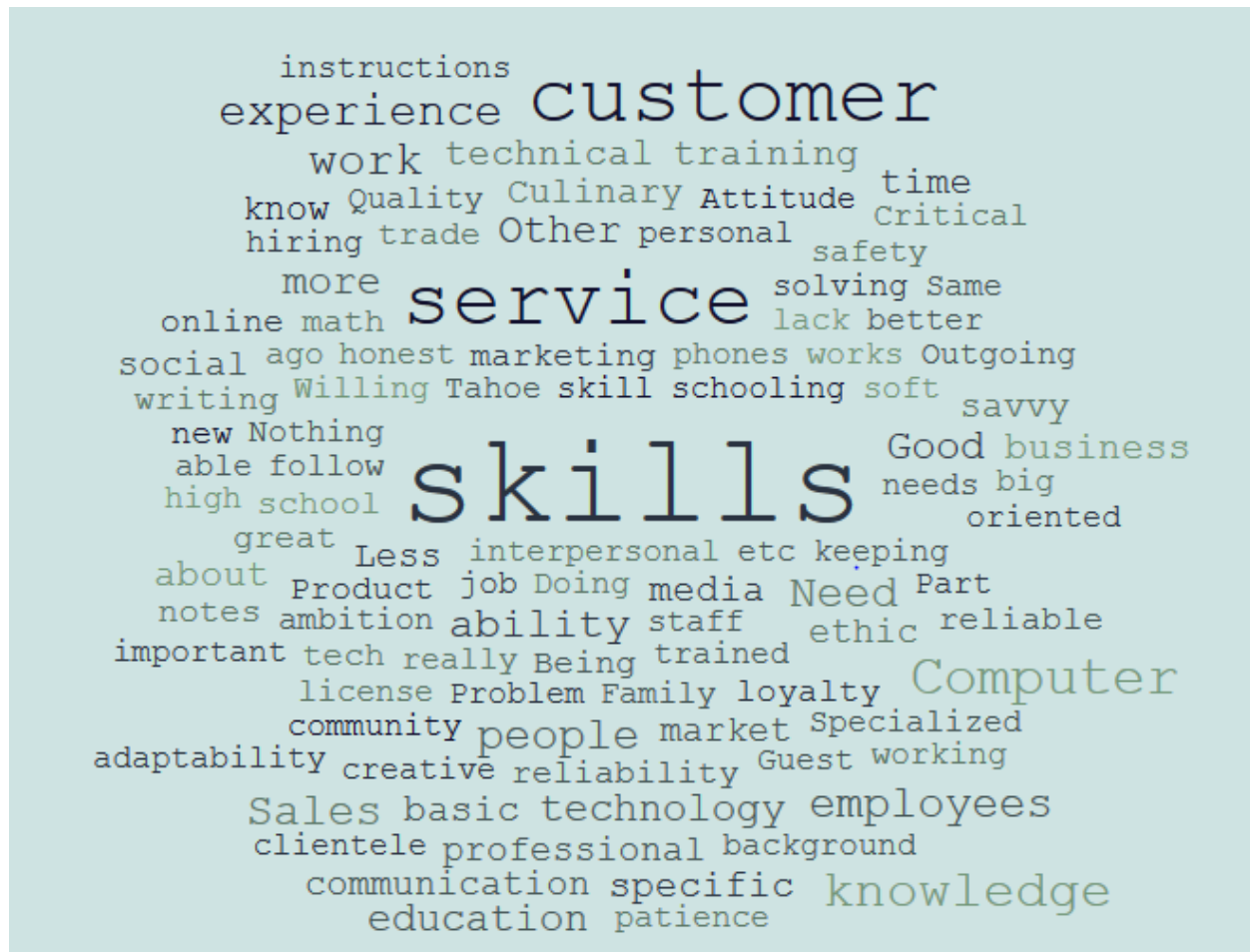
Day 1 – What skills will you need...(alphabetized to avoid the appearance of implied priority)

- ☞ Finding the whole package. Great with customers and trade skills.
- ☞ Good computer skills, professional, customer service skills, bilingual and technical skills.
- ☞ Good customer service, computer skills, timeshare knowledge, great personality
- ☞ Good haircuts and know how to color.
- ☞ Good, honest, loyalty. Master mechanic degree.
- ☞ Guest services
- ☞ Hands on experience, trade skills. Tech skills. Loyalty. Trade school education.
- ☞ Home improvement, general knowledge, math, computer skills, writing skills
- ☞ Housekeeping, gardening and grounds.
- ☞ Innovative and motivated
- ☞ Internet really important
- ☞ Know more about fine dining, food knowledge, more cooking skills. Joined Chamber rest. Group
- ☞ Knowledgeable, educated.
- ☞ Less about skills and more about simple work readiness
- ☞ Love of fashion. Want to work and get into community
- ☞ Market to high end clientele, sales experience.
- ☞ Market trends know what people want, knowing the target, keeping up with brand and products, sales, customer service
- ☞ Mechanical background, follow instructions. Problem solving.
- ☞ More education and experience combined
- ☞ Need "bodies" /customer service skills
- ☞ Need more local education. Specialization.
- ☞ Need to care about company, management skills
- ☞ Need to update outdated equipment!
- ☞ New graduates
- ☞ Not enough housekeepers, lack of fully documented workers
- ☞ Not hiring but uses network for collaboration and finds people that have other types of skills.
- ☞ Not many
- ☞ Nothing
- ☞ On time, flexible, honest
- ☞ Online sales, tech savvy, mobile, social media, seasonal hiring
- ☞ Other note - very interested in increased linkage with internships/apprenticeships."
- ☞ Other notes - communication within Latino community important"
- ☞ Other notes - reopened a month ago (fire a year ago). Struggled with Charter on internet/broadband issues.
- ☞ Other notes: slower speed limit could increase visibility and increase safety.
- ☞ Outgoing, customer service skills BIG! Critical thinking and creative problem solving skills. Be professional (back to high quality customer service). Upbeat personalities, setting guest expectations, etc.
- ☞ Outsourcing business in the next 1-2 years overseas
- ☞ People skills, basic computer, work ethic
- ☞ People skills, customer service
- ☞ People with experience. Younger staff haven't been really ready. Customer loyalty program, less traditional marketing.
- ☞ Personal training qualifications, reliable, outgoing, have business savvy, technology savvy
- ☞ Photoshop experience, place ads, customer service, phones,
- ☞ Product knowledge, sales training, customer service
- ☞ Quality and trained kitchen staff
- ☞ Reading and writing skills, basic comprehension
- ☞ Real agent license, math skills, customer service skills
- ☞ Regional business, doing TRPA type planning, biomass, restoration work. They do better when economy is better. Land development.
- ☞ Register, clean up

