

NLTRA Mission

To promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

Board of Directors:

Chair: Adam Wilson, Vail Resorts | **Vice Chair:** Samir Tuma, Tahoe City Lodge
Treasurer: Christy Beck, Squaw Alpine | **Secretary:** Brett Williams, Agate Bay Realty
Aaron Rudnick, Sierra Tahoe Recreation | **Andre Priemer**, Resort at Squaw Creek | **Bruce Seigel**, Ritz-Carlton, Lake Tahoe
Chris Brown, Elevation Law Firm | **Dan Tester**, Granite Peak Management | **Gary Davis**, JK Architecture Engineering | **Greg Dallas**,
Sugar Bowl Resort | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee | **Kevin Mitchell**, Homewood Mountain
Resort | **Lynn Gibson**, Keoki Gallery | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collection
Advisory Committee: **Erin Casey**, Placer County Executive Office, **Tom Lotshaw**, Tahoe Regional Planning Agency

AGENDA

NUMBER TO CALL IN: 1-712-770-4010, enter code 775665#

If unable to attend, join the conference call from your computer, tablet or smartphone: (712) 770-4010, enter code 775665# and Log on: <https://global.gotomeeting.com/join/968960189>

First GoToMeeting? Do a quick system check:
<https://link.gotomeeting.com/system-check>

**Estimated
Time**

- | | |
|------------------|---|
| 8:30 a.m. | 1. Call to Order – Establish Quorum |
| 8:35 a.m. | 2. Informational Update: Squaw Valley/Alpine Meadows Mountaineer Transit Service |
| 8:45 a.m. | 3. Public Forum- Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum. |
| 8:50 a.m. | 4. Agenda Amendments and Approval |
| 8:55 a.m. | 5. Consent Calendar- All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions. <ul style="list-style-type: none">A. NLTRA Board Meeting Minutes<ul style="list-style-type: none">• NLTRA Board Meeting January 9th 2018 Link to preliminary online documentB. Approval of NLTRA Financial Statements of December, 2018C. Approval of CEO Expense ReportD. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org<ul style="list-style-type: none">• Finance Committee Meeting December 20, 2018 Link to online document• Tourism Development Committee – No Meeting in December |

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- In – Market Tourism Development Committee January 29, 2019-Minutes will be posted when they become available
- Business Association and Chamber Collaborative – No Meeting in December or January

Page 34

E. Approval of \$15,000 sponsorship for the 2019 Lake Tahoe Dance Festival from 18.19 FY Event Opportunistic Funds

Page 46

F. Approval of \$10,000 sponsorship to Northstar California for the 2019 Kid's Adventure Games from the 18.19 FY Event Opportunistic Funds

Page 50

G. Approval of \$10,000 sponsorship to Squaw Valley | Alpine Meadows for the 2019 NASTAR National Championships from the 18.19 FY Event Opportunistic Funds

9:00 a.m.

6. Action Items

Page 62

A. Board consideration of the Mountain Housing Council State and Federal Housing Policy Platform.

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B. Board consideration of Draft Policy Statement on Short-Term Rentals.

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C. Board consideration of Appointments to the Tourism Development Committee.

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D. Board consideration of Civitas Proposal for TBID Formation.

10:00 a.m.

7. Informational Updates/Verbal Reports

A. Presentation by Carl Ribaud, Regional Air Service Corporation.

10:40 a.m.

8. Reports/Back up-The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.

Page 103

A. Destimetrics Report January 31, 2019

Page 104

B. Conference Revenue Statistics Report January, 2019

Page 110

C. Tourism Development Report on Activities, December, 2018

Page 114

D. Chamber of Commerce Board Report January, 2019

Page 119

E. Visitor Information Center Visitor Report January, 2019

Page 120

F. North Lake Tahoe Marketing Coop Financial Statements December, 2018

Page 124

G. Membership Accounts Receivable Report, January 31, 2019

Page 125

H. Financial Key Metrics Report

10:45 a.m.

9. CEO and Staff Updates

10:55 a.m.

10. Directors Comments

11:00 a.m.

11. Meeting Review and Staff Direction

11:00-

11:30 a.m.

12. Closed Session (as may be necessary)

13. Adjournment.



north lake tahoe

Chamber | CVB | Resort Association

BOARD OF DIRECTORS MEETING

Date: Wednesday, January 9th, 2019

Time: 8:30 a.m. – 11:00 a.m.

Location: North Tahoe Event Center

8318 N. Lake Blvd., Kings Beach

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Advisory Committee: **Erin Casey**, Placer County Executive Office, **Tom Lotshaw**, Tahoe Regional Planning Agency

MINUTES

Board Members In attendance:

Adam Wilson, Samir Tuma, Christy Beck, Brett Williams, Aaron Rudnick, Dan Tester, Gary Davis vis telephone, Jim Phelan, Karen Plank, Lynn Gibson, Stephanie Hoffman, Tom Turner

Non-Voting: Erin Casey, Tom Lotshaw

Board members absent:

Andre Priemer, Bruce Seigel, Chris Brown, Greg Dallas, Kevin Mitchell

Staff in attendance:

Cindy Gustafson, Daphne Lange, Bonnie Bavetta, Liz Bowling, Dawn Teran, Andy Chapman

Others:

Lindsay Romack, Walt McRoberts, Branden (Richter 7), Terra (Richter 7) Allegra from Abbi Agency via telephone, Sean Barclay arrived at 9:28am

1. Called to Order – Established Quorum at 8:30am

2. Public Forum-Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

- None

3. Agenda Amendments and Approval

MOTION to approve agenda. M/S/C Brett/Aaron/9-0-0

4. Consent Calendar-All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve remainder of consent calendar motions.

MOTION to approve Consent Calendar items. M/S/C Dan/Samir/9-0-0

Erin arrived at 8:32

A. NLTRA Board Meeting Minutes

- NLTRA Board Meeting December 5, 2018 [Link to preliminary online document](#)
- B. Approval of NLTRA Financial Statements of November, 2018
- C. Approval of CEO Expense Report
- D. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org
- Tourism Development Committee Meeting November 27, 2018 [Link to online document](#)
- Finance Committee Meeting November 26, 2018 [Link to online document](#)

Lynn arrived at 8:33-missed first two motions Christy arrived at 8:33-missed first two motions

5. Action Items (Item 5. A.-see below)

B. Budget revision for video/broadcast of Board Meetings

- \$3,000 revision covers contract with TTCTV through June

MOTION to approve the Budget Revision for TTCTV Video of Board meetings M/S/C Brett/Dan/11-0-0

C. Amendment to Memorandum of Understanding-Tahoe City Golf Course

- Cindy reviewed the history of the TC Golf course. And oversight committee a revisiting of the MOU oversight committee has met and there are additional revisions that are required, other issues. Amendment is to continue operating for another year. Action is a year late due to the changes over the last year. Motion contingent on County approval. County and airport district approving in January as well.
- Jim inquired about "other issues". Erin: Land use issues, assets that are tied to property/density /coverage questions.
- Jim asked the timeline and Erin said that by the end of the year it will all be "flushed out".
- Brett asked about committee structure changes and asked if it will come back to Board for discussion/duration of MOU. Erin said the area plan hadn't been adopted when the MOU was written almost 7 years ago, so there are changes to look at. Item will be on the Board of Supervisor agenda on Jan 29th.

MOTION to approve Amendment to Tahoe City Golf Course Memorandum of Understanding with knowledge that it first has to be approved by Placer County Board of Supervisors. M/S/C Brett/Dan/9-0-2 Samir and Aaron abstained.

Tom Turner arrived at 8:42

D. Jim Phelan appointment to Capital Projects Advisory Committee Appointment

- Fills the NLTRA Board appointment on the committee.

MOTION to approve Jim Phelan appointment to Capital Projects Advisory Committee. M/S/C Aaron/Karen/11-0-0

Item 5. A. Report from Richter 7 – Paid Media tactics using targeted consumer research and opportunities for increased reach.

- Cindy reviewed Richter 7 history. Daphne introduced and gave more details about Richter 7.

Gary left the meeting (was via telephone) at 9:25 a.m. during Richter 7 presentation.

- Walt McRoberts/Branden and Terra from Richter 7 presented slide show.
- Samir inquired about dollars per bed/spend per room/ Daphne presented the numbers. Ours: 6400 units, \$466 per unit spend, as a reference point. Not exact up to date numbers. Cindy will get the exact numbers to the Board.
- Samir inquired about benchmark ability to determine outcome on increasing the marketing budget by an "x" amount to determine how affective an increase would be over a specified amount of time, 5 years for example.
- Data points and Fusion 7 can be used and data can be pulled from many different areas. Walt recommends creating benchmarks especially in the beginning phases.
- Daphne suggested continuing SMARI research to give a full view of all of the research combined.
- Adam suggested analysis communication in relation to reallocating the dollars.
- Discussion about influencers.

6. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)

- None at this time

7. Informational Updates/Verbal Reports

A. Update on Spartan ESPN Broadcast

- Daphne showed video of the televised Spartan race wherein NLTRA was publicized/advertised.

B. Update on Winter Creative

- Discussion about map and suggestion to add transportation and a wider visual representation of the area on the map (to include Sacramento/Reno).
- Lynn: Page 64, she suggested that there be a visual to tie into the statement: "One destination, 12 resorts." She sees the map as being confusing, lacking information. Andy said that there is a more in-depth map is located on the website.
- Cindy said comments are helpful and can be brought back to the creative team in a meeting will take place at the end of the month. Daphne commented that possibly a different map graphic can be used.
- TBID list has been received with includes over 1,000 businesses that could be participants. List is being worked through. Analytics and data is being reviewed, as well as budget and impacts.

C. Staff updates on Events, Sales, Membership and Visitor Center, see packet.

- Visitor update/Chamber update- Liz Bowling
- Daphne announced that Tourism recently received a recap from a fall/winter Expedia campaign which resulted in 25/1 ROI. Kudos to Sarah Winters.
- Cindy thanked staff for holiday/event support in December.
- Upcoming; Dahle assemblyman is running for Senate seat. Special election in the next 30 days.
- Cindy reported that South Lake Tahoe short term rental ban passed with 51 votes.
- Andy announced a meeting on Jan 21st at Sierra Nevada College. The meeting will discuss a statute which was found regarding vacation rentals not being allowed in unincorporated areas of Washoe County.
- Cindy commented that we will work with Board of Realtors to be proactive to take position on the short term rental issue and she will relay information.
- Daphne reported Visit California restaurant month, "Foodie Chats" Jan 16th. Twitter food travel chat. Info will be send to dining partners. There is a tool kit available.
- TCPUD to sponsor a Placer Board of Supervisors reception, Monday Jan. 28th, 5pm at the TC Winter Sports Park. NLTRA to host bar for BOS/No host bar for everyone else.

8. Reports/Back up-The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.

- A. Destimetrics Report December 31, 2018
- B. Conference Revenue Statistics Report December, 2018
- C. North Lake Tahoe Marketing Coop December, 2018
- D. Membership Accounts Receivable Report, December 31, 2018
- E. Financial Key Metrics Report

9. CEO and Staff Updates

- No further updates

10. Directors Comments

- TMP Workshop upcoming.
- Brett emphasized reviewing the media flow chart in the packet.

11. Meeting Review and Staff Direction

- Distribute packet from Marketing subcommittee with other recommendations.
- Work with creative team/partners review map and transportation in winter creative including flights/ground transportation.

12. Adjournment. 10:59 am

This meeting is wheelchair accessible

Posted online at www.nltra.org

North Lake Tahoe Resort Association

Balance Sheet

As of December 31, 2018

	<u>Dec 31, 18</u>	<u>Dec 31, 17</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 18</u>
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	374	349	26	7%	289
1003-00 · Cash - Operations BOTW #6712	348,225	834,469	(486,244)	(58%)	619,232
1007-00 · Cash - Payroll BOTW #7421	6,938	9,135	(2,197)	(24%)	6,195
1008-00 · Marketing Reserve - Plumas	50,206	50,131	75	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,551	100,350	201	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	138,693	132,388	6,305	5%	88,355
10950 · Cash in Drawer	1,499	1,835	(336)	(18%)	597
Total Checking/Savings	<u>676,068</u>	<u>1,158,238</u>	<u>(482,170)</u>	<u>(42%)</u>	<u>894,867</u>
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	25,806	20,652	5,154	25%	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	309,017	0	309,017	100%	0
Total Accounts Receivable	<u>334,824</u>	<u>31,121</u>	<u>303,703</u>	<u>976%</u>	<u>24,331</u>
Other Current Assets					
1200-99 · AR Other	0	1,614	(1,614)	(100%)	(41)
1201-00 · WebLink Accounts Receivable					
1201-01 · WebLink AR - Member Dues	16,350	0	16,350	100%	3,417
1201-00 · WebLink Accounts Receivable - Other	910	8,907	(7,997)	(90%)	2,870
Total 1201-00 · WebLink Accounts Receivable	<u>17,260</u>	<u>8,907</u>	<u>8,353</u>	<u>94%</u>	<u>6,287</u>
1201-02 · Allowance for Doubtful Accounts	(2,775)	0	(2,775)	(100%)	(2,500)
12100 · Inventory Asset	24,188	23,922	266	1%	28,203
1299 · Receivable from NLTMC	10,827	0	10,827	100%	28,954
1490-00 · Security Deposits	1,250	550	700	127%	650
Total Other Current Assets	<u>50,750</u>	<u>34,994</u>	<u>15,756</u>	<u>45%</u>	<u>61,554</u>
Total Current Assets	<u>1,061,641</u>	<u>1,224,353</u>	<u>(162,712)</u>	<u>(13%)</u>	<u>980,752</u>
Fixed Assets					
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%	68,768
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%	(68,768)
1740-00 · Computer Equipment	8,436	8,436	0	0%	8,436
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(8,099)	(336)	(4%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,374)	(17,586)	(1,788)	(10%)	(18,480)
1770-00 · Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
Total Fixed Assets	<u>2,147</u>	<u>4,271</u>	<u>(2,125)</u>	<u>(50%)</u>	<u>3,041</u>
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	17,595	1,058	16,537	1,564%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	8,448	19,595	(11,147)	(57%)	17,116
Total 1400-00 · Prepaid Expenses	<u>27,043</u>	<u>21,653</u>	<u>5,391</u>	<u>25%</u>	<u>27,267</u>
Total Other Assets	<u>27,043</u>	<u>21,653</u>	<u>5,391</u>	<u>25%</u>	<u>27,267</u>
TOTAL ASSETS	<u><u>1,090,831</u></u>	<u><u>1,250,277</u></u>	<u><u>(159,446)</u></u>	<u><u>(13%)</u></u>	<u><u>1,011,060</u></u>

