



EL DORADO COUNTY TBID PHASED APPROACH

Karen L. Garner,
Director of Planning & Building Department
County of El Dorado
June 17, 2026



Karen L.,

I am pleased to present to you our enclosed proposal for services to conduct a Feasibility Study and, upon a favorable finding, guide the formation of the El Dorado County Tourism Improvement District ("ECTBID").

Our phased approach is designed to build broad stakeholder support while complying with applicable laws. In Phase 1, the Civitas team will work in concert with the County of El Dorado ("County") to assess the feasibility of the ECTBID, including developing and maintaining data, obtaining feedback from business owners, educating stakeholders, drafting a service plan, and delivering a final feasibility report with recommendations for next steps.

In Phase 2, contingent upon a favorable feasibility outcome, the Civitas team will guide the formation process, including developing and manipulating data, guiding formation parameter decisions, obtaining feedback from lodging business owners, preparing legal documents, facilitating the stakeholder approval process, and preparing for local government hearings.

Civitas has been forming and renewing improvement districts since 1994 and will provide expert advice and guidance throughout this project. We will bring to the County the experience and expertise that will be necessary to successfully guide the feasibility study and formation of the ECTBID.

Thank you for the opportunity to submit this proposal. I look forward to working with you on this exciting project.

Best Regards,

A handwritten signature in black ink, appearing to read 'Maya Kitt'.

Maya Kitt
Account Manager

THE OPPORTUNITY

In our recent conversations with El Dorado County's SEED Committee and County staff, you described a destination with significant tourism assets across multiple sectors but no dedicated funding source or organizational structure to promote them. Since the dissolution of the El Dorado County Visitors Authority, the county has lacked a coordinated tourism promotion arm, placing it at a competitive disadvantage relative to neighboring counties that have established dedicated funding through improvement districts.

El Dorado County's western slope presents a unique opportunity. With distinct visitor-serving regions — Placerville, Apple Hill, the wine corridor, and the river recreation areas — and existing tourism assets that span multiple industries, the County is well positioned for an improvement district that could generate dedicated, industry-controlled funding independent of the county general fund. Initial revenue modeling presented to the SEED Committee estimated that a lodging assessment alone could generate between \$225,000 and \$456,000 annually, with additional revenue potential from wine and agriculture sectors.

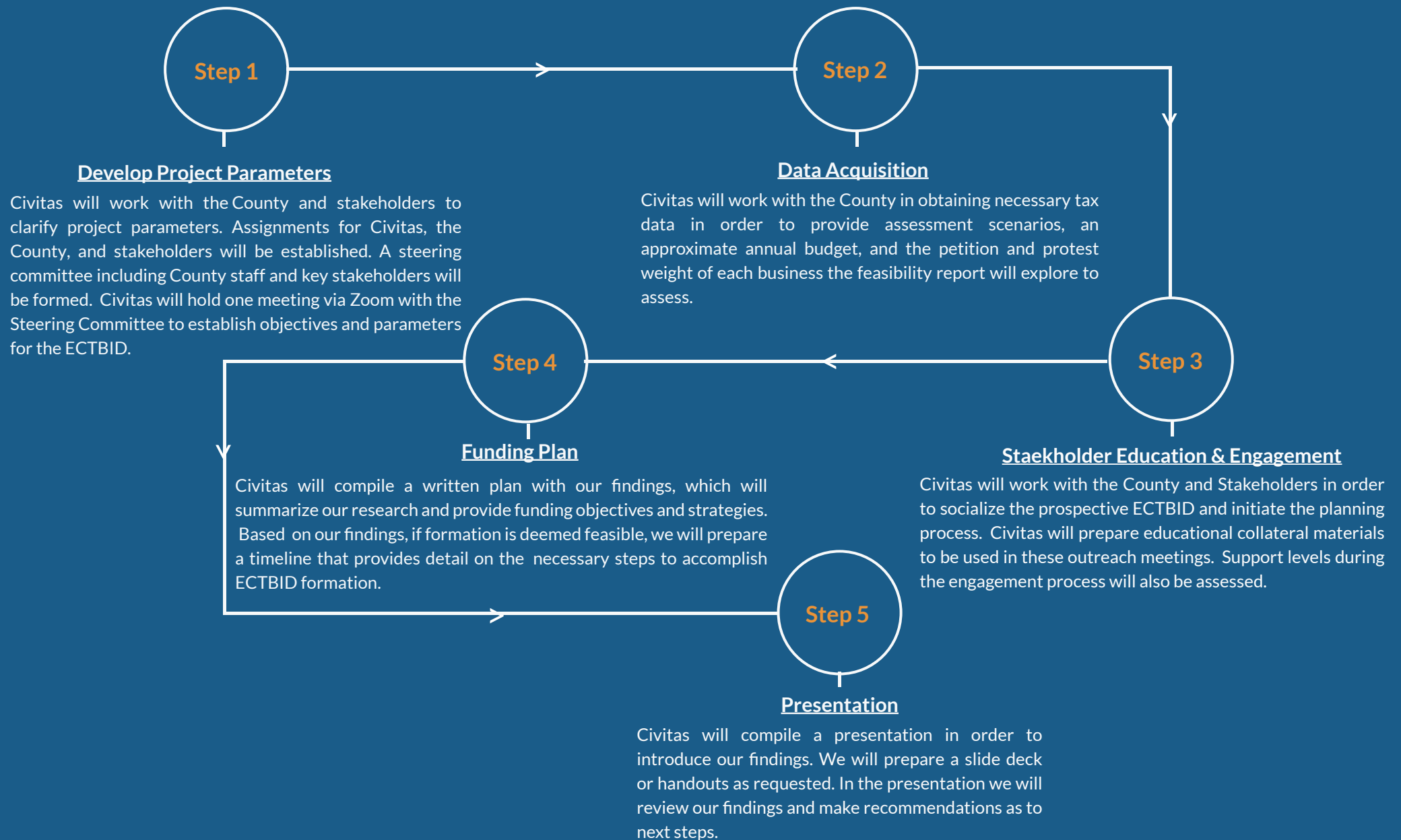
Given the county's multi-sector landscape and the range of district structures under consideration, a feasibility study is an important first step to assess stakeholder readiness, validate revenue projections, identify the optimal district type and boundary, and build the consensus necessary for a successful formation. If the feasibility study confirms a viable path forward, Civitas will guide the County through the full formation process, including legal document preparation, stakeholder outreach, the petition drive, and government hearings.