Day 1 – What skills will you need...(alphabetized to avoid the appearance of implied priority)

- ☞ Reliability, customer service, retail sales skills. Advertising support.
- ☞ Responsibility
- ☞ Retaining clientele, hair education, nothing close by
- ☞ Retirement of owner. Take-over by other accountant who is getting license. Clerical, basic business knowledge
- ☞ Sales experience. Server experience. Less "green" employees. Confidence and interpersonal skills. Job is micromanaged by chain so cooks need to have patience about lack of latitude and ability to be creative.
- ☞ Sales, on time, reliable, trustworthy
- ☞ Sales, reliability, ambition
- ☞ Salesmanship, ethics, soft skills, customer service, on time, keep commitments
- ☞ Same as #7
- ☞ Social media, use Facebook, mobile platform
- ☞ Specialized dental skills, professional skills
- ☞ Specialized skills, graphic design. Experienced employees.
- ☞ Specific skill sets, advanced marketing skills
- ☞ Staying on top of new technology
- ☞ Subway has a specific training university that assists with keeping employees up to date
- ☞ Technical
- ☞ Technical experience, customer service
- ☞ Technological, professional, ability to meet deadlines
- ☞ Technology skills, employees don't know how to operate smart phones
- ☞ They have a lot of employees with more than one job. Part time works for them. "Its Tahoe" slow season starting soon. Recent takeover of family dollar means cut backs. 25 hours are max for part time to avoid paying for health insurance
- ☞ Understanding the market, how business works. Consumer needs/ offering something you can't find online.
- ☞ Very excellent customer service
- ☞ We are "tired" from working 7 days a week
- ☞ Willing to grow, adaptability
- ☞ Work ethic, employee maturity skills

¹What Skills Needed Day 1 - Wordle Graphic



¹ Wordle is a mechanism for generating “word clouds” from text giving greater prominence to words that appear more frequently in the source text.

Detailed Responses Day 2: What skills will you need from your employees...

Day 2 – What skills will you need...(alphabetized to avoid the appearance of implied priority)
☞ Able to merchandise, talk to people and strangers, give shopping advice ☞ Art culture. ☞ Attitude is number 1! Culinary skills, management level skills. Customer service. ☞ Auto repair, ongoing training for new cars and technology, continuous in house training. Local and regional training seminars ☞ Basic math, customer service, team players ☞ Basic Professional skills, experience in flooring trade, ☞ Better computer skills ☞ Better training, customer service skills, industry experience ☞ Bike and ski tech. May add part time. ☞ Certification, friendly, patient cordial ☞ Certified Nursing Assistant Skills helps, compassion, we are not hitting all population, I can teach skills, but need passion and willingness to learn ☞ Coming in with good people skills, retail experience. ☞ Communication, product knowledge ☞ Competent and customer relation ☞ Competent, friendly, ☞ Computer and marketing skills. Development of skills ☞ Computer savvy (spread sheets and Outlook) diligence in follow up, reliability, and willingness to learn ☞ Computer Skills ☞ Computer skills for online training so employees can access to their own employment files. Hard to find committed employees for most it's just a job. ☞ Computer skills for sure. Relationships in the city to bring in more business. Reading writing. Ability to learn more vehicles. College car tech and sales skills training. Communication skills/ interpersonal communication skills. ☞ Computer skills/competence, social networking skills, really good personal skills ☞ Computers, cash handling, customer service ☞ Consistency in employees, less seasonal workers. We get more long term locals and opportunity to move up. ☞ Consistency, make people feel welcome, treat customers like family ☞ Construction and labor skills ☞ Continuing education classes (dental), knowledge of new equipment, CPR ☞ CS/ basic admin skills ☞ Current and up to date training, keeping up with latest laws, codes, etc. Do trainings in office and off site ☞ Customer Service /good work ethic ☞ Customer service and communication ☞ Customer service and employees that take ownership of their jobs ☞ Customer service and soft skills ☞ Customer service and training ☞ Customer service is key ☞ Customer service oriented, computer skills, retail sales skills, better public transportation, ☞ Customer service skills ☞ Customer service skills, willingness to take instruction, friendly, able to please customers. ☞ Customer service skills, word, excel. ☞ Customer service skills. Communications skills to talk to people. Product knowledge. ☞ Customer service training, loyalty. ☞ Customer service training, they have technical skills but not the customer service ☞ Customer service, computer skills ☞ Customer service, knowledge of trade, people skills