North Lake Tahoe Resort Association

Balance Sheet

As of December 31, 2018

	Dec 31, 18	Dec 31, 17	\$ Change	% Change	Jun 30, 18
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	41,772	243,603	(201,832)	(83%)	42,156
Total Accounts Payable	41,772	243,603	(201,832)	(83%)	42,156
Credit Cards					
2080-00 · Bank of the West - Master Cards					
2080-02 · MC_6765_Jason	0	15	(15)	(100%)	15
2080-04 · MC_5968_Ronald	0	241	(241)	(100%)	126
2080-06 · MC_5288_Emily	0	426	(426)	(100%)	0
2080-10 · MC_9495_AI	0	(170)	170	100%	180
2080-11 · MC_3978_Amber	0	15	(15)	(100%)	3,070
2080-12 · MC_3960_Natalie	0	4,452	(4,452)	(100%)	0
2080-13 · MC_6903_Cindy	0	2,222	(2,222)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	0	0	0%	83
Total 2080-00 · Bank of the West - Master Cards	0	7,200	(7,200)	(100%)	5,903
Total Credit Cards	0	7,200	(7,200)	(100%)	5,903
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	25,713	38,973	(13,261)	(34%)	36,870
2101-00 · Incentive Payable	44,820	47,578	(2,758)	(6%)	43,384
2102-00 · Commissions Payable	3,845	4,839	(994)	(21%)	4,698
2120-00 · Empl. Federal Tax Payable	13,755	3,118	10,638	341%	3,072
2175-00 · 401 (k) Plan	4,916	1,559	3,357	215%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
Total 21000 · Salaries/Wages/Payroll Liabilit	142,054	170,792	(28,738)	(17%)	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	26	0	26	100%	853
25500 · *Sales Tax Payable	1,794	1,217	577	47%	1,941
2190-00 · Sales and Use Tax Payable - Other	54	0	54	100%	2,794
Total 2190-00 · Sales and Use Tax Payable	1,875	1,217	658	54%	49,521
2250-00 · Accrued Expenses	339	0	339	100%	0
2400-42 · Marketing Co-op	332	0	332	100%	67,000
2400-60 · Deferred Revenue- Member Dues	31,551	28,146	3,405	12%	56,979
2500-00 · Deferred Revenue - TMBC	405	0	405	100%	535
2651-00 · Deferred Rev - Conference	2,200	5,500	(3,300)	(60%)	0
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	4,137	(12,643)	16,780	133%	4,202
2900-00 · Due To/From County of Placer	5,160	221,067	(215,907)	(98%)	229,432
Total Other Current Liabilities	538,358	414,079	124,279	30%	548,649
Total Current Liabilities	580,130	664,883	(84,753)	(13%)	596,708
Total Liabilities	580,130	664,883	(84,753)	(13%)	596,708
Equity					
32000 · Unrestricted Net Assets	(11,669)	(8,754)	(2,915)	(33%)	(6,430)
3300-11 · Designated Marketing Reserve	275,755	256,830	18,925	7%	275,755
3301 · Cash Flow Reserve	100,248	100,048	200	0%	100,248

North Lake Tahoe Resort Association

Balance Sheet

As of December 31, 2018

	<u>Dec 31, 18</u>	<u>Dec 31, 17</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 18</u>
3302 - Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	96,349	187,251	(90,902)	(49%)	(5,239)
Total Equity	<u>510,701</u>	<u>585,394</u>	<u>(74,693)</u>	<u>(13%)</u>	<u>414,352</u>
TOTAL LIABILITIES & EQUITY	<u>1,090,831</u>	<u>1,250,277</u>	<u>(159,446)</u>	<u>(13%)</u>	<u>1,011,060</u>

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July through December 2018

	Jul - Dec 18	Jul - Dec 17	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,896,437	1,945,111	-48,674	-3%
4200-00 · Membership Dues	66,502	67,788	-1,286	-2%
4201-00 · New Member Fees	0	75	-75	-100%
4205-00 · Conference Dues	4,629	5,500	-871	-16%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	1,684	53	1,631	3,077%
4250-03 · Summer/Winter Rec Luncheon	2,622	3,409	-787	-23%
4251-00 · Tues AM Breakfast Club	3,196	1,745	1,451	83%
4250-00 · Revenues-Membership Activities - Other	3,680	1,120	2,560	229%
Total 4250-00 · Revenues-Membership Activities	11,182	6,327	4,855	77%
4252-00 · Sponsorships	600	0	600	100%
4253-00 · Revenue- Other	6	0	6	100%
4350-00 · Special Events (Marketing)	0	77,628	-77,628	-100%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	8,417	1,859	6,558	353%
4600-00 · Commissions - Other	30,537	45,890	-15,353	-34%
Total 4600-00 · Commissions	38,954	47,749	-8,795	-18%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	2,801	7,982	-5,181	-65%
46000 · Merchandise Sales - Other	65,811	50,862	14,949	29%
Total 46000 · Merchandise Sales	68,612	58,844	9,769	17%
Total Income	2,086,921	2,209,021	-122,100	-6%
Gross Profit	2,086,921	2,209,021	-122,100	-6%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	12,336	6,824	5,512	81%
5020-00 · P/R - Tax Expense	41,417	41,695	-278	-1%
5030-00 · P/R - Health Insurance Expense	62,887	47,667	15,220	32%
5040-00 · P/R - Workmans Comp	4,393	4,794	-400	-8%
5060-00 · 401 (k)	20,083	18,427	1,656	9%
5070-00 · Other Benefits and Expenses	2,351	2,224	127	6%
5000-00 · Salaries & Wages - Other	530,545	519,326	11,219	2%
Total 5000-00 · Salaries & Wages	674,012	640,956	33,056	5%
5100-00 · Rent				
5110-00 · Utilities	5,914	5,563	351	6%
5140-00 · Repairs & Maintenance	1,807	1,375	431	31%
5150-00 · Office - Cleaning	3,540	4,380	-840	-19%
5100-00 · Rent - Other	76,772	74,766	2,006	3%
Total 5100-00 · Rent	88,033	86,085	1,949	2%
5310-00 · Telephone				
5320-00 · Telephone	16,758	14,172	2,586	18%
5350-00 · Internet	25	25	0	0%
Total 5310-00 · Telephone	16,783	14,197	2,586	18%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	84	121	-37	-31%
5420-00 · Mail - USPS - Other	1,425	1,283	142	11%
Total 5420-00 · Mail - USPS	1,509	1,404	105	8%
5510-00 · Insurance/Bonding	3,401	5,495	-2,095	-38%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	3,974	1,205	2,769	230%
5520-00 · Supplies - Other	7,513	5,704	1,809	32%

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July through December 2018

	Jul - Dec 18	Jul - Dec 17	\$ Change	% Change
Total 5520-00 · Supplies	11,487	6,909	4,578	66%
5610-00 · Depreciation	894	1,315	-420	-32%
5700-00 · Equipment Support & Maintenance	849	6,495	-5,646	-87%
5710-00 · Taxes, Licenses & Fees	5,212	6,548	-1,336	-20%
5740-00 · Equipment Rental/Leasing	6,362	7,976	-1,614	-20%
5800-00 · Training Seminars	3,941	3,523	419	12%
5815 · Training Video Series	0	1,058	-1,058	-100%
5830-00 · Commission Due to Third Party	0	765	-765	-100%
5850-00 · Artist of Month - Commissions	1,894	3,366	-1,471	-44%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	840	8,020	-7,180	-90%
5920-00 · Professional Fees - Accountant	21,000	16,715	4,285	26%
5921-00 · Professional Fees - Other	0	37,219	-37,219	-100%
Total 5900-00 · Professional Fees	21,840	61,954	-40,114	-65%
5940-00 · Research & Planning Membership	0	3,000	-3,000	-100%
5941-00 · Research & Planning	5,000	2,266	2,734	121%
6020-00 · Programs				
6016-00 · Special Event Partnership	0	14,500	-14,500	-100%
6018-00 · Business Assoc. Grants	0	10,000	-10,000	-100%
Total 6020-00 · Programs	0	24,500	-24,500	-100%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	34,278	114,772	-80,494	-70%
6421-04 · Broken Arrow Skyrace	20,000	0	20,000	100%
6421-06 · Spartan	254,000	254,000	0	0%
6421-08 · Tough Mudder	8,000	0	8,000	100%
6421-09 · Wanderlust	0	4,043	-4,043	-100%
6421-10 · WinterWonderGrass - Tahoe	47	15,000	-14,953	-100%
6421-14 · Tahoe Trail 100	0	5,000	-5,000	-100%
Total 6420-01 · Sponsorships	316,325	392,815	-76,490	-20%
6421-00 · New Event Development	0	1,064	-1,064	-100%
6422-00 · Event Media				
6422-03 · Human Powered Sports Campaign	0	74	-74	-100%
Total 6422-00 · Event Media	0	74	-74	-100%
6424-00 · Event Operation Expenses	2,514	0	2,514	100%
Total 6420-00 · Events	318,839	393,953	-75,113	-19%
6423-00 · Membership Activities				
6435-00 · Shop Local Event	0	138	-138	-100%
6436-00 · Membership - Wnt/Sum Rec Lunch	3,469	2,716	753	28%
6437-00 · Tuesday Morning Breakfast Club	2,132	2,417	-285	-12%
6441-00 · Membership - Miscellaneous Exp	60	0	60	100%
6442-00 · Public Relations/Website	7,225	1,690	5,535	328%
6444-00 · Trades	0	835	-835	-100%
6423-00 · Membership Activities - Other	4,561	32	4,529	14,369%
Total 6423-00 · Membership Activities	17,446	7,827	9,619	123%
6490-00 · Classified Ads	0	50	-50	-100%
6701-00 · Market Study Reports/Research	0	808	-808	-100%
6730-00 · Marketing Cooperative/Media	729,915	657,106	72,809	11%
6740-00 · Media/Collateral/Production	1,278	0	1,278	100%
6742-00 · Non-NLT Co-Op Marketing Program	14,731	11,089	3,641	33%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	7,132	3,070	4,062	132%
6743-03 · Touch Lake Tahoe	0	10,103	-10,103	-100%
6743-05 · Peak Your Adventure	1,000	0	1,000	100%

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July through December 2018

	Jul - Dec 18	Jul - Dec 17	\$ Change	% Change
Total 6743-00 · BACC Marketing Programs	8,132	13,173	-5,041	-38%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	862	582	280	48%
52500 · Purchase Discounts	-40	-621	581	94%
59900 · POS Inventory Adjustments	36	511	-476	-93%
8100-00 · Cost of Goods Sold - Other	35,179	29,463	5,716	19%
Total 8100-00 · Cost of Goods Sold	36,036	29,935	6,101	20%
8200-00 · Associate Relations	1,930	1,410	520	37%
8300-00 · Board Functions	5,073	5,875	-803	-14%
8500-00 · Credit Card Fees	3,536	3,287	250	8%
8700-00 · Automobile Expenses	2,761	2,258	502	22%
8750-00 · Meals/Meetings	1,501	2,375	-873	-37%
8810-00 · Dues & Subscriptions	4,405	4,628	-224	-5%
8910-00 · Travel	359	944	-585	-62%
8920-00 · Bad Debt	3,553	9,382	-5,829	-62%
Total Expense	1,990,711	2,021,909	-31,197	-2%
Net Ordinary Income	96,210	187,112	-90,903	-49%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	139	139	0	0%
Total Other Income	139	139	0	0%
Net Other Income	139	139	0	0%
Net Income	96,349	187,251	-90,902	-49%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