Tourism Business Improvement Districts are a stable funding source for organizations of tourism businesses working to increase demand to their businesses. Owners within the district work together to market and promote their common area and attract new visitors to their destination. The services funded by an improvement district typically include advertising, special event sponsorship, sales and marketing efforts, infrastructure programs, and many other services that benefit the businesses within the district.

Civitas has successfully completed over 150 district formation and renewal projects throughout the world, generating over \$3.6 billion in dedicated funding for the specific needs of our clients. Our client portfolio ranges from destinations seeking to establish themselves in the market for the first time, to iconic long-standing destinations that wish to remain competitive and further cement their legacy in the industry.



PHASE I: FEASIBILITY SCOPE & SCHEDULE



THE PETITION FEASIBILITY STUDY IN SCOPE & SCHEDULE

Upon completion of the Feasibility Study, and should the County elect to proceed with formation, Civitas will guide the process through the following steps.

Step 1

Initiation & Infrastructure

Creates the necessary leadership structure to carry out the project. Civitas, the County, and stakeholders will actively participate in the project process. A steering committee will be responsible for confirming formation parameters, building consensus, collection of petitions, and support at the County Board of Supervisors meetings for the formation of the ECTBID.

Step 2

Stakeholder Engagement & Consensus Building

Outreach efforts are undertaken in this step with stakeholders and elected officials to educate, engage, and to gain support for the formation of the ECTBID.

Step 3

Document Preparation & Revision

Documents necessary to form the ECTBID are drafted. This includes the Management District Plan, resolutions, notices, staff report language, and other documents as may be deemed necessary. Civitas will work closely with County staff and stakeholders to ensure documents reflect the needs and priorities of assessed businesses.

Step 4

Petition Preparation & Petition Drive

Civitas will prepare the petition to support the ECTBID formation and work with the County on strategies to secure signed petitions from business owners. Civitas will assist in determining steering committee assignments and identifying key stakeholders.

Step 5

Local Government Hearing Process

Civitas will guide the County through the local government hearing process to form the ECTBID.

MEET YOUR TEAM



Tess Gallagher
Project Coordinator



Madison Deschamps
Senior Legal Analyst & Paralegal



Maya Kitt
Account Manager



Sean Pratt
Database & GIS Specialist

At Civitas, we specialize in igniting local economies, creating jobs and establishing stable funding for destination promotions and downtown improvements throughout the United States. With more than 20 years of experience, we provide expertise in all aspects of forming, modifying, and renewing improvement districts. With offices in Sacramento, Los Angeles, and New York, our team of professionals has guided over 150 districts through the formation, modification or renewal process. With its deep experience and expertise, Civitas has been commissioned by the U.S. Travel Association to conduct nationwide studies.

Civitas also provides research, consulting, and district formation services to destinations located around the world, including Canada, South America, Europe, and Asia. For its groundbreaking work, Civitas has been featured in publications such as Forbes and Skift.

INVESTMENT PROVISIONS

Investment

The County’s investment for professional fees for the scope of services and timeline described herein shall be as follows:

Phase 1: Feasibility Study – \$26,000

Covers all services outlined in the Phase 1 scope of work over the four (4) month engagement period. Includes two (2) in-person trips. If additional trips are necessary, we would be happy to make additional trips for a professional fee of \$1,250 per trip, plus expenses.

Phase 2: District Formation – \$39,000

Contingent upon a favorable feasibility finding and the County's decision to proceed, Phase 2 covers all services outlined in the Phase 2 scope of work over the six (6) month formation period. The County is under no obligation to proceed to Phase 2. Includes three (3) in-person trips. If additional trips are necessary, we would be happy to make additional trips for a professional fee of \$1,250 per trip, plus expenses.