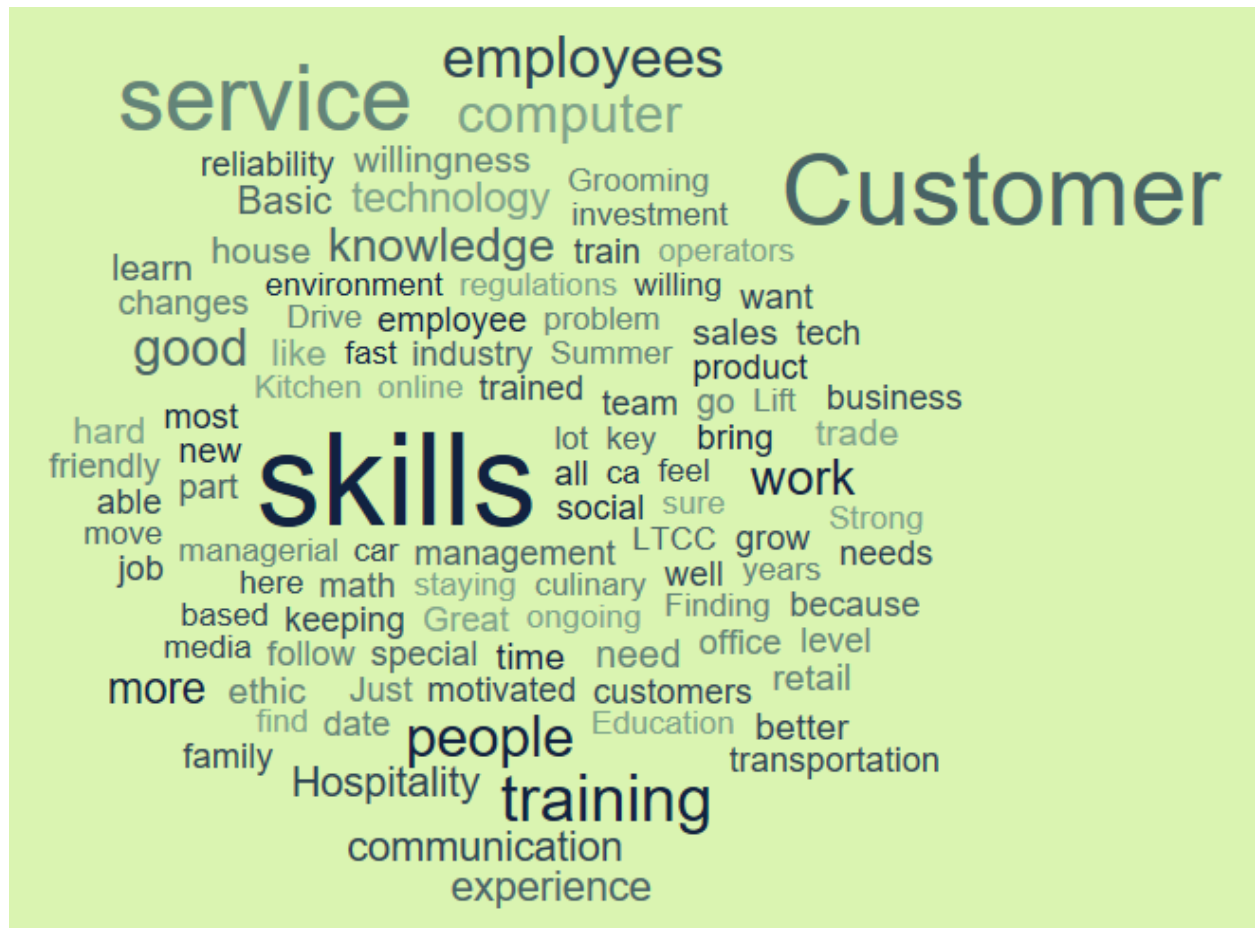
Day 2 – What skills will you need...(alphabetized to avoid the appearance of implied priority)