All Departments

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	286,489	284,261	2,228	1,896,437	1,937,975	(41,538)	3,793,727
4200-00 · Membership Dues	11,135	10,600	535	66,502	63,600	2,902	128,000
4205-00 · Conference Dues	367	825	(458)	4,629	4,950	(321)	9,900
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	0	0	19,000
4250-05 · Sponsorships	0	0	0	0	0	0	13,000
4250-01 · Community Awards - Other	0	0	0	0	0	0	18,000
Total 4250-01 · Community Awards	0	0	0	0	0	0	50,000
4250-02 · Chamber Events	1,157	208	949	1,684	1,252	432	2,500
4250-03 · Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	250	(250)	0	1,300	(1,300)	3,050
4251-00 · Tues AM Breakfast Club - Other	494	580	(86)	3,196	3,480	(284)	6,960
Total 4251-00 · Tues AM Breakfast Club	494	830	(336)	3,196	4,780	(1,584)	10,010
4250-00 · Revenues-Membership Activities - Other	285	0	285	3,680	0	3,680	0
Total 4250-00 · Revenues-Membership Activities	1,936	1,038	898	11,182	10,032	1,150	70,510
4252-00 · Sponsorships	0	0	0	600	0	600	0
4253-00 · Revenue- Other	0			6			
4600-00 · Commissions							
4601-00 · Commissions - South Shore	(201)	1,667	(1,868)	8,417	9,998	(1,581)	20,000
4600-00 · Commissions - Other	3,167	2,500	667	30,537	15,000	15,537	30,000
Total 4600-00 · Commissions	2,966	4,167	(1,201)	38,954	24,998	13,956	50,000
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	457	500	(43)	2,801	6,500	(3,699)	9,500
46000 · Merchandise Sales - Other	7,190	7,600	(410)	65,811	51,100	14,711	95,000
Total 46000 · Merchandise Sales	7,647	8,100	(453)	68,612	57,600	11,012	104,500
Total Income	310,540	308,991	1,549	2,086,921	2,099,155	(12,234)	4,156,637
Gross Profit	310,540	308,991	1,549	2,086,921	2,099,155	(12,234)	4,156,637
Expense							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	304	633	(329)	12,336	3,802	8,534	7,600
5020-00 · P/R - Tax Expense	9,790	6,998	2,792	41,417	44,304	(2,887)	86,761
5030-00 · P/R - Health Insurance Expense	12,929	11,058	1,871	62,887	66,342	(3,455)	132,690
5040-00 · P/R - Workmans Comp	1,109	958	151	4,393	6,039	(1,646)	11,845
5060-00 · 401 (k)	3,115	3,560	(445)	20,083	21,719	(1,636)	43,048
5070-00 · Other Benefits and Expenses	805	586	219	2,351	3,513	(1,162)	7,029
5000-00 · Salaries & Wages - Other	97,372	88,318	9,054	530,545	538,955	(8,410)	1,068,067
Total 5000-00 · Salaries & Wages	125,423	112,111	13,312	674,012	684,674	(10,662)	1,357,040
5100-00 · Rent							
5110-00 · Utilities	935	1,128	(193)	5,914	5,873	41	12,191
5140-00 · Repairs & Maintenance	881	3,902	(3,021)	1,807	23,409	(21,602)	46,850
5150-00 · Office - Cleaning	675	1,000	(325)	3,540	5,321	(1,781)	10,444
5100-00 · Rent - Other	12,946	12,957	(11)	76,772	77,726	(954)	155,468
Total 5100-00 · Rent	15,437	18,987	(3,550)	88,033	112,329	(24,296)	224,953
5310-00 · Telephone							
5320-00 · Telephone	1,786	2,129	(343)	16,758	12,774	3,984	25,548
5350-00 · Internet	0			25			
5310-00 · Telephone - Other	0	461	(461)	0	2,769	(2,769)	5,535
Total 5310-00 · Telephone	1,786	2,590	(804)	16,783	15,543	1,240	31,083
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	30	0	30	84	0	84	0
5420-00 · Mail - USPS - Other	110	475	(365)	1,425	2,403	(978)	5,203
Total 5420-00 · Mail - USPS	140	475	(335)	1,509	2,403	(894)	5,203
5510-00 · Insurance/Bonding	724	485	239	3,401	3,228	173	6,138
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	770	125	645	3,974	5,050	(1,076)	7,600
5520-00 · Supplies - Other	2,365	1,650	715	7,513	10,593	(3,080)	21,493
Total 5520-00 · Supplies	3,135	1,775	1,360	11,487	15,643	(4,156)	29,093
5610-00 · Depreciation	149	177	(28)	894	1,067	(173)	2,129
5700-00 · Equipment Support & Maintenance	199	1,118	(919)	849	6,706	(5,857)	13,412
5710-00 · Taxes, Licenses & Fees	1,056	1,100	(44)	5,212	6,551	(1,339)	12,951
5740-00 · Equipment Rental/Leasing	1,128	1,478	(350)	6,362	8,858	(2,496)	17,726
5800-00 · Training Seminars	1,663	417	1,246	3,941	7,748	(3,807)	16,450
5850-00 · Artist of Month - Commissions	0	458	(458)	1,894	2,752	(858)	5,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	750	(750)	840	4,500	(3,660)	9,000
5920-00 · Professional Fees - Accountant	0	0	0	21,000	25,000	(4,000)	25,000
5921-00 · Professional Fees - Other	0	2,291	(2,291)	0	13,750	(13,750)	26,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

All Departments

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Bud...
Total 5900-00 · Professional Fees	0	3,041	(3,041)	21,840	43,250	(21,410)	60,000
5941-00 · Research & Planning	0	0	0	5,000	2,500	2,500	5,000
6020-00 · Programs							
6016-00 · Special Event Partnership	0	25,000	(25,000)	0	25,000	(25,000)	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	0	25,000	(25,000)	0	35,000	(35,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0	0	0	34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 · Broken Arrow Skyrace	0	0	0	20,000	0	20,000	20,000
6421-05 · No Barriers	0	0	0	0	0	0	12,400
6421-06 · Spartan	0	0	0	254,000	254,500	(500)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	8,000	0	8,000	35,550
6421-09 · Wanderlust	0	0	0	0	0	0	37,700
6421-10 · WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 · Mountain Travel Symposium	0			0			5,000
Total 6420-01 · Sponsorships	0	0	0	316,325	291,875	24,450	447,225
6421-00 · New Event Development	0	2,750	(2,750)	0	16,500	(16,500)	58,000
6424-00 · Event Operation Expenses	0	667	(667)	2,514	4,000	(1,486)	8,000
Total 6420-00 · Events	0	3,417	(3,417)	318,839	312,375	6,464	513,225
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	3,469	2,500	969	5,000
6437-00 · Tuesday Morning Breakfast Club	500	650	(151)	2,132	3,250	(1,119)	7,150
6441-00 · Membership - Miscellaneous Exp	0			60			
6442-00 · Public Relations/Website	674	344	330	7,225	3,564	3,661	5,628
6423-00 · Membership Activities - Other	2,773	0	2,773	4,561	0	4,561	0
Total 6423-00 · Membership Activities	3,946	994	2,952	17,446	9,314	8,132	45,278
6730-00 · Marketing Cooperative/Media	121,652	121,652	0	729,915	729,911	4	1,459,823
6740-00 · Media/Collateral/Production	1,278	0	1,278	1,278	0	1,278	0
6742-00 · Non-NLT Co-Op Marketing Program	972	4,316	(3,345)	14,731	25,904	(11,173)	51,800
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	0	0	0	7,132	11,000	(3,868)	20,000
6743-03 · Touch Lake Tahoe	0	0	0	0	10,000	(10,000)	20,000
6743-04 · High Notes	0	0	0	0	0	0	20,000
6743-05 · Peak Your Adventure	0	0	0	1,000	0	1,000	20,000
Total 6743-00 · BACC Marketing Programs	0	0	0	8,132	21,000	(12,868)	80,000
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	104	0	104	862	0	862	0
52500 · Purchase Discounts	0	0	0	(40)	0	(40)	0
59900 · POS Inventory Adjustments	4	0	4	36	0	36	0
8100-00 · Cost of Goods Sold - Other	3,831	3,990	(159)	35,179	26,826	8,353	49,875
Total 8100-00 · Cost of Goods Sold	3,939	3,990	(51)	36,036	26,826	9,210	49,875
8200-00 · Associate Relations	1,027	616	411	1,930	3,704	(1,774)	7,400
8300-00 · Board Functions	293	150	143	5,073	2,250	2,823	4,500
8500-00 · Credit Card Fees	481	454	27	3,536	3,115	421	6,658
8600-00 · Additional Opportunities	0	3,134	(3,134)	0	18,796	(18,796)	37,600
8700-00 · Automobile Expenses	363	498	(135)	2,761	3,175	(414)	6,183
8750-00 · Meals/Meetings	291	637	(346)	1,501	3,818	(2,317)	7,640
8810-00 · Dues & Subscriptions	1,648	852	796	4,405	5,108	(703)	10,220
8910-00 · Travel	359	0	359	359	1,900	(1,541)	6,600
8920-00 · Bad Debt	(733)	0	(733)	3,553	0	3,553	0
Total Expense	286,354	309,922	(23,568)	1,990,711	2,115,448	(124,737)	4,153,480
Net Ordinary Income	24,186	(931)	25,117	96,210	(16,293)	112,503	3,157
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			139			
Total Other Income	23			139			
Other Expense							
8990-00 · Allocated	0	0	(0)	0	(0)	0	0
Total Other Expense	0	0	(0)	0	(0)	0	0
Net Other Income	23	(0)	23	139	0	139	0
Net Income	24,209	(931)	25,141	96,349	(16,293)	112,642	3,157

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

11 - Marketing

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	223,675	218,114	5,561	1,501,985	1,532,502	(30,517)	2,983,906
Total Income	223,675	218,114	5,561	1,501,985	1,532,502	(30,517)	2,983,906
Gross Profit	223,675	218,114	5,561	1,501,985	1,532,502	(30,517)	2,983,906
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	1,375	0	8,250	8,250	0	16,500
5020-00 · P/R - Tax Expense	3,572	1,915	1,657	11,820	11,456	364	22,712
5030-00 · P/R - Health Insurance Expense	6,023	4,080	1,943	28,758	24,480	4,278	48,960
5040-00 · P/R - Workmans Comp	194	190	4	741	1,145	(404)	2,268
5060-00 · 401 (k)	913	1,094	(181)	6,231	6,545	(314)	12,978
5070-00 · Other Benefits and Expenses	549	167	382	901	1,006	(105)	2,008
5000-00 · Salaries & Wages - Other	26,902	27,350	(448)	160,481	163,649	(3,168)	324,453
Total 5000-00 · Salaries & Wages	39,529	36,171	3,358	217,182	216,531	651	429,879
5100-00 · Rent							
5110-00 · Utilities	130	135	(5)	843	810	33	1,620
5140-00 · Repairs & Maintenance	80	1,167	(1,087)	160	7,002	(6,842)	14,033
5150-00 · Office - Cleaning	225	375	(150)	1,192	1,450	(258)	2,700
5100-00 · Rent - Other	2,050	1,984	66	12,644	11,901	743	23,805
Total 5100-00 · Rent	2,486	3,661	(1,175)	14,840	21,163	(6,323)	42,158
5310-00 · Telephone							
5320-00 · Telephone	380	670	(290)	3,723	4,020	(297)	8,040
Total 5310-00 · Telephone	380	670	(290)	3,723	4,020	(297)	8,040
5420-00 · Mail - USPS	38	150	(112)	228	450	(222)	900
5510-00 · Insurance/Bonding	138	169	(31)	646	1,014	(368)	2,028
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	293	0	293	1,140	1,800	(660)	3,600
5520-00 · Supplies - Other	497	417	80	1,015	2,498	(1,483)	5,000
Total 5520-00 · Supplies	790	417	373	2,155	4,298	(2,143)	8,600
5610-00 · Depreciation	0	20	(20)	0	120	(120)	240
5700-00 · Equipment Support & Maintenance	0	292	(292)	0	1,750	(1,750)	3,500
5740-00 · Equipment Rental/Leasing	277	315	(38)	1,535	1,890	(355)	3,780
5800-00 · Training Seminars	1,597	0	1,597	2,206	0	2,206	4,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	750	(750)	1,500
5921-00 · Professional Fees - Other	0	416	(416)	0	2,500	(2,500)	5,000
Total 5900-00 · Professional Fees	0	541	(541)	0	3,250	(3,250)	6,500
5941-00 · Research & Planning	0	0	0	5,000	2,500	2,500	5,000
6020-00 · Programs							
6016-00 · Special Event Partnership	0	25,000	(25,000)	0	25,000	(25,000)	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	0	25,000	(25,000)	0	35,000	(35,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0	0	0	34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 · Broken Arrow Skyrace	0	0	0	20,000	0	20,000	20,000
6421-05 · No Barriers	0	0	0	0	0	0	12,400
6421-06 · Spartan	0	0	0	254,000	254,500	(500)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	8,000	0	8,000	35,550
6421-09 · Wanderlust	0	0	0	0	0	0	37,700
6421-10 · WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 · Mountain Travel Symposium	0			0			5,000
Total 6420-01 · Sponsorships	0	0	0	316,325	291,875	24,450	447,225
6421-00 · New Event Development	0	2,750	(2,750)	0	16,500	(16,500)	58,000
6424-00 · Event Operation Expenses	0	667	(667)	2,056	4,000	(1,944)	8,000
Total 6420-00 · Events	0	3,417	(3,417)	318,381	312,375	6,006	513,225
6730-00 · Marketing Cooperative/Media	111,384	111,384	0	668,304	668,300	4	1,336,604
6742-00 · Non-NLT Co-Op Marketing Program	322	833	(512)	12,931	5,002	7,929	10,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	0	0	0	7,132	11,000	(3,868)	20,000
6743-03 · Touch Lake Tahoe	0	0	0	0	10,000	(10,000)	20,000
6743-04 · High Notes	0	0	0	0	0	0	20,000
6743-05 · Peak Your Adventure	0	0	0	1,000	0	1,000	20,000
Total 6743-00 · BACC Marketing Programs	0	0	0	8,132	21,000	(12,868)	80,000
8200-00 · Associate Relations	0	133	(133)	25	802	(777)	1,600
8500-00 · Credit Card Fees	0	0	0	45	0	45	0
8600-00 · Additional Opportunites	0	2,667	(2,667)	0	15,998	(15,998)	32,000