This proposal is based on the understanding that business owners and the County will provide assistance and time needed to facilitate the process on the local level, including some database work, time devoted to outreach meetings, and gathering support from businesses.

Expenses

The County will be responsible for all costs and expenses in addition to the professional fees. Ordinary costs and expenses, including telephone charges, postage, and photocopying will be billed at four percent (4%) of professional fees. Other costs, such as travel, overnight shipping, bulk mailing and printing costs (over 100 pages) shall be billed at Civitas’ actual cost.

Investment Overview

Description	Price
Phase I Professional Fees	\$26,000
☐ Phase II Professional Fees	\$39,000
Total	\$26,000

Billing

Phase 1: Feasibility Study

Civitas proposes a fixed monthly fee of \$6,500 per month for four (4) months, plus expenses. A start-up fee of ten percent (10%) of Phase 1 project costs, \$2,600, will be due and payable upon execution of an agreement for services between Civitas and the County. The amount of the start-up fee will be deducted from the final Phase 1 invoice, which will also be adjusted to account for the total Phase 1 contract price.

Phase 2: District Formation

Should the County elect to proceed with formation following a favorable feasibility finding, Civitas proposes a fixed monthly fee of \$6,500 per month for six (6) months, plus expenses. A start-up fee of ten percent (10%) of Phase 2 project costs, \$39,000, will be due and payable upon execution of a Phase 2 agreement for services. The amount of the start-up fee will be deducted from the final Phase 2 invoice, which will also be adjusted to account for the total Phase 2 contract price. The County is under no obligation to enter into a Phase 2 agreement.

Civitas will send the County a monthly invoice for fees and costs incurred. Invoices will include the fixed professional fee and expenses. The basis of calculation or other method of determining expenses will be clearly identified by item and amount.

Cost Assumptions and Guidelines

We have projected a specific amount of time for each phase of this engagement. It is assumed that neither phase will exceed the budgeted amount of time. If unanticipated matters result in additional time beyond that which has been projected, we would continue billing professional fees at the applicable monthly rate, plus expenses, for the project duration. Factors that could increase the scope of work and estimated costs outlined above include additional meetings not described in this proposal or analysis of additional issues above those described in this proposal.

When Civitas' services conclude for either phase, all unpaid charges for that phase will immediately become due and payable. The amount of professional fees set forth for Phase 1 is a fixed amount for completion of the feasibility study within a maximum four (4) month time frame. The amount of professional fees set forth for Phase 2, should the County elect to proceed, is a fixed amount for completion of the formation process within a maximum six (6) month time frame. For each phase, the total amount of professional fees has been divided over the applicable time frame to determine the monthly billing amount. If either phase is completed prior to its projected time frame, the remaining balance of professional fees for that phase will be due and payable within thirty (30) days of project completion.

As you know, there are many unknown variables in a project of this nature. Although we would work diligently to form the ECTBID, factors outside Civitas and County's control could delay or thwart even the best-developed plans. We will work to minimize risks and complete the project at the earliest possible date.

The pricing and scope outlined in this agreement will expire upon sixty (60) days post delivery of this proposal.

Business Information

The database for this project will rely on information from local government sources. Errors can and will occur in this data. Civitas will do its utmost to identify and correct any errors. We recommend County continue to pursue data correction strategies during and after formation, including mailings and error checking by local officials.



AGREEMENT

If you would like to agree to engage our services consistent with this proposal and the following terms, please sign below. This Agreement authorizes Civitas to proceed with Phase 1 (Feasibility Study) only. Phase 2 (District Formation) will require a separate written authorization from the County following the completion of Phase 1.

A start-up fee of ten percent (10%) of Phase 1 professional fees, \$2,600, will be due and payable upon execution of this Agreement. Civitas will send the County a monthly invoice for fees and costs incurred. Each invoice will be payable within thirty (30) days of its mailing date. Either the County or Civitas shall have the right to terminate this agreement upon ten (10) days' notice. When Civitas' services conclude for Phase 1, all unpaid charges will immediately become due and payable, including the balance of any professional fees if the project is completed prior to the maximum four (4) month time frame.

Nothing in this Agreement and nothing in statements by Civitas personnel to the County will be construed as a promise or guarantee about the outcome of the matter. Civitas makes no such promises or guarantees.

If any provision of this Agreement is held in whole or in part to be unenforceable for any reason, the remainder of that provision and of the entire Agreement will be severable and remain in effect. This Agreement may be modified by subsequent agreement of the parties only by an instrument in writing signed by both of them or an oral agreement only to the extent that the parties carry it out.

The parties agree to accept the terms and conditions herein.

Civitas Advisors, by



Maya Kitt
Account Manager

June 17, 2026

Date

County of El Dorado, by



SIGNATURE

Karen L. Garner

Karen L. Garner,
Director of Planning & Building Department

Date

Date