- ☞ Customer service, merchandising, social media, website. No one (employees) can help with website.
- ☞ Customer service, multitasking, hospitality, computer efficient, office, flexibility, good knowledge of the area, tourism, knowledge of multiple positions
- ☞ Customer service, sales skills,
- ☞ Customer Service/ work ethic
- ☞ Customer service/dependable/appearance
- ☞ Customer skills
- ☞ Doesn't have drinking problem, reliability
- ☞ Don't see any changes to current changes, concerned about Y project, not sure what more green areas will bring (will they not like my sign? Will they change my parking lot because of regulations? Where will stormwater go?)
- ☞ Education on products and trends
- ☞ Employees that are willing to work
- ☞ Employees that want to work
- ☞ Experience, need courses available, time investment for hands on training
- ☞ Finding people for opening and closing schedule
- ☞ Follow directions. Work efficiently. Handle money and customers
- ☞ Food/beverage, hospitality, electrical, high level operators, lift operators, customer service, everyone needs additional training, housing issues, transportation from valley to mountain cheaper/more frequent
- ☞ Good communication skills all other skills are trained. Basic math skills
- ☞ Good customer service is key, employees grow as they go
- ☞ Good customer service, fast paced environment, learn fast (menu changes every month)
- ☞ Great customer service,
- ☞ Great customer service, trustworthy, honest, on time
- ☞ Grooming skills - she does in house training. No grooming school/courses in northern CA.
- ☞ Guest service needs someone who shows up & wants to be here, hard to find loyal, motivated people in Tahoe
- ☞ Hospitality, customer service, payroll requires computer skills so basic computer skills, maintenance
- ☞ Hospitality, customer service, sales
- ☞ Hospitality, retail, office, security
- ☞ Industry knowledge,
- ☞ Journeymen installers, seasoned and trained at hire. Employees have been around 25-30 years
- ☞ Just being a part of the industry
- ☞ Kitchen experience, transportation, work well with others, initiative,
- ☞ Kitchen skills, temperature control, customer service
- ☞ Knowledge of regulations (i.e. EPA). Have online automated training course for employees...
- ☞ Lift 50 lbs, computer skills, customer service, complete training
- ☞ Looking for learning opportunities and keeping up with the times. On line retail.
- ☞ Lots of on the job training, especially product knowledge. Computer use, clean driving record.
- ☞ LTCC needs to offer vet tech program. Medical terminology. Computer courses. Reno students tend to stay in Reno and do not have ca license. Pay is better in Sacramento.
- ☞ Management skills, restaurant employees, resorts knowledge, office skills, culinary arts, hospitality
- ☞ Managerial skills, no success hiring off the streets better employees through referrals, trouble finding managerial staff most employees transient would rather be skiing
- ☞ More certified massage therapists.
- ☞ More snow
- ☞ More special training of product line.
- ☞ More technology based skills, hospitality, reliable, good hard worked
- ☞ Multi-tasking to get stuff done between customers, customer service, time management
- ☞ Multitasking, good communication skills, willing to be trained, reliability, that an employee planned on staying long-term, need worker bees, motivated,
- ☞ Need trustworthy, smart, customer service and well groomed. Can't smell like smoke or be dirty, not

Day 2 – What skills will you need...(alphabetized to avoid the appearance of implied priority)

- ☞ advertising on Craig's list because quality of applicants. Now Tribune option.
- ☞ No skills. We train. Just want people with a good work ethic. These kids don't know a hard days work. Trying to adapt to millennials needs.
- ☞ None closing the business after April
- ☞ None. They have inherent skills as they grow into the job.
- ☞ On the job training including specific skills like pet nutrition.
- ☞ People skills, computer skills, retail experience, knowledge of the area
- ☞ People skills, customer service, ability to connect
- ☞ People skills, math, and presentable appearance, it's a family store so want nice employees. Get good people and hold on to them, pay them well.
- ☞ People skills, they must be able to learn along with the growth of technology
- ☞ People who are internet savvy, self-starters, good phone skills,
- ☞ Plumbing and heating, mechanical skills. Staff is 10plus years, all trained.
- ☞ Professionalism, drive, motivation, positivity
- ☞ Programming, special remote controls require laptop interaction. Basic skills - hanging TVs, electrical skills. Will do training.
- ☞ Punctuality. Drive to self-improve. Keeping up with technology.
- ☞ Put out skilled good quality, good customer service
- ☞ Restaurant experience helpful but more a willingness to be outgoing, friendly, strong work ethic, team, family, active lifestyle, you work with friends. Employee message board
- ☞ Results driven employees, quick thinking on the spot, inspirational, collaborative, put themselves out there for the sale, build relationship with customer, not shy
- ☞ ROS, ridiculously over the top service - LTCC can roll this out as part of training. ROS is getting a customer a blanket, sunglasses, etc. Remembering they are here on vacation, so make it special for them. Go above and beyond, especially if a screw-up follow the book raving fans.
- ☞ Sales, work ethic, personable
- ☞ Selling business to move because he never reached the level he wanted to. But staying up to date with car technology, safety and best practices.
- ☞ Social media and customer relations
- ☞ Software and web development. Upgrading distressed properties. Cutting edge technology.
- ☞ Stability and teamwork. They feel they clout. Multi-million dollar business, so manager is the boss.
- ☞ Strong customer service skills, need training for customer service
- ☞ Summer employees
- ☞ Summer employees
- ☞ Team players/willing to work hard/ responsibility
- ☞ To continue to grow and keep the family environment and great communication and a positive customer exp
- ☞ Trade based skills
- ☞ Trade related, concrete, framing, carpentry
- ☞ Trade skills
- ☞ Train in house look for motivated people most positions are entry level need no degree
- ☞ Trust them, they show up unlike the typical Tahoe. A lot of part time
- ☞ Trust, willingness to work, cooking skills, problem with today's generation with entitlement, transportation difficult, people skills,
- ☞ Up to date on new vehicles and technology. Retaining employees is difficult-2-3years
- ☞ We have training ongoing in house through Napa.
- ☞ We train in house or bring in outside training like hazmat
- ☞ Would love to add an employee. Build her workshops. People skills most important. Investment in the community. Private Parties.

What Skills Needed Day 2 - Wordle Graphic



Survey Question: How Important Is Internet and/or Wireless Connectivity to Your Business?

How important is internet and/or wireless connectivity to your business?	Day 1	Day 2	Total
Very Important	86.49%	71.97%	78.60%
Somewhat Important	5.41%	15.91%	11.11%
Not Important	8.11%	12.12%	10.29%

Survey Question: If "Important"- Does Your Current Internet & Wireless Access Meet Your Needs?

If "Important": Does your current internet and wireless access meet your needs?			
Yes	Not Recorded	65.60%	65.60%
No	Not Recorded	34.40%	34.40%

Survey Question: What Systems, Tools, Resources or Infrastructure Would Enable You to Grow or Maintain Your Business in The Next 3-5 Years?