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

11 - Marketing

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
8700-00 · Automobile Expenses	27	125	(98)	716	750	(34)	1,500
8750-00 · Meals/Meetings	0	300	(300)	78	1,800	(1,722)	3,600
8810-00 · Dues & Subscriptions	720	292	428	1,218	1,748	(530)	3,500
8910-00 · Travel	359	0	359	359	1,800	(1,441)	5,500
Total Expense	158,045	186,557	(28,512)	1,257,702	1,321,561	(63,859)	2,582,654
Net Ordinary Income	65,630	31,557	34,074	244,283	210,941	33,343	401,252
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			122			
Total Other Income	23			122			
Other Expense							
8990-00 · Allocated	32,276	31,557	719	187,884	210,941	(23,056)	401,252
Total Other Expense	32,276	31,557	719	187,884	210,941	(23,056)	401,252
Net Other Income	(32,252)	(31,557)	(695)	(187,762)	(210,941)	23,178	(401,252)
Net Income	33,378	0	33,378	56,521	0	56,521	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

30 - Conference

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	29,101	29,101	0	177,569	177,559	10	352,299
4205-00 • Conference Dues	367	825	(458)	4,629	4,950	(321)	9,900
4600-00 • Commissions							
4601-00 • Commissions - South Shore	(201)	1,667	(1,868)	8,417	9,998	(1,581)	20,000
4600-00 • Commissions - Other	3,167	2,500	667	30,537	15,000	15,537	30,000
Total 4600-00 • Commissions	2,966	4,167	(1,201)	38,954	24,998	13,956	50,000
Total Income	32,434	34,093	(1,660)	221,152	207,507	13,645	412,199
Gross Profit	32,434	34,093	(1,660)	221,152	207,507	13,645	412,199
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	304	633	(329)	12,336	3,802	8,534	7,600
5020-00 • P/R - Tax Expense	1,918	1,165	753	7,117	6,987	130	13,977
5030-00 • P/R - Health Insurance Expense	1,668	1,633	35	10,621	9,792	829	19,590
5040-00 • P/R - Workmans Comp	137	172	(35)	456	1,033	(575)	2,065
5060-00 • 401 (k)	554	555	(1)	3,631	3,327	304	6,657
5070-00 • Other Benefits and Expenses	42	84	(42)	252	500	(248)	1,004
5000-00 • Salaries & Wages - Other	11,649	13,236	(1,587)	72,698	79,411	(6,713)	158,827
Total 5000-00 • Salaries & Wages	16,271	17,478	(1,207)	107,113	104,852	2,261	209,720
5100-00 • Rent							
5110-00 • Utilities	65	70	(5)	412	420	(8)	840
5140-00 • Repairs & Maintenance	40	43	(3)	80	259	(179)	517
5150-00 • Office - Cleaning	113	102	11	596	611	(15)	1,223
5100-00 • Rent - Other	1,025	953	72	6,150	5,715	435	11,433
Total 5100-00 • Rent	1,243	1,168	75	7,238	7,005	233	14,013
5310-00 • Telephone							
5320-00 • Telephone	167	206	(39)	1,363	1,236	127	2,472
Total 5310-00 • Telephone	167	206	(39)	1,363	1,236	127	2,472
5420-00 • Mail - USPS	18	42	(24)	81	248	(167)	500
5510-00 • Insurance/Bonding	45	115	(70)	213	687	(474)	1,377
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	30	0	30	183	0	183	0
5520-00 • Supplies - Other	262	52	210	457	306	151	618
Total 5520-00 • Supplies	292	52	240	640	306	334	618
5610-00 • Depreciation	0	8	(8)	0	46	(46)	94
5700-00 • Equipment Support & Maintenance	0	140	(140)	0	845	(845)	1,685
5710-00 • Taxes, Licenses & Fees	0	8	(8)	0	48	(48)	96
5740-00 • Equipment Rental/Leasing	122	155	(33)	668	926	(258)	1,856
6730-00 • Marketing Cooperative/Media	10,268	10,268	0	61,611	61,611	0	123,219
8200-00 • Associate Relations	0	25	(25)	0	150	(150)	300
8810-00 • Dues & Subscriptions	0	83	(83)	0	502	(502)	1,000
8920-00 • Bad Debt	(733)			733			
Total Expense	27,693	29,748	(2,055)	179,660	178,462	1,198	356,950
Net Ordinary Income	4,740	4,345	395	41,491	29,045	12,447	55,249
Other Income/Expense							
Other Expense							
8990-00 • Allocated	4,444	4,345	99	25,870	29,045	(3,175)	55,249
Total Other Expense	4,444	4,345	99	25,870	29,045	(3,175)	55,249
Net Other Income	(4,444)	(4,345)	(99)	(25,870)	(29,045)	3,175	(55,249)
Net Income	296	0	296	15,621	0	15,621	0

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

42 - Visitor Center

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	32,995	36,328	(3,333)	212,565	223,547	(10,983)	448,844
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC income	457	500	(43)	2,801	6,500	(3,699)	9,500
46000 • Merchandise Sales - Other	7,190	7,600	(410)	65,811	51,100	14,711	95,000
Total 46000 • Merchandise Sales	7,647	8,100	(453)	68,612	57,600	11,012	104,500
Total Income	40,642	44,428	(3,786)	281,177	281,147	30	553,344
Gross Profit	40,642	44,428	(3,786)	281,177	281,147	30	553,344
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,570	1,208	362	8,294	9,599	(1,305)	17,550
5030-00 • P/R - Health Insurance Expense	1,793	1,806	(13)	8,309	10,836	(2,527)	21,672
5040-00 • P/R - Workmans Comp	553	403	150	1,866	2,700	(835)	5,193
5060-00 • 401 (k)	480	537	(57)	3,363	3,602	(239)	6,924
5070-00 • Other Benefits and Expenses	81	102	(21)	550	613	(63)	1,225
5000-00 • Salaries & Wages - Other	17,613	13,425	4,188	91,959	90,053	1,906	173,103
Total 5000-00 • Salaries & Wages	22,091	17,481	4,610	114,341	117,403	(3,062)	225,667
5100-00 • Rent							
5110-00 • Utilities	577	750	(173)	3,553	3,600	(47)	7,650
5140-00 • Repairs & Maintenance	260	2,292	(2,032)	566	13,748	(13,182)	27,500
5150-00 • Office - Cleaning	56	237	(181)	298	1,425	(1,127)	2,847
5100-00 • Rent - Other	6,663	7,025	(363)	39,975	42,147	(2,172)	84,297
Total 5100-00 • Rent	7,556	10,304	(2,748)	44,392	60,920	(16,528)	122,294
5310-00 • Telephone							
5320-00 • Telephone	433	0	433	4,517	0	4,517	0
5310-00 • Telephone - Other	0	461	(461)	0	2,769	(2,769)	5,535
Total 5310-00 • Telephone	433	461	(28)	4,517	2,769	1,748	5,535
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0	0	0	54	0	54	0
5420-00 • Mail - USPS - Other	13	145	(132)	346	874	(528)	1,744
Total 5420-00 • Mail - USPS	13	145	(132)	400	874	(475)	1,744
5510-00 • Insurance/Bonding	241	146	95	1,132	877	255	1,753
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	1	125	(124)	307	750	(443)	1,500
5520-00 • Supplies - Other	321	473	(152)	2,928	3,537	(609)	7,375
Total 5520-00 • Supplies	322	598	(276)	3,235	4,287	(1,052)	8,875
5610-00 • Depreciation	118	87	31	708	527	181	1,049
5700-00 • Equipment Support & Maintenance	0	300	(300)	0	1,800	(1,800)	3,600
5710-00 • Taxes, Licenses & Fees	0	0	0	0	155	(155)	155
5740-00 • Equipment Rental/Leasing	241	429	(188)	1,431	2,576	(1,145)	5,150
5800-00 • Training Seminars	66	0	66	66	3,550	(3,484)	5,000
5850-00 • Artist of Month - Commissions	0	458	(458)	1,894	2,752	(858)	5,500
6740-00 • Media/Collateral/Production	1,278	0	1,278	1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	650	3,483	(2,833)	1,800	20,902	(19,102)	41,800
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	104	0	104	862	0	862	0
52500 • Purchase Discounts	0	0	0	(40)	0	(40)	0
59900 • POS Inventory Adjustments	4	0	4	36	0	36	0
8100-00 • Cost of Goods Sold - Other	3,831	3,990	(159)	34,471	26,826	7,645	49,875
Total 8100-00 • Cost of Goods Sold	3,939	3,990	(51)	35,329	26,826	8,503	49,875
8200-00 • Associate Relations	0	58	(58)	0	352	(352)	700
8500-00 • Credit Card Fees	235	284	(50)	1,917	2,015	(98)	3,658
8700-00 • Automobile Expenses	61	45	16	457	460	(3)	750
8750-00 • Meals/Meetings	5	67	(62)	79	398	(319)	800
8810-00 • Dues & Subscriptions	48	167	(119)	48	998	(950)	2,000
8910-00 • Travel	0	0	0	0	100	(100)	1,100
Total Expense	37,296	38,503	(1,207)	213,021	250,541	(37,520)	487,005
Net Ordinary Income	3,346	5,925	(2,579)	68,155	30,606	37,549	66,339
Other Income/Expense							
Other Expense							
8990-00 • Allocated	6,060	5,925	135	35,277	39,606	(4,329)	75,339
Total Other Expense	6,060	5,925	135	35,277	39,606	(4,329)	75,339
Net Other Income	(6,060)	(5,925)	(135)	(35,277)	(39,606)	4,329	(75,339)
Net Income	(2,714)	0	(2,714)	32,878	(9,000)	41,878	(9,000)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

51 - TMPI

	Dec 18	Budget	\$ Over Bu...	Jul - Dec 18	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	718	718	0	4,318	4,367	(49)	8,677
Total Income	718	718	0	4,318	4,367	(49)	8,677
Gross Profit	718	718	0	4,318	4,367	(49)	8,677
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	(152)	201	(352)	401
5030-00 · P/R - Health Insurance Expense	6	4	2	40	21	19	42
5040-00 · P/R - Workmans Comp	4	4	(0)	45	24	21	48
5060-00 · 401 (k)	20	23	(3)	170	136	34	272
5070-00 · Other Benefits and Expenses	0	0	0	2	0	2	0
5000-00 · Salaries & Wages - Other	762	567	195	4,360	3,399	961	6,798
Total 5000-00 · Salaries & Wages	791	630	161	4,465	3,781	684	7,561
5100-00 · Rent							
5110-00 · Utilities	5			33			
5140-00 · Repairs & Maintenance	3			6			
5150-00 · Office - Cleaning	8			42			
5100-00 · Rent - Other	72	0	72	431	0	431	0
Total 5100-00 · Rent	87	0	87	511	0	511	0
5310-00 · Telephone							
5320-00 · Telephone	22			245			
Total 5310-00 · Telephone	22	0	22	245	0	245	0
5420-00 · Mail - USPS	0	0	0	19	0	19	0
5510-00 · Insurance/Bonding	14	0	14	64	0	64	0
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	12			71			
5520-00 · Supplies - Other	2	0	2	16	0	16	0
Total 5520-00 · Supplies	14	0	14	87	0	87	0
5740-00 · Equipment Rental/Leasing	33	0	33	183	0	183	0
8700-00 · Automobile Expenses	8	0	8	26	0	26	0
8750-00 · Meals/Meetings	1	0	1	3	0	3	0
Total Expense	970	630	340	5,602	3,781	1,822	7,561
Net Ordinary Income	(253)	88	(340)	(1,284)	587	(1,871)	1,116
Other Income/Expense							
Other Expense							
8990-00 · Allocated	90	88	2	523	587	(64)	1,116
Total Other Expense	90	88	2	523	587	(64)	1,116
Net Other Income	(90)	(88)	(2)	(523)	(587)	64	(1,116)
Net Income	(342)	0	(342)	(1,807)	0	(1,807)	0