What systems, tools, resources, or infrastructure would enable you to grow or maintain your business in the next 3 to 5 years? (alphabetized to avoid the appearance of implied priority)
✓ A lot of community support ✓ A way for more outdoor marketing and signage to promote business. How can we grow with so many loops? She understands restrictions so it doesn't get out of control. Even employee events need a permit. Need centralized and more places to promote your events that tourists can see. A balanced way to share information to tourists on events ✓ Ability to have better signage before the Y to let people know we are here after the Y. Other notes - 6 stores in the area, 3 in Basin, 3 in valley. ✓ Additional sources of insurance. ✓ All data (automotive program). Expensive but makes business run smooth. Keeping up with technology and training. Has moved the business three time because of size and rent ✓ As s new business owner, appreciates chamber coaching and mentor opportunities. Signage. ✓ Better customer service training for young professionals. ✓ Better enforcement by city on businesses operating without a business license i.e. code enforcement. ✓ Better internet ✓ Better internet connection and skilled employees. And advertising more ✓ Better online program for employees to check hours, schedule ✓ Better parking lot, sign permanently on the road (tactful banner to catch people's eyes), ATT internet could be faster (no Charter) ✓ Better point of sale system ✓ Better staff. ✓ Bigger office and 2nd location and more radio advertising ✓ Bread and butter are second/third homeowners, especially new, large construction. ✓ Bring in sports facilities for their slow seasons, example, volleyball tourneys, etc. ✓ Bringing young people into town could help with summer help during busy wedding season. ✓ Broadband, customer service (currently high tech but not high touch), slow down highway, more roundabouts, lots of traffic at y on weekends increases backup, trouble with internet, our electronic medical records rely on internet, ✓ Casinos and other businesses are more casual than they used to be ✓ Cell phone service could be better. ✓ Change parking lot (hard to get in and out), we have the biggest in Subway in town so more locals come ✓ Changing to storage business less moving, Difficulty with wireless when bad weather, need a larger pool of staff ✓ City sign ordinance is major issue, parking ✓ Communication about opportunities, especially with younger adults. ✓ Community program for people to learn the basic business skills ✓ Competitive rents. Transient young workers say they want to work but don't. Great job for ski bum. 4th winter, numbers about even despite snow this year. Sub-culture of employees who want to

**What systems, tools, resources, or infrastructure would enable you to
grow or maintain your business in the next 3 to 5 years?**
(alphabetized to avoid the appearance of implied priority)

- collect unemployment and not work. Lives in Carson valley.
- ✓ Continue improvements with the bike path and commons beach.
- ✓ Continue keeping up with current and best technology
- ✓ Customer Service and advertising to get locals and visitors
- ✓ Does not see growth as necessary, maxed at the moment. Not looking to expand or grow.
- ✓ Equipment. New and replacing old equipment.
- ✓ Excited about remodel, planning to grow the store, want more stores at y outlets
- ✓ Expansion, more amenities
- ✓ Get a booth at the Center to answer questions for tourists looking for bottled water, directions to nestle, where is the lake, etc. put a directory board out in front. Another restroom is needed! Elderly and children need one up front and Marriott turns them away.
- ✓ Good employees that are willing to work
- ✓ Google fiber, faster internet, workforce attraction, updating codes for housing, more enforcement of insurance, workman's comp fraud, lower rates for workman's comp/insurance
- ✓ Great employees that want to work and continuing training and education
- ✓ Grooming classes - she is willing to partner/teach. Feels there is opportunity in pet grooming locally Shortage extends to Nevada too.
- ✓ Hard to answer Subway corporate needs to be involved in that conversation.
- ✓ Help to keep business bids on the hill...big properties use off hill contractors. Promote local services
- ✓ High local processes drive purchasing put of town.
- ✓ High speed internet, having Charter connect, better phone service, cell phone service, need a tower, traffic congestion makes it difficult to show property on Sundays and holidays,
- ✓ I don't need anything from the community!
- ✓ In the thrift store, sees a lot of people struggling. Tahoe could use more public services.
- ✓ Internet doesn't help with customers, no access in canyons, shoulder season resources for hospitality-deals for people who stay, local discounts so they can afford to live here, sustainable year round employment
- ✓ Internet invaluable, more computers, need effective advertising to get the word out, second homeowners rely on different ways to find out about us, more second homeowners and harder to reach them
- ✓ Internet is high cost for level of service and small business, but no choice and has to use center service. Internet goes down a lot. Private company now thru tahoe technology and raised price so held hostage to price. 20-25 year olds want higher pay and have a sense of entitlement.
- ✓ Internet is hurting business with car owners buying parts themselves, takes long hours to find parts online=staff time. Lack of consolidated information.
- ✓ Internet issues with poor weather (especially rain).
- ✓ Internet keeps crashing, trees in way, slower speed more reliable than faster speed. Would like sidewalk access. Destination with large parking lot.
- ✓ Internet signal is not fast enough. Bring in more. Clean up the Y. Revitalize the Y. Runnels looks bad. Once you go straight through the Y, nothing is promoted. Find ways to promote and bring awareness.
- ✓ Internet, Phones, computer tablets
- ✓ Internet, this building not connected to Charter (quote \$16,000 from Charter to connect), better parking
- ✓ Just keeping consistent employees and more word of mouth business

**What systems, tools, resources, or infrastructure would enable you to
grow or maintain your business in the next 3 to 5 years?**
(alphabetized to avoid the appearance of implied priority)

- ✓ Keep growing with technology.
- ✓ Keeping the city out of my business. Flexible city regulations.
- ✓ Keeping up with IT, needing faster more consistent Internet access.
- ✓ Lead program funded by city
- ✓ Maintain a good network.
- ✓ Maintaining the current status of our business, building off season business in town over all.
- ✓ Maintenance of the current business, with small growth. Affordable housing to help retain local business.
- ✓ Maintenance, improving social media outlets,
- ✓ Management and operation staff in a couple of years as son takes over operation. Not happy with internet providers in area.
- ✓ Managing yelp reviews, more online presence, traffic at Y means our suppliers can't get in on holidays and weekends, lack of customers when there is traffic
- ✓ Marketing to grow would be most important. Faster Wi Fi during busy times
- ✓ Massage therapy courses available in town. At LTCC!
- ✓ Menus and cash registers all rely on internet
- ✓ More advertisement and foot traffic
- ✓ More advertising in the future and getting the word out to the locals
- ✓ More community collaborative approach, more outreach services so community knows who we are.
- ✓ More development, new cons
- ✓ More dog friendly areas, ex. Beach areas, cater to tourists,
- ✓ More local and visitor business
- ✓ More of labor pool. More CC students
- ✓ More parking, fix traffic congestion, prevents pizza deliveries,
- ✓ More people around. More people driving. More snow - it boosted chains sales, flat tires and cabs that needed tires. Related to tourism dependent
- ✓ More space. Bigger building.
- ✓ More stores in this area, more ads this side of town, more variety of businesses (food, other retail, stores where people can browse not just a one stop shop like Big 5)
- ✓ More vibrant local area. More meeting and conference space
- ✓ More weekday traffic in winter. Lakeview commons is great for business.
- ✓ Need cell and broadband infrastructure, can't provide to guests because poor service, they are in people business, just sell pizza. Better parking, Tahoe is so special, lets focus on that,
- ✓ Need Charter cable, need good phone service, highway 50 open, , reduce traffic congestion, more parking, better signage
- ✓ Needs a steady client base, reliable members. He deals with transient demographic & difficult to build a customer base
- ✓ New local city and county projects need to hire more local companies. Sub-contractors are brought in from valley and bay. Work should be local.
- ✓ New phone system, trying not to grow, fill potholes in the driveway,
- ✓ New products and education on new products and new fixtures
- ✓ No answer for that just need help finding managerial employees
- ✓ No banners allowed, no rain gutters...too many regulations for businesses
- ✓ No parking. No parking tickets for garage anymore. Tickets at crescent V is bad fir town, visitors.
- ✓ None (closing in 2 months) but internet and cell services need improvement

**What systems, tools, resources, or infrastructure would enable you to
grow or maintain your business in the next 3 to 5 years?**
(alphabetized to avoid the appearance of implied priority)

- ✓ Now they are good.
- ✓ Old building. New phone lines. Snow removal for injured animals. Living wage and housing costs. Home based businesses using services.
- ✓ Only one provider with acceptable broadband service and it is very expensive. Growth: energy consumption, solar incentive... Storage: for energy infrastructure. City planning offer more incentives and tax incentives to encourage business growth.
- ✓ Other Notes - business good because they do monthlies
- ✓ Other notes - owner not available but some info: social media big piece of marketing and presence. Mostly local clientele.
- ✓ Parking. Lost local business because of limited parking. Improved internet service. Loading/unloading access. Leave trash cans through winter.
- ✓ Price increases for same level of service isn't great. More customers. Tourism flow. Only a tad bit better than last year despite snow.
- ✓ Putting up a (road) sign. TRPA will not allow.
- ✓ Quality employees.
- ✓ Renovating, upgrading, hiring more people,
- ✓ Rental permit office getting their act together. Consistency with new ordinances. Proper communication of regulations
- ✓ Retail training
- ✓ Reworking to go system to grow business.
- ✓ Roads and access and improved internet
- ✓ Router, easier internet access, tourism
- ✓ Skilled workers and more advertising
- ✓ Skills of hard working people. Workforce today has no work ethic. Or they are entitled. The legalization of marijuana has impacted the workplace. They cannot drive a car. Cannot show a car. Need legal guidance.
- ✓ Snow, important to invest in their associates and change the perception of what it means to stay in a timeshare to increase occupancy
- ✓ Social media marketing, more foodie focused community, marketing for winter weddings
- ✓ Speed limit too high. Looking for a more peaceful, resort atmosphere in this zone. Reroute bike path with access to businesses.
- ✓ Summer employees for the wedding business. Expanding with customized wedding packages, new venues.
- ✓ Technological advancement...we are in the stone age.
- ✓ Technology new card readers
- ✓ They love to see Bike path projects, in town here there needs work, in winter they need the parking areas for backcountry skiers, they could open that up charge 25 a year to park,
- ✓ This side of town needs a face lift. Ordinances to improve curbside appeal
- ✓ Town map/better WiFi
- ✓ Traffic congestion is a problem, improve access for locals
- ✓ Unsure - another person's department.
- ✓ Upgrade computer system, better internet reliability, no chip system either. When lots of visitors, computer and phones all go slow.
- ✓ Upgraded computer system, additional routers, and tourism, maintaining relationships with local businesses

**What systems, tools, resources, or infrastructure would enable you to
grow or maintain your business in the next 3 to 5 years?**
(alphabetized to avoid the appearance of implied priority)

- ✓ Volunteerism, community outreach to build business, keep up with technology, Currently getting wireless upgrades,
- ✓ We have a great location and fit needs of locals
- ✓ We need the people. Employees and customers. Customer service.
- ✓ Wireless upgrade, hospitality training, upgrading facilities

Businesses Surveyed by Date & Type of Business Day 1 - March 15, 2016

Businesses Served Day 1 – Eastern Areas of El Dorado County and West Douglas County