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

60 - Membership

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 • Membership Dues	11,135	10,600	535	66,502	63,600	2,902	128,000
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	0	0	0	19,000
4250-05 • Sponsorships	0	0	0	0	0	0	13,000
4250-01 • Community Awards - Other	0	0	0	0	0	0	18,000
Total 4250-01 • Community Awards	0	0	0	0	0	0	50,000
4250-02 • Chamber Events	1,157	208	949	1,684	1,252	432	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	250	(250)	0	1,300	(1,300)	3,050
4251-00 • Tues AM Breakfast Club - Other	494	580	(86)	3,196	3,480	(284)	6,960
Total 4251-00 • Tues AM Breakfast Club	494	830	(336)	3,196	4,780	(1,584)	10,010
4250-00 • Revenues-Membership Activities - Other	285	0	285	3,680	0	3,680	0
Total 4250-00 • Revenues-Membership Activities	1,936	1,038	898	11,182	10,032	1,150	70,510
4252-00 • Sponsorships	0	0	0	600	0	600	0
4253-00 • Revenue- Other	0			6			
Total Income	13,072	11,638	1,434	78,289	73,632	4,657	198,510
Gross Profit	13,072	11,638	1,434	78,289	73,632	4,657	198,510
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(8,250)	(8,250)	0	(16,500)
5020-00 • P/R - Tax Expense	536	547	(11)	2,525	3,284	(759)	6,566
5030-00 • P/R - Health Insurance Expense	1,372	888	484	5,805	5,328	477	10,656
5040-00 • P/R - Workmans Comp	43	7	36	231	45	186	87
5060-00 • 401 (k)	216	262	(46)	1,335	1,573	(238)	3,145
5070-00 • Other Benefits and Expenses	73	66	7	104	396	(292)	792
5000-00 • Salaries & Wages - Other	10,981	6,553	4,428	41,441	39,318	2,123	78,636
Total 5000-00 • Salaries & Wages	11,846	6,948	4,898	43,191	41,694	1,497	83,382
5100-00 • Rent							
5110-00 • Utilities	18	50	(32)	129	305	(176)	605
5140-00 • Repairs & Maintenance	11	25	(14)	22	150	(128)	300
5150-00 • Office - Cleaning	31	78	(47)	164	586	(422)	1,177
5100-00 • Rent - Other	282	819	(537)	2,036	4,912	(2,876)	9,826
Total 5100-00 • Rent	342	972	(630)	2,351	5,953	(3,602)	11,908
5310-00 • Telephone							
5320-00 • Telephone	110	253	(143)	1,082	1,518	(436)	3,036
Total 5310-00 • Telephone	110	253	(143)	1,082	1,518	(436)	3,036
5420-00 • Mail - USPS	9	50	(41)	80	300	(220)	1,000
5510-00 • Insurance/Bonding	51	55	(4)	242	445	(203)	775
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	64	0	64	556	500	56	500
5520-00 • Supplies - Other	93	83	10	191	502	(311)	1,000
Total 5520-00 • Supplies	157	83	74	747	1,002	(255)	1,500
5610-00 • Depreciation	0	8	(8)	0	48	(48)	96
5700-00 • Equipment Support & Maintenance	0	56	(56)	0	336	(336)	672
5710-00 • Taxes, Licenses & Fees	0	50	(50)	0	100	(100)	200
5740-00 • Equipment Rental/Leasing	166	250	(84)	906	1,490	(584)	2,990
5800-00 • Training Seminars	0	0	0	895	1,700	(805)	1,950
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	375	(375)	0	750	(750)	1,500
Total 5900-00 • Professional Fees	0	375	(375)	0	750	(750)	1,500
6420-00 • Events							
6422-00 • Event Media	0			(300)			
6424-00 • Event Operation Expenses	0			458			
Total 6420-00 • Events	0			158			
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 • Membership - Wnt/Sum Rec Lunch	0	0	0	3,469	2,500	969	5,000
6437-00 • Tuesday Morning Breakfast Club	500	650	(151)	2,132	3,250	(1,119)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	974	344	630	7,525	3,564	3,961	5,628
6423-00 • Membership Activities - Other	2,773	0	2,773	4,561	0	4,561	0
Total 6423-00 • Membership Activities	4,246	994	3,252	17,746	9,314	8,432	45,278
8100-00 • Cost of Goods Sold	0			707			
8200-00 • Associate Relations	0	67	(67)	0	398	(398)	800

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

60 - Membership

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
8500-00 • Credit Card Fees	246	170	76	1,265	1,100	165	3,000
8700-00 • Automobile Expenses	36	78	(42)	249	465	(216)	933
8750-00 • Meals/Meetings	251	150	101	493	900	(407)	1,800
8810-00 • Dues & Subscriptions	0	35	(35)	530	210	320	420
8920-00 • Bad Debt	0	0	0	2,820	0	2,820	0
Total Expense	17,460	10,594	6,866	73,462	67,723	5,739	161,240
Net Ordinary Income	(4,388)	1,044	(5,432)	4,828	5,909	(1,081)	37,270
Other Income/Expense							
Other Expense							
8990-00 • Allocated	2,020	1,975	45	11,759	13,202	(1,443)	25,113
Total Other Expense	2,020	1,975	45	11,759	13,202	(1,443)	25,113
Net Other Income	(2,020)	(1,975)	(45)	(11,759)	(13,202)	1,443	(25,113)
Net Income	(6,408)	(931)	(5,477)	(6,932)	(7,293)	362	12,157

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

	Dec 18	Budget	\$ Over Budget	Jul - Dec 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	2,194	2,130	65	11,812	12,777	(965)	25,555
5030-00 • P/R - Health Insurance Expense	2,068	2,848	(580)	9,497	15,885	(6,388)	31,770
5040-00 • P/R - Workmans Comp	177	182	(5)	1,052	1,092	(40)	2,184
5060-00 • 401 (k)	931	1,089	(158)	5,353	6,536	(1,183)	13,072
5070-00 • Other Benefits and Expenses	59	167	(108)	541	998	(457)	2,000
5000-00 • Salaries & Wages - Other	29,465	27,188	2,278	159,607	163,125	(3,518)	326,250
Total 5000-00 • Salaries & Wages	34,894	33,403	1,492	187,863	200,413	(12,550)	400,831
5100-00 • Rent							
5110-00 • Utilities	141	123	18	943	738	205	1,476
5140-00 • Repairs & Maintenance	486	375	111	973	2,250	(1,277)	4,500
5150-00 • Office - Cleaning	242	208	34	1,249	1,249	0	2,497
5100-00 • Rent - Other	2,855	2,176	679	15,536	13,051	2,485	26,107
Total 5100-00 • Rent	3,724	2,882	842	18,702	17,288	1,414	34,580
5310-00 • Telephone							
5320-00 • Telephone	674	1,000	(326)	5,829	6,000	(171)	12,000
5350-00 • Internet	0			25			
Total 5310-00 • Telephone	674	1,000	(326)	5,854	6,000	(146)	12,000
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	30	0	30	30	0	30	0
5420-00 • Mail - USPS - Other	32	88	(56)	671	531	140	1,059
Total 5420-00 • Mail - USPS	62	88	(26)	701	531	170	1,059
5510-00 • Insurance/Bonding	235	0	235	1,103	205	898	205
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	370	0	370	1,718	2,000	(282)	2,000
5520-00 • Supplies - Other	1,191	625	566	2,907	3,750	(843)	7,500
Total 5520-00 • Supplies	1,561	625	936	4,624	5,750	(1,126)	9,500
5610-00 • Depreciation	31	54	(23)	187	326	(139)	650
5700-00 • Equipment Support & Maintenance	199	330	(131)	849	1,975	(1,126)	3,955
5710-00 • Taxes, Licenses & Fees	1,056	1,042	14	5,212	6,248	(1,036)	12,500
5740-00 • Equipment Rental/Leasing	288	329	(41)	1,640	1,976	(336)	3,950
5800-00 • Training Seminars	0	417	(417)	774	2,498	(1,724)	5,000
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	625	(625)	840	3,750	(2,910)	7,500
5920-00 • Professional Fees - Accountant	0	0	0	21,000	25,000	(4,000)	25,000
5921-00 • Professional Fees - Other	0	1,500	(1,500)	0	10,500	(10,500)	19,500
Total 5900-00 • Professional Fees	0	2,125	(2,125)	21,840	39,250	(17,410)	52,000
6420-00 • Events							
6422-00 • Event Media	0			300			
Total 6420-00 • Events	0			300			
6423-00 • Membership Activities							
6442-00 • Public Relations/Website	(300)			(300)			
Total 6423-00 • Membership Activities	(300)	0	(300)	(300)	0	(300)	0
8200-00 • Associate Relations	1,027	333	694	1,905	2,002	(97)	4,000
8300-00 • Board Functions	293	150	143	5,073	2,250	2,823	4,500
8500-00 • Credit Card Fees	0	0	0	310	0	310	0
8600-00 • Additional Opportunities	0	467	(467)	0	2,798	(2,798)	5,600
8700-00 • Automobile Expenses	231	250	(19)	1,313	1,500	(187)	3,000
8750-00 • Meals/Meetings	34	120	(86)	850	720	130	1,440
8810-00 • Dues & Subscriptions	880	275	605	2,609	1,650	959	3,300
Total Expense	44,890	43,890	1,000	261,407	293,380	(31,973)	558,070
Net Ordinary Income	(44,890)	(43,890)	(1,000)	(261,407)	(293,380)	31,973	(558,070)
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 • Allocated	(44,890)	(43,890)	(1,000)	(261,313)	(293,380)	32,067	(558,070)
Total Other Expense	(44,890)	(43,890)	(1,000)	(261,313)	(293,380)	32,067	(558,070)
Net Other Income	44,890	43,890	1,000	261,330	293,380	(32,050)	558,070
Net Income	0	0	0	(77)	0	(77)	0

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month/Yr December 2018
Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
12.04.2018	A	Danielle Hankinson	10516366837	Admin Supplies	30.00		5520-00/70
12.10.2018	B	Sugar Pine Bakery	00-554	Associate Relations	25.00		8200-00/70
12.21.2018	C	Tahoe City Golf Course	18172840	Associate Relations - Holiday Party	114.00		8200-00/70
12.21.2018	D	Cafe Zenon	4690	Associate Relations - Holiday Party	902.50		8200-00/70
12.21.2018	E	NLT Visitors Center	37522	Holiday Gifts for Finance Committee	26.02		8200-00/70
12.01.2018	F	FlashingBlinkyLights.com	291876	Blinky Bulbs Xmas Jewelry - inventory		157.68	12100-00
12.01.2018	G	FlashingBlinkyLights.com	291876	Blinky Bulbs Xmas Jewelry - Holiday Market		13.46	51100-00
	H						
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
TOTAL - CREDIT CARD EXPENSES							
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)							
Attach 1				Mileage		165.68	8700-00-70
				See Attached Mileage Report			
				Mileage Reimbursed Through Payroll	1,097.52		
						336.82	

Signed By: Cindy Gustafson 1.7.19
Date: 1.7.19
Approved By: Quby Beech 1/20/19
Date: 1/20/19

ACCOUNTING			
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	DATE SCANNED
1/7/19	1/10/19	<u>BB</u>	1/8/19



BANK OF THE WEST
BNP PARIBAS

BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number	XXXX-XXXX-0108-6903
Statement Date	DEC 28, 2018
Total Activity	\$1,097.52

**** MEMO STATEMENT ONLY ****
DO NOT REMIT PAYMENT

CINDY M GUSTAFSON
N LAKE TAHOE RESORT
PO BOX 5459
TAHOE CITY CA 96145

ACCOUNT SUMMARY

CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$1,097.52		\$0.00		\$0.00		\$1,097.52

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
12-04	12-01	85353538337980019076843 Tax ID: 260835327 Mer Zip: 96143	DANIELLE HANKINSON KINGS BEACH CA	30.00
12-10	12-07	85197018343700016574656 Tax ID: 462841211 Mer Zip: 96145	SUGAR PINE CAKERY TAHOE CITY CA	✓ 25.00
12-21	12-19	05314618354100121176191 Tax ID: 946019711 Mer Zip: 96145	TAHOE CITY GOLF COURSE TAHOE CITY CA	✓ 114.00
12-21	12-19	85133318354700086348491 Tax ID: 538887968 Mer Zip: 96145	CAFE ZENON TAHOE CITY CA	✓ 902.50
12-21	12-19	55432868354200121688709 Tran: PI0202593967 Tax ID: 770034661 Mer Ref: A0JEHQUJ Mer Zip: 96145 Tax: 1.76	INT*IN *NORTH LAKE TAH TAHOE CITY CA	✓ 26.02

A
B
C
D
E

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$1,097.52
1-866-432-8161	Statement Date	Cash Advances	\$0.00
	DEC 28, 2018	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Disputed Amount	Total Activity	\$1,097.52
	\$0.00		

Dawn Teran

From: DANIELLE HANKINSON PHOTOGRAPHY
Sent: Friday, January 4, 2019 2:06 PM
To: dawn@gotahoenorth.com
Subject: Receipt from DANIELLE HANKINSON PHOTOGRAPHY (Transaction #105103366837)

DANIELLE HANKINSON PHOTOGRAPHY

8079 N Lake Blvd STE 209, Kings
Beach, CA 96143

Transaction #	105103366837
Date	12/01/2018 5:10 PM
Result	Approved
Auth Code	064444
Transaction Method	Dipped
Transaction Type	Sale
Cardholder Name	GUSTAFSON/CINDY
Card	XXXX-XXXX-XXXX-6903
Card Type	MasterCard

1 x 2 Prints	\$30.00
subtotal	\$30.00
tax	\$0.00

Total (USD)	\$30.00
-------------	----------------



app label	MASTERCARD
method	Chip Read
cvm	SIGN
mid	XXXXXXXXXXXX7180
tid	PCDF1
aid	A0000000041010

Sugar Pine Cakery
Gift Receipt

#00-554

12/07/18, 12:28 PM

Sale

Served by sugar-pine-cakery

Transaction #1193530512071822501

Gift Card (L)
2308

Activated
Old Balance 0.00
New Balance 25.00

2923 Lake Forest Rd.
PO Box 5476
Tahoe City, CA 96145
United States
530-583-2253
Info@sugarpinecakery.com
www.sugarpinecakery.com

GIFT
CARD
DENITT'S
BIRTHDAY

Powered by ShopKeep

Cafe Zenon

Check #: 4690
Server: Julian M
TAB: Cindy

12/19/18
7:11 PM

=== Entrees ===

3. Oven Fnd (@25.00/ea) 750.00
Dessert 700.00
Tax 52.50
Total 752.50

Balance Due 752.50

Suggested Tips:

15% 105.00
18% = 126.00
20% = 140.00

Thank You!