Mikes Chevron Station	Automotive
Norms Auto Repair	Automotive
Five Star Automotive	Automotive
Art's Transmission	Automotive
Sierra Alternators & Starters	Automotive
Chevron	Automotive
Gordon Consulting	Building Services
Ferguson Plumbing	Building Services
Exotic Edge Cabinet Shop	Building Services
Alpine Metals	Building Services
Ace Hardware	Building Services
Lumos	Construction Trade
Wedco	Construction Trade
Appliance Repair Slr	Construction Trade
Turner And Associates Land Survey	Construction Trade
Russ Irwin Construction	Construction Trade
New Builders	Construction Trade
Harrah's/Harvey's	Gaming
Mont Blue	Gaming
Anytime Fitness	Health & Wellness
Dr. Wenck Dds	Health & Wellness
Pier Sun Tanning	Health & Wellness
Doc's Cottages	Lodging
Lone Pine Lodge Motel	Lodging
Windham South Shore	Lodging
Black Bear	Lodging
Diamond Springs Management Inc.	Lodging
Lakeside Inn	Lodging
Oliver Properties	Lodging
Black Bear Inn	Lodging
Tahoe Beach Club	Lodging
Wyndham	Lodging
Best Western Station House	Lodging
Hardrock	Lodging
Pine Cone Resort	Lodging
Sierra Smiles	Medical
Fed Ex	Professional Services
Weidinger Public Relations	Professional Services
South Lake Tahoe Realtors	Professional Services

Businesses Served Day 1 – Eastern Areas of El Dorado County and West Douglas County

Kingsburg Hair And Nail	Professional Services
Ortega Dentistry	Professional Services
Lori London - Attorney	Professional Services
Lake Tahoe Computers	Professional Services
In Your Face Signs	Professional Services
Tesara	Professional Services
Mountain Resort Television	Professional Services
Sierra Central Credit Union	Professional Services
L'Atelier	Professional Services
Chase Marketing - Chase Real Estate	Professional Services
Eastern Sierra Engineering	Professional Services
Tahoe Beach Club	Professional Services
Bobby pages cleaners	Professional Services
Resource Concepts	Professional Services
Michael L. Dupree CPA	Professional Services
Tahoe Douglas Fire Protection District	Professional Services
Satin Legal	Professional Services
Live out loud	Professional Services
Shoreline of Tahoe	Recreation
Rock House	Recreation
Lake Tahoe Paint and Sip Studio	Recreation
Lakeside Marina	Recreation
Neighborhood Burgers	Restaurant, Bars, & Nightlife
Hard Rock Cafe in Harvey's	Restaurant, Bars, & Nightlife
Straw Hat Pizza	Restaurant, Bars, & Nightlife
Lucky beaver	Restaurant, Bars, & Nightlife
Red Hut Ski Run	Restaurant, Bars, & Nightlife
The Landing	Restaurant, Bars, & Nightlife
Cakes by Grace	Restaurant, Bars, & Nightlife
LewMarNels	Restaurant, Bars, & Nightlife
Subway	Restaurant, Bars, & Nightlife
Artemis Lakefront Cafe	Restaurant, Bars, & Nightlife
Harumi Sushi	Restaurant, Bars, & Nightlife
Casey's American cantina	Restaurant, Bars, & Nightlife
Sushi pier	Restaurant, Bars, & Nightlife
Firebreak	Restaurant, Bars, & Nightlife
Blue Angel	Restaurant, Bars, & Nightlife
Audibles	Restaurant, Bars, & Nightlife
Toast	Restaurant, Bars, & Nightlife
Mirabelle	Restaurant, Bars, & Nightlife
Goodfellas	Restaurant, Bars, & Nightlife
KFC	Restaurant, Bars, & Nightlife

Businesses Served Day 1 – Eastern Areas of El Dorado County and West Douglas County

Rose Petal	Retail
Sports Ltd.	Retail
Powderhouse/ Rainbow Mountain	Retail
Elevation 6225 Sports	Retail
Fragrance Vault	Retail
Quicksilver	Retail
Top Drawer	Retail
Bead etc.	Retail
Upper Deck Gift Shop	Retail
Savvy	Retail
Dart beverage	Retail
Blu Zone sports	Retail
Lake Tahoe Holiday	Retail
Dog Dog Cat	Retail
La Belle	Retail
Powder House ski run	Retail
CVS	Retail
Sidestreet Boutique	Retail
Michael's	Retail
Paradise Timeshare Resale	Retail
Remember Us Too	Retail
Romantic adventures	Retail
Marcus Ashley	Retail
Polynesian pearl co	Retail
Rip n Willies	Retail
Ups	Retail
Cabin Fever	Retail
Dollar Tree	Retail
Cut Loose	Retail
Lakeside Liquor	Retail
Pacific Crest Gallery	Retail
Safeway	Retail
Round Hill Jewelers	Retail