Cafe Zenon

Date: 12/19/18, 7:14 PM
Card Type: MC
Acct #: XXXXXXXXXXXX6903
Customer: CINDY GUSTAFSON
Card Entry: SWIPED
Auth Code: 022113
Check: 4690
Tab: Cindy
Server: Julian M

Amount: 752.50

+TIP 150
=TOTAL 902.50

Suggested Tips:

15% = 105.00
18% = 126.00
20% = 140.00

I agree to pay the above total amount pursuant
to the card issuer agreement.

Thank You!

Customer Copy

All Staff Holiday Party



Tahoe City Golf Course
251 N Lake Blvd
Tahoe City, CA 96145
(530) 583-1516

Date: 12/19/2018 7:43pm
Employee: Ray, Jeremy

Ice Skate Pk. Chi...	3.00 @ 8.00	\$24.00
Ice Skate Pk. Ad...	8.00 @ 10.00	\$80.00
Seal Skate Aid Re...	2.00 @ 5.00	\$10.00

Subtotal:	\$114.00
Total:	\$114.00

Payments:
M/C xxxxxxxxxxxx6903: \$114.00
Invoice: 18172840
Record: 18172840



Sale ID: POS 19562



12/19/2018 10:13 AM
Store: 1

Sales Receipt #37522
Workstation: 1

Customer Copy



*Holiday
Gifts
for Finance
committee*

north lake tahoe

Chamber of Commerce & Resort Association

Tahoe City Visitor Center

PO Box 1757
Tahoe City, CA 96145
GoTahoeNorth.com

Cashier:

Item Name	Qty	Price	Ext Price
Calendar	3	\$9.99	\$29.97 T
FLIT Notecards	3	\$3.49	\$10.47 T
		Subtotal:	\$40.44
		40 % Disc:	-\$16.18
		7.25 % Tax:	+\$1.76
Local Sales Tax			
		RECEIPT TOTAL:	\$26.02

Credit Card: \$26.02 XXXX6903
MASTERCARD Expiry Date: XX/XX
Reference # 9000013246 Auth=077078
Entry: Chip Merchant # ***05964

Signature _____

I agree to pay above amount according to card
issuer agreement (merchant agreement
if credit voucher).

AID: A0000000041010

Total Sales Discounts: \$16.18

PLEASE RETAIN FOR YOUR RECORDS

We Hope you Enjoy your Stay in North Lake Tahoe!



37522





Hi, Cindy Gustafson!

Thank you for your order from FlashingBlinkyLights.com. We are getting your order together and will ship it out shortly. Orders ship the same day when submitted before 12pm PST, M-F. Otherwise, they will ship out the next business day (excluding holidays). We will email you tracking information as soon as your order is ready to ship. You can check the status of your order by [logging into your account](#). If you have any questions about your order please contact us at contactus@flashingblykylights.com or call us at 888-755-9449 Monday - Friday, 6:30am-5:00pm PST.

Your order confirmation is below. Thank you again for your business.

PO# 1054

Your Order #291876 (placed on November 24, 2018 11:00:51 PM PST)

Billing Information:

Cindy Gustafson
Nitra
Box 6569
Tahoe City, California, 96145
United States
T: 5304481069

Payment Method:

Credit Card

Credit Card Type:

Visa

Credit Card Number:

XXXX-3472

Shipping Information:

Cindy Gustafson
100 north lake blvd
Tahoe City, California, 96145
United States
T: 5305818739

Shipping Method:

FedEx - Ground

Item	Qty	Sku	Subtotal
1" Blinky Bulbs Christmas Jewelry Light Necklace	48	12183-GNR	\$149.40
Red LED Flashing Light Bulb Christmas Earrings	24	11958	\$57.24
Subtotal			\$206.64
Shipping & Handling			\$13.46
Grand Total (Excl.Tax)			\$220.10
Tax			\$14.98
Grand Total (Incl.Tax)			\$235.08

2.49 ea \$5.004
\$1.59 ea \$3.02
\$1.25 3.25

\$171.4 to INVENTORY

Thank you, FlashingBlinkyLights.com

For Pick Up In Store orders placed before 12pm PST, M-F excluding holidays, please allow 3 hours for your order to be processed, packed and ready for pick up. For orders placed after 12pm PST, your order will be available for pick up the next business day. You can pick up your order between 9am to 4pm, M-F at our office located at 10810 Cantara St. Sun Valley, CA 91352. If you need your order available for pick up faster, please call us at 888.755.9449 and we will do our best to accommodate your request.

Vic received 48 necklaces

24 earrings

Vic to pickup tax only, not tax

F/G

FlashingBlinkyLights.com, Inc.

Packing Slip

10810 Cantara St.
Sun Valley, CA 91352



	SALES ID	SHIP VIA	INVOICE #	DATE	WEB ORDER #
	oma	FedEx - Ground	693572	25-Nov-2018	291876

SOLD TO

Cindy Gustafson 5304481069
Nlra
Po Box 6569
Tahoe City CA 96145
United States
cindygustafson@sbcglobal.net

SHIP TO

Cindy Gustafson 5305818739
100 north lake blvd
Tahoe City CA 96145
United States

SKU	QUANTITY	DESCRIPTION	LOCATION
12183-GNR	60	1" Blinky Bulbs Christmas Jewelry Light Necklace	2-12-3-3 / P-U-A*P-B-A
11958	36	Red LED Flashing Light Bulb Christmas Earrings	3-9-4-2 / P-K-B

Thank you for your order! Please note: Batteries may have shifted during shipping or when removing the pull tab. Tapping the products on a hard surface or opening the battery house and moving the batteries around will usually get the pieces working.

F/G

Vendor Information

Flashing Blinking Lights

Account #

Store Address

Tahoe City Visitor Center
PO Box 1757
Tahoe City, CA 96145
GoTahoeNorth.com

Subtotal: \$15

Total: \$17

INSTRUCTIONS: Invoice #693572
S & H \$13.46

Item #	Item Name	Attribute	Size	Ord	Rcvd	Due	Cost	Ext Cost
1525	Blinking Christmas Necklace			48	0	48	\$2.49	\$119.52
1526	Flashing Christmas Earrings			24	0	24	\$1.59	\$38.16
Qty Ordered: 72					0	72		

Percent Unfilled: 100

North Lake Tahoe Resort Association
PO Box 1757
Tahoe City, Ca 96145

Shipping
Visitor Information Center
100 North Lake Blvd., Bottom Floor
Tahoe City, Ca 96145

Atten: Emily Sullivan-Detwiler

\$171.14

F/G

12/6/2018

Receiving Voucher #1125

Store: 1

Tahoe City Visitor Center

PO Box 1757

Tahoe City, CA 96145

Billed From

Flashing Blinking Lights

Item #	Qty	Cost	Ext Cost
1525	48	\$2.49	\$119.52
Blinking Christmas Necklace			
1526	24	\$1.59	\$38.16
Flashing Christmas Earrings			
Subtotal:			\$157.68
Freight:			\$13.46
Total:			\$171.14

Purchase Order # 1054

Bill Date: 12/1/2018

Invoice # 291876_CG_CC

Invoice #693572

S & H \$13.46

F/G

Special Event/Sponsorship Budget
July 2018 - June 2019

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Forecast Month	Actual Month	Remaining	Notes	Account Code
Sponsorships								
2018 Spartan World Championships	\$254,500	\$254,000	\$500			\$0	Approved - September 27 - 29, 2019	6421-06
Cash Sponsorship	\$250,000	\$250,000		July	July		7/1 check request submitted	
The Abbi Agency	\$4,000	\$4,000		October	October		10/2 check request submitted	
Booth Staffing	\$500		\$500	September				
2020 Mountain Travel Symposium	\$5,000	\$5,000	\$0			\$0	Approved	6421-08
Sponsorship/Operation Costs	\$5,000	\$5,000					2019 Farewell Party Sponsorship - 12/18 check request submitted	
2019 Tough Mudder	\$35,550	\$0	\$0			\$35,550		6421-08
Cash Sponsorship Deposit	\$17,500							
Cash Sponsorship Balance	\$17,500							
Booth Staffing	\$550							
2019 No Barriers Summit	\$12,400	\$8,400	\$4,000			\$0	Approved - June 13 - 16, 2019	6421-08
Cash Sponsorship Deposit	\$8,000	\$8,000			October		10/31 check request submitted	
The Abbi Agency	\$4,000		\$4,000					
Tahoe City Banners	\$400	\$400			January			
2019 WinterWonderGrass Tahoe	\$19,400	\$447	\$19,000			(\$47)	1/11 submitted application, 1/28 submitted check request	6421-10
Cash Sponsorship	\$15,000		\$15,000				Approved - March 29 - 31, 2019	
Tahoe City Banners	\$400	\$400			January		1/16 submitted application, 1/28 submitted check request	
The Abbi Agency	\$4,000		\$4,000					
Lunch with Ariel	\$47	\$47			August		Lunch meeting with new CMO, Ariel - me & Daphne	
2018 Autumn Food & Wine Festival	\$37,375	\$34,337	\$0			\$3,038	Approved: 2017 - 2019 Contract	6023-00
Cash Sponsorship	\$30,000	\$30,000		July	October		10/31 check request submitted	
The Abbi Agency	\$4,000	\$4,000		October	October		10/2 check request submitted	
Swag	\$3,000	\$0		August				
NLTRA Liquor Liability Insurance				August				
ABC Special Event License	\$250	\$200		August	August		8/10 check request submitted	
Placer County Sheriff Processing Fee		\$120		August	August		8/9 check request submitted	
FedEX	\$25	\$17		August	August		Mailed on 8/13	
Booth Staffing	\$100			September				
2019 Broken Arrow Skyrace	\$20,000	\$20,000	\$0			\$0	Approved - June 21 - 23, 2019	6421-04
Cash Sponsorship	\$20,000	\$20,000					12/3 check request submitted	
2019 Tahoe Lacrosse Tournament	\$5,000	\$0	\$5,000			\$0	Approved - June 21 - 23, 2019	6421-07
Cash Sponsorship	\$5,000		\$5,000					
4th of July Fireworks Sponsorship	\$20,300	\$0	\$20,150			\$150	Approved: 2018 & 2019 Contract	6421-01
2019 Tahoe City Fireworks	\$10,000		\$10,000	February				
Booth Staffing (2018)	\$150		\$0	July				
2019 Kings Beach Fireworks	\$10,000		\$10,000	February				
Booth Staffing (2018)	\$150		\$150	July				
2019 Wanderlust	\$37,700	\$30,000	\$7,700			\$0	Approved: 2017 - 2019 Contract (July 18 - 21, 2019)	6421-09
Cash Sponsorship	\$30,000	\$30,000		February	January		1/15 check request submitted	
Swag - Essential Oils	\$3,000		\$3,000	June				
The Abbi Agency (2018)	\$4,000		\$4,000	June				
Booth Staffing (2018)	\$700		\$700	July				
2019 Free-Ride Festival	\$15,000	\$0	\$0			\$15,000		6421-13
Cash Sponsorship	\$15,000							
2019 Hot August Nights	\$10,000	\$0	\$0			\$10,000		6421-03
Cash Sponsorship	\$10,000							
New Event Development	\$33,000	\$8,000	\$15,000			\$10,000		6421-00



MEMORANDUM

Date: January 31, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 18.19 Opportunistic Event Sponsorship Funds Allocation – Lake Tahoe Dance Festival

Action Requested:

Approval of an additional \$15,000 marketing sponsorship for the 2019 Lake Tahoe Dance Festival from remaining 18.19 FY event opportunistic funds.

Background:

The Lake Tahoe Dance Festival (LTDF) originally requested a \$20,000 sponsorship during the 2019 Partnership Funding process and were ultimately awarded \$5,000. In a follow-up conversation with members of the Partnership Funding selection panel, they indicated that if additional funds were available, the LTDF would be one they'd like to consider.

Christin Hanna, Executive Director of the Festival, presented at the January Tourism Development Committee meeting requesting reconsideration of the remaining \$15,000 funding. Her intention is to use the \$15,000 to hire an arts/dance specific Bay Area marketing firm to implement a large scale, out of market advertising plan.

Event Date: Wednesday July 24 – Friday July 26, 2019
Locations: Gatekeepers Museum – 7/24 & 7/25, West End Beach – 7/26

The Tourism Development Committee approved recommending the additional funding.
1/29/19 Motion: M/S/C (Moore/Ross) (12/0) to approve the sponsorship request of \$15,000 for Lake Tahoe Dance Festival.

Fiscal Impact:

Current remaining opportunistic funds in 18.19 FY: \$73,691

Note: The remaining amount is a combination of previously allocated opportunistic funds and funds that were earmarked for a few events that did not end up happening/being sponsored (Tough Mudder, Northstar Free-Ride Festival, Hot August Nights Show & Shine).

Lake Tahoe Dance Festival Sponsorship Request: \$15,000

If approved, remaining available opportunistic funds: \$58,691



Bay Area Arts Marketing, Inc.
584 Castro Street #473
San Francisco, California, 94114
415.710.4114
BAArtsMarketing@gmail.com
www.BayAreaArtsMarketing.com

Proposal: Marketing Campaign 2019

Lake Tahoe Dance Festival

- Campaign Outline
- Company Profile

Campaign Outline

BAAM proposes the following options for the 2019 Lake Tahoe Dance Festival marketing campaign:

Phase 1

Budget \$5,000

Markets: San Francisco, Lake Tahoe area, Sacramento, Los Angeles, Reno

Objective for Phase 1 is to build on the existing content creation and distribution through the immediate Lake Tahoe area, and expand covered in targeted media markets throughout California.

- Existing media in Tahoe area publications
- Print space in the San Francisco Ballet program publication Encore
- Online calendar placement in regional markets
- Distribution of print media to local SF locations/ dance studios

Phase 2

Budget \$15,000

Markets: San Francisco, Reno, Los Angeles, Napa

The objective for Phase 2 is expanded saturation of Phase 1 markets, including Southern California, Lake Tahoe, Reno.

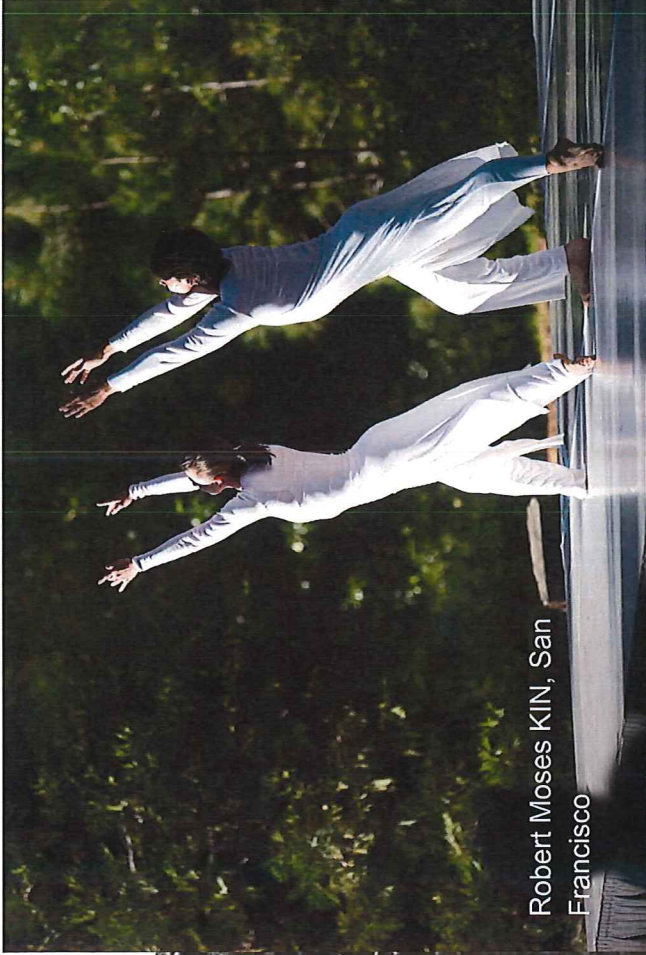
- Encore programs at Berkeley Rep (Kiss My Aztec! 5/28 -7/14) and Cal Shakes (Midsummer Night's Dream 5/22-6/9)
- Print space in one of the following: SF Weekly, LA Mag, News Review
- Sponsored Instagram post, tuned to targeted market
- Radio ad, SF KQED, Sacramento KXJZ
- Creation of Banner Ads for sites listed with online events calendars
- Expanded engagement of press for article placement, Los Angeles and Napa Valley coverage

Company Profile

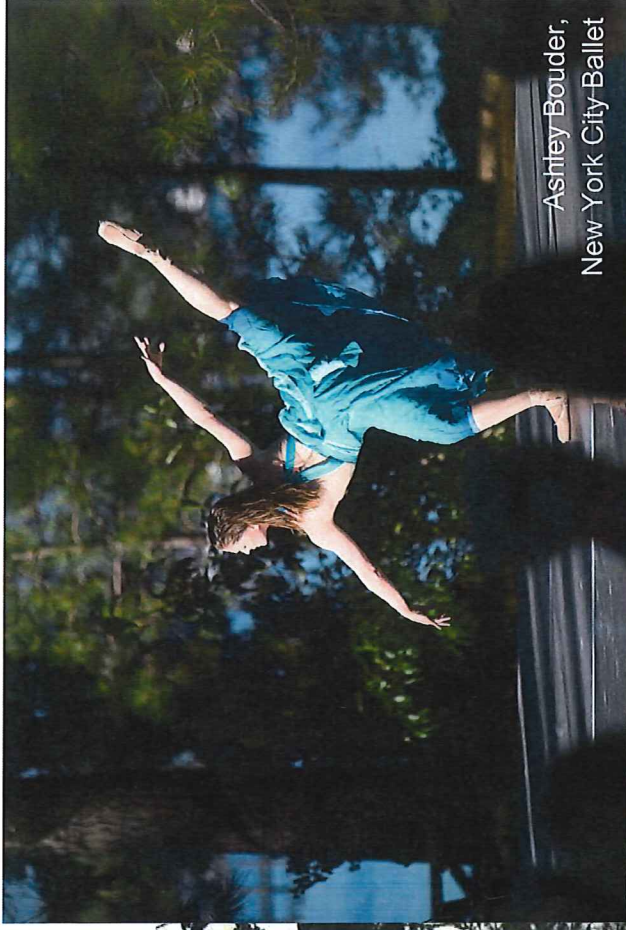
As a local company, BAAM brings intimate knowledge of local markets to all of our campaigns. We understand the needs and challenges of Bay Area-based arts groups because we have attended your performances, spoken with the area's patrons, and worked with a wide variety of arts groups in the area. By executing scalable campaigns, BAAM provides a regional expertise and insight to all our collaborations. Because we are local, we are also able to provide our clients with a personal and dedicated relationship. We look forward to collaborating with Lake Tahoe Dance Festival in augmenting the 2019 events.

LAKE DANCE TAHOE COLLECTIVE

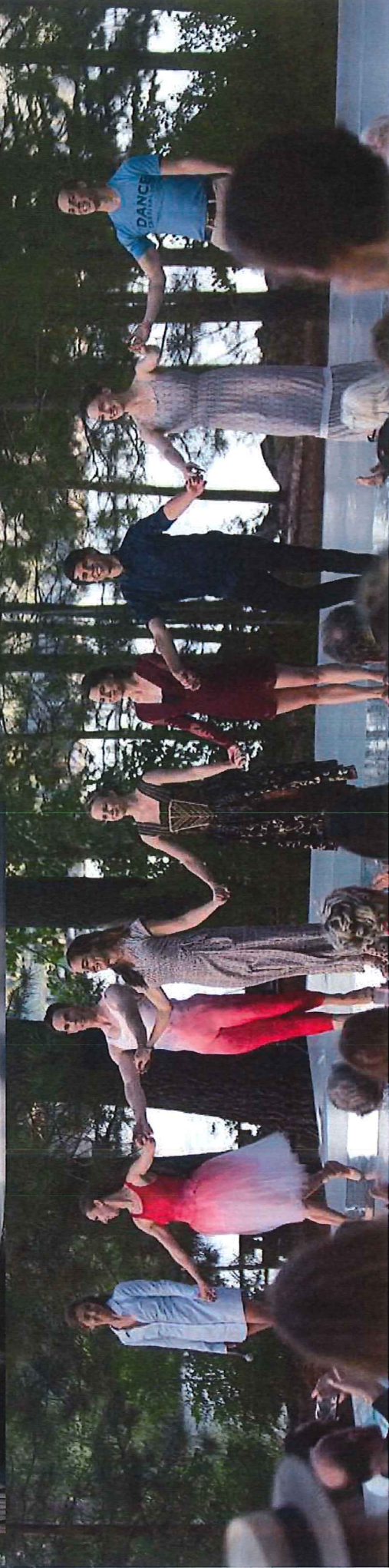




Robert Moses KIN, San
Francisco



Ashtley Boudier,
New York City Ballet

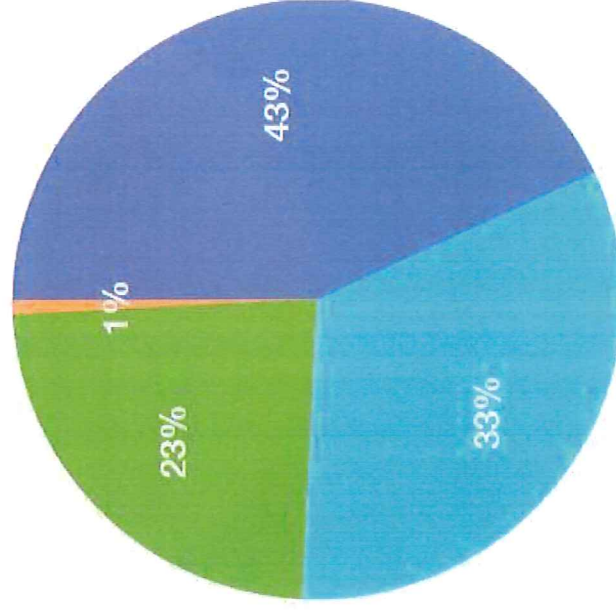


Hamburg Ballet	Kidd Pivot
Los Angeles Ballet	James Graham Dance Theater
Robert Moses KIN	SFDanceworks
Paul Taylor Dance Company	New York City Ballet
Erick Hawkins Dance	The Ashley Boudier Project
Visceral Dance Chicago	Compagnie Carolyn Carlson
Ballet West	New Chamber Ballet
Kunst-Stoff Arts	Lester Horton Dance Theater
Nederlands Dans Theatre	Hofesh Schechter
Royal Danish Ballet	Burnswork
Suzanne Farrell Ballet	San Francisco Dance Theater

LAKE TAHOE DANCE FESTIVAL 2017 VS. 2018

Where do you live?

PARTICIPANT	UNITS SOLD
Local (Lake Tahoe/Truckee/ Incline/SLT)	272
Other CA	206
Out of State	148
Out of Country	5



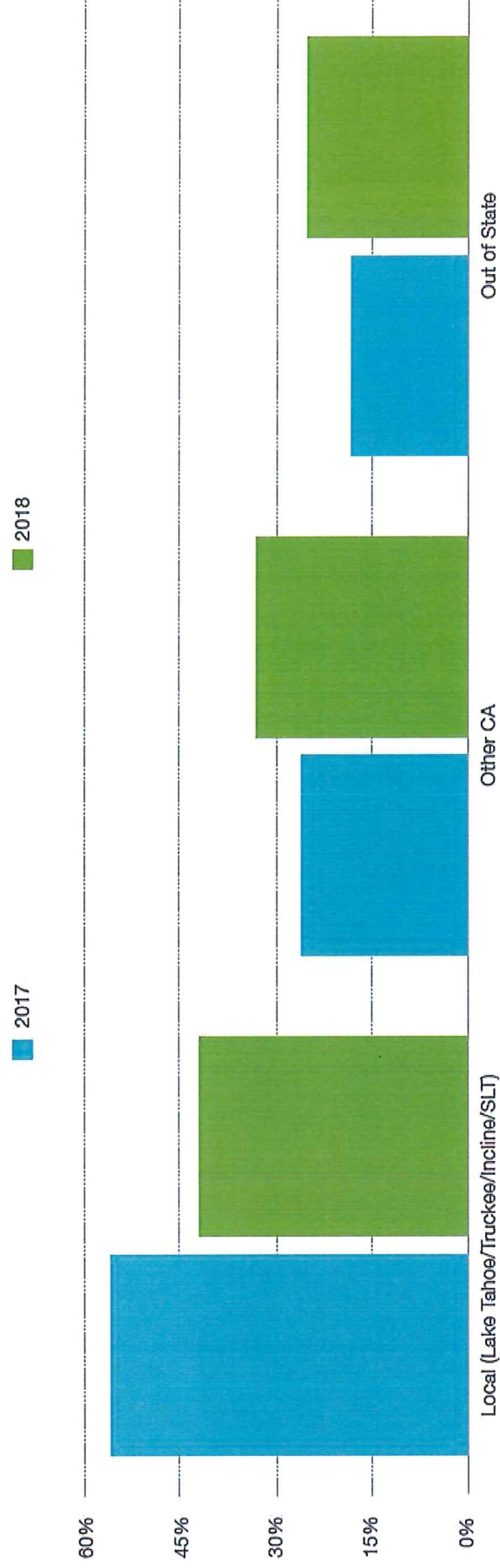
- Local (Lake Tahoe/Truckee/Incline/SLT)
- Out of State
- Other CA
- Out of Country

LAKE TAHOE DANCE FESTIVAL

2017 VS. 2018

% Comparison - Where do you live?