Businesses Surveyed by Date & Type of Business Day 2 - March 16, 2016

Businesses Served Day 2 – Western Areas of South Lake Tahoe and Meyers

Lakeside Napa Auto Parts	Automotive
Cardinale	Automotive
Crows	Automotive
Les Schwab	Automotive
South Side Autobody	Automotive
Struve	Automotive
Western Nevada Supply	Building Services
Ponderosa Glass	Construction Trade
Truckee Overhead Door SLT	Construction Trade
McGee Plumbing And Heating	Construction Trade
Champion Floors To Go	Construction Trade
Summit Carpets	Construction Trade
Kaczmar Painting	Construction Trade
Yonkers Construction	Construction Trade
Miller's Custom Cabinets	Construction Trade
Hatch Electric	Construction Trade
Warp Zone	Gaming
Sierra Vet	Health & Wellness
Casto Chiropractic	Health & Wellness
Elevated Fitness	Health & Wellness
Jeff Chamberlain Dentistry	Health & Wellness
Elder Options	Health & Wellness
Safe Haven Chiropractic	Health & Wellness
Borges Chiropractic	Health & Wellness
Biospirit	Health & Wellness
Sorensen's Resort	Lodging
Beach Retreat & Lodge	Lodging
Bluelake Inn	Lodging
Stardust	Lodging
Aston Hotel (Lakeland)	Lodging
Tahoe Seasons Resort	Lodging
Paradise Motel	Lodging
Invited Home	Lodging
Heavenly Valley Lodge	Lodging
Tahoe Management	Lodging
El Nido	Lodging
968 Park	Lodging
Park Tahoe Inn	Lodging
Howard Johnson	Lodging

Businesses Served Day 2 – Western Areas of South Lake Tahoe and Meyers

Marriot's Timber Lodge	Lodging
Buckingham Properties	Lodging
Emerald Bay Center For Women's Health	Medical
Lake Tahoe Dental	Medical
Tahoe Valley Pharmacy And L Shape Of Parking Lot	Medical
Tahoe Mountain Lab	Professional Services
U-Haul	Professional Services
Century 21 Meyers	Professional Services
Olivo Zicko & Co	Professional Services
Johns Cleaners	Professional Services
Dog Wash Of Tahoe	Professional Services
Greater Sierra Insurance Services	Professional Services
Praxair	Professional Services
Boyd's Barber Shop	Professional Services
Vance, Debra MFCC	Professional Services
AT&T	Professional Services
Flour Girl Cakes	Professional Services
H&R Block	Professional Services
Interior Motives	Professional Services
Tn Postal	Professional Services
Winter Wonderland	Recreation
Heavenly	Recreation
Sunrise Ski And Snowboard Rentals	Recreation
South Tahoe Ski And Boards	Recreation
Tahoe Bike Company	Recreation
Ted Kennedy Intv - Azul, Basecamp, CA Burger	
Previous Survey Was By Manager, Kevin	Restaurant, Bars, & Nightlife
Capisce	Restaurant, Bars, & Nightlife
Basecamp/Azul And Ca Burger	Restaurant, Bars, & Nightlife
Port Of Subs	Restaurant, Bars, & Nightlife
Freel Perk	Restaurant, Bars, & Nightlife
Classic Cue	Restaurant, Bars, & Nightlife
Big Daddy's Burgers	Restaurant, Bars, & Nightlife
McDonalds At The Y	Restaurant, Bars, & Nightlife
Jaliscos	Restaurant, Bars, & Nightlife
Turn 3	Restaurant, Bars, & Nightlife
Baja Fresh	Restaurant, Bars, & Nightlife
McDuffs	Restaurant, Bars, & Nightlife
Fire + Ice	Restaurant, Bars, & Nightlife
Yellow Subs	Restaurant, Bars, & Nightlife
Subway At The Y	Restaurant, Bars, & Nightlife
Bert's	Restaurant, Bars, & Nightlife

Businesses Served Day 2 – Western Areas of South Lake Tahoe and Meyers

Bob Dogs Pizza	Restaurant, Bars, & Nightlife
Beach Hut Deli	Restaurant, Bars, & Nightlife
Burger Stop	Restaurant, Bars, & Nightlife
Stateline Brewery	Restaurant, Bars, & Nightlife
Nestle Toll House	Restaurant, Bars, & Nightlife
Heidi's	Restaurant, Bars, & Nightlife
Subway	Restaurant, Bars, & Nightlife
Driftwood Cafe	Restaurant, Bars, & Nightlife
Meyers Downtown Cafe	Restaurant, Bars, & Nightlife
Lake View Thrift Store	Retail
Genius! Fine Art	Retail
Lira's Market	Retail
Sierra Ski And Cycle Works	Retail
Adventure Sport & Grill	Retail
Village Toys	Retail
Lucky Dawg Thrift	Retail
CVC	Retail
Del Sol	Retail
O'Reilly Auto Parts	Retail
South Tahoe Firearms	Retail
Tahoe Petroleum Inc.	Retail
What A Girl Wants	Retail
Kelly Moore Paints	Retail
Lake Of The Sky Outfitters	Retail
Rocket Fizz	Retail
Scotty's Hardware	Retail
Styles For Less	Retail
Thran's Flowers	Retail
Gaia Boutique	Retail
Raley's	Retail
GH Bass & Co	Retail
Patagonia	Retail
North Face	Retail
Pet Station	Retail
High Chapparal	Retail
Staples	Retail
Wildwood	Retail
Sealed With A Kiss and Lakefront Wedding (Same Business Location)	Retail
Paradise Beauty Supply	Retail
Starbucks	Retail
Discount Garden Supply	Retail

Businesses Served Day 2 – Western Areas of South Lake Tahoe and Meyers

Sherwin Williams	Retail
Pawfection	Retail
Grass Roots	Retail
Earthbound Trading Co	Retail
Kmart	Retail
Up Shirt Creek	Retail
Diy	Retail
Cvs	Retail
Nels Tahoe Hardware	Retail
Casade Clothing/Sock Hop	Retail
Bev Mo	Retail
Raleys #127	Retail
Sunsational Tans	Retail
Sun Art Gallery	Retail
TJ Maxx	Retail
Frank's TV	Retail