DESCRIPTION	2017	2018
Local (Lake Tahoe/ Truckee/Incline/ SLT)	56%	42%
Other CA	26%	33%
Out of State	18%	25%

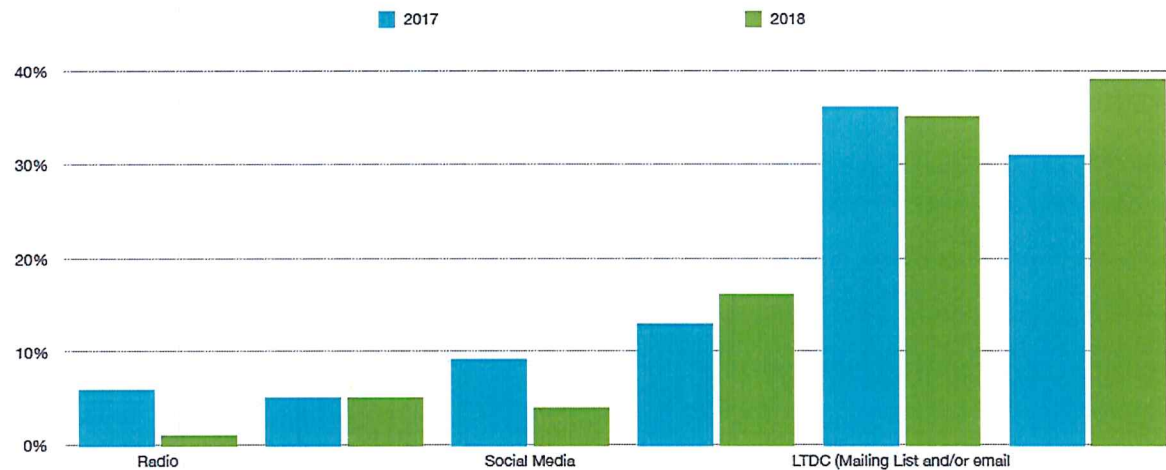


LAKE TAHOE DANCE FESTIVAL

2017 VS. 2018

% Comparison - Marketing

DESCRIPTION	2017	2018
Radio	6%	1%
Poster	5%	5%
Social Media	9%	4%
Newspaper or Magazine Article/ Ad	13%	16%
LTDC (Mailing List and/or email)	36%	35%
Word of Mouth/ Other	31%	39%





Bay Area Arts Marketing, Inc.
584 Castro Street #473
San Francisco, California, 94114
415.710.4114
BAArtsMarketing@gmail.com
www.BayAreaArtsMarketing.com

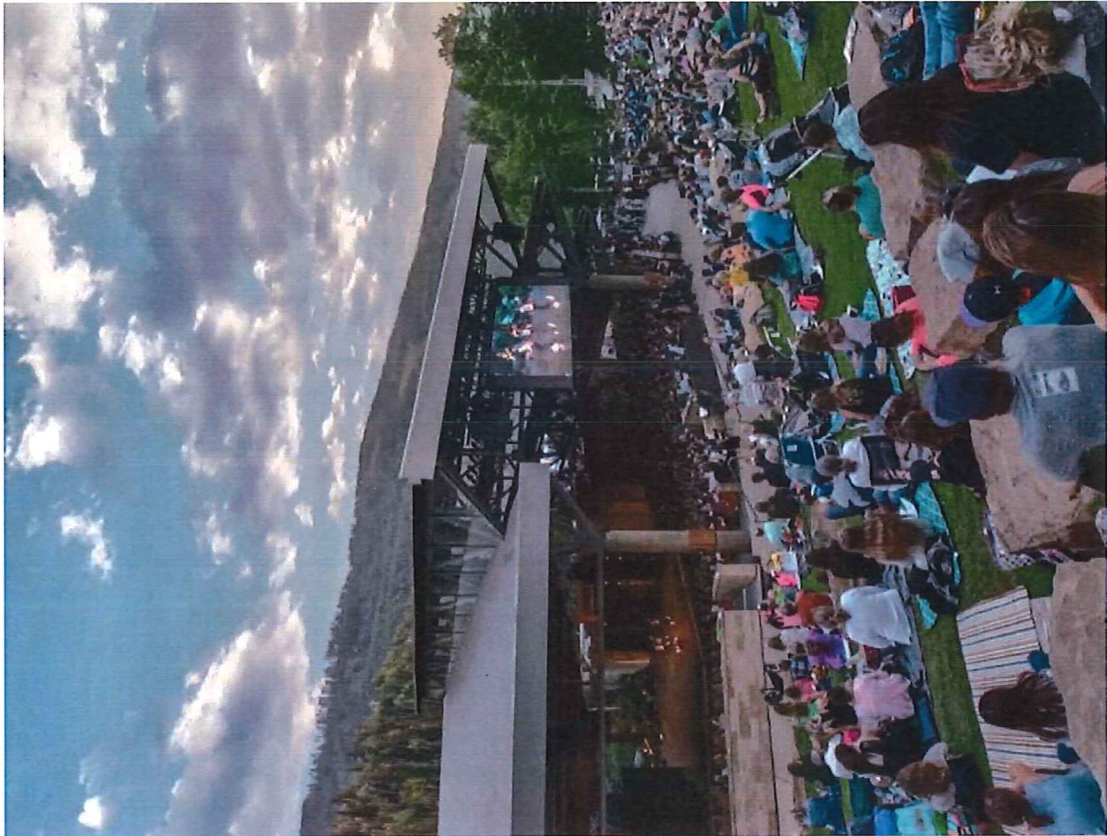
Proposal: Marketing Campaign 2019

Lake Tahoe Dance Festival

- Campaign Outline
- Company Profile

San Francisco Ballet
San Francisco Symphony
Berkeley Repertory Theatre
American Conservatory Theater
California Shakespeare Theatre
La Jolla Playhouse
Marin Theatre Company
Hillbarn Theatre
Diablo Ballet
Ballet San Jose
Smuin Ballet
Oakland East Bay Symphony
Marin Symphony
Berkeley Symphony
American Musical Theatre of San Jose

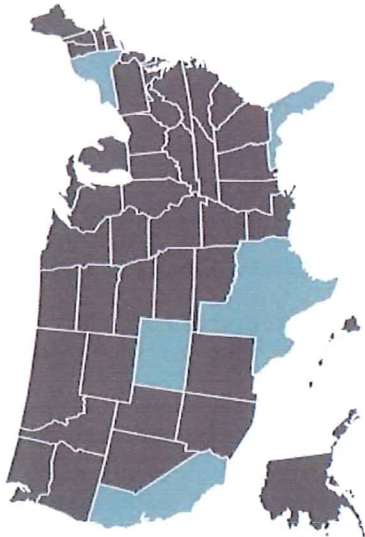
Vail Dance Festival



TOP CATEGORIES: ARTS & CULTURE,
SPORTS ENTHUSIAST, TRAVELER

DEMOGRAPHICS

Male vs. Female	33% / 67%
Average Adult Age	61
Education	91% have 4 year degree or higher
Mean HHI	82% earn more than \$75K



TOP STATES OF ORIGIN
63% COLORADO / 37% OUT OF STATE

1. Colorado
2. Florida
3. New York
4. Texas
5. California

RESEARCH HIGHLIGHTS

■ 83 NET PROMOTER SCORE

■ 864 KIDS 12 & UNDER
FREE ON THE LAWN

■ 4.7 SATISFACTION RATE (OUT OF 5)

■ 3,935 FRINGE FESTIVAL
ATTENDEES

■ 2.5 AVG. # OF PERFORMANCES

■ AVG. # NIGHTS IN LODGING: 3.9

■ 82% HAVE ATTENDED IN THE PAST

■ 3,096 ROOM NIGHTS GENERATED

■ 91% LIKELY/VERY LIKELY TO RETURN

■ 575.4 MILLION MARKETING
IMPRESSIONS

■ 92% CAME TO VAIL
SPECIFICALLY FOR THE EVENT

■ TOP REFERRALS: EMAIL,
WEBSITE, WORD-OF-MOUTH



MEMORANDUM

Date: January 31, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 18.19 Opportunistic Event Sponsorship Funds Allocation – Northstar (Kid’s Adventure Games)

Action Requested:

Approval of an additional \$10,000 event sponsorship for the 2019 Kid’s Adventure Games taking place at Northstar California from remaining 18.19 FY event opportunistic funds.

Background:

Northstar California is requesting a sponsorship of \$10,000 to assist in promotions and possible operations of the 2019 Kid’s Adventure Games (KAG). The KAG event has taken place in the North Lake Tahoe region for a number of years at Squaw Valley and recently moved venues. The KAG organization received \$2,500 through the 2019 Partnership Funding process.

Northstar intends to help promote the event to out of market visitors to drive overnight stays and promote this family-centric event.

Event Date: June 28 – June 30, 2019
Location: Northstar California

The Tourism Development Committee approved recommending the additional funding.

1/29/19 Motion: M/S/C (Ross/Panico) (11/0/1 – Kilburn abstained) to approve the sponsorship request of \$10,000 for Kid’s Adventure Games.

Fiscal Impact:

Current remaining opportunistic funds in 18.19 FY: \$73,691

Note: The remaining amount is a combination of previously allocated opportunistic funds and funds that were earmarked for a few events that did not end up happening/being sponsored (Tough Mudder, Northstar Free-Ride Festival, Hot August Nights Show & Shine).

Northstar/Kid’s Adventure Games Sponsorship Request: \$10,000

Lake Tahoe Dance Festival Sponsorship Request: \$15,000 – Prior February 2019 Agenda Item

If approved, remaining available opportunistic funds: \$48,691

Kids Adventure Games

June 28th – 30th

Kids Adventure Games

Overview

- Multi-discipline obstacle adventure race for kids
- Creates a more active and confident generation
- Learn the values of teamwork, sportsmanship, and problem solving
- Craft the best version of themselves



750

kid participants

1.4K

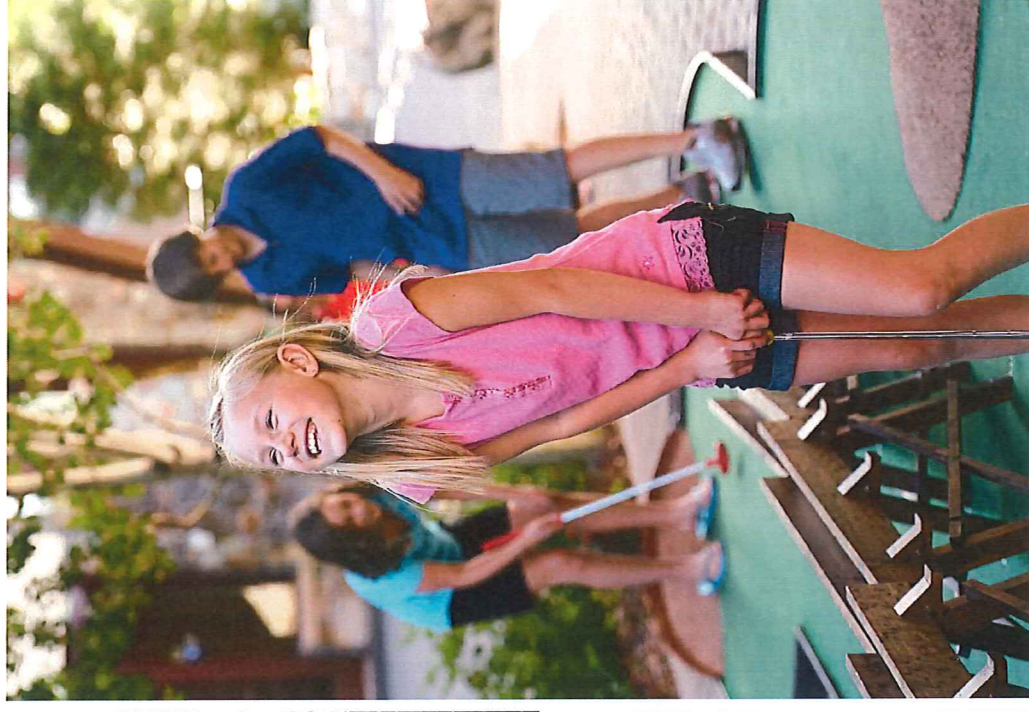
total guests

424

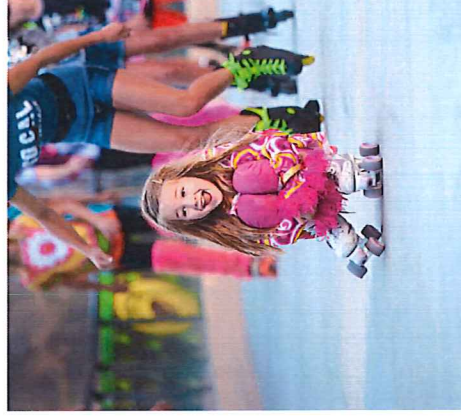
Room Nights

Northstar California Resort

- **Summer Family Activities**
 - Year-round skating rink
 - Mini Golf
 - Bungee
 - Climbing Wall
 - Spider Web
 - Gem Panning
 - Hiking
 - Mountain Biking
 - Star Tours
 - Live Music
 - S'mores
 - Face Painting



- **Promotional Efforts**
 - Paid Media
 - Paid Social
 - Email Sends
 - PR
 - Event Exposure
 - Social Media
 - Website





MEMORANDUM

Date: January 31, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 18.19 Opportunistic Event Sponsorship Funds Allocation – Squaw Valley (NASTAR National Championships)

Action Requested:

Approval of a \$10,000 event sponsorship for the 2019 NASTAR National Championships taking place at Squaw Valley | Alpine Meadows from remaining 18.19 FY event opportunistic funds.

Background:

Squaw Valley is in the second year of 2-year contract to host the NASTAR National Championships event. The event is a 4-day season-ending festival celebrating alpine racing, camaraderie and competition. Recreational ski racers from across the US, within the NASTAR program, qualify and are invited to compete against peers in alpine and non-alpine divisions of all ages and abilities. Each year select US Ski Team athletes attend the event which gives participants the opportunity to meet and interact with their favorite athletes of the sport. The event includes races, live music, autograph signings, ski demos & clinics, a sponsor village, opening & award ceremonies and receptions and more.

The NLTRA sponsored the event in 2018 with a \$5,000 sponsorship and saw an ROI of 149:1. (*Event Recap attached*)

Event Date: April 4 – 7, 2019
Location: Squaw Valley | Alpine Meadows

The Tourism Development Committee approved recommending the additional funding.
1/29/19 Motion: M/S/C (Kilburn/Doyle) (11/0/1 – Ross abstained) to approve the sponsorship request of \$10,000 for NASTAR National Championships.

Fiscal Impact:

Current remaining opportunistic funds in 18.19 FY: \$73,691

Note: The remaining amount is a combination of previously allocated opportunistic funds and funds that were earmarked for a few events that did not end up happening/being sponsored (Tough Mudder, Northstar Free-Ride Festival, Hot August Nights Show & Shine).

Squaw/NASTAR Championships Sponsorship Request: \$10,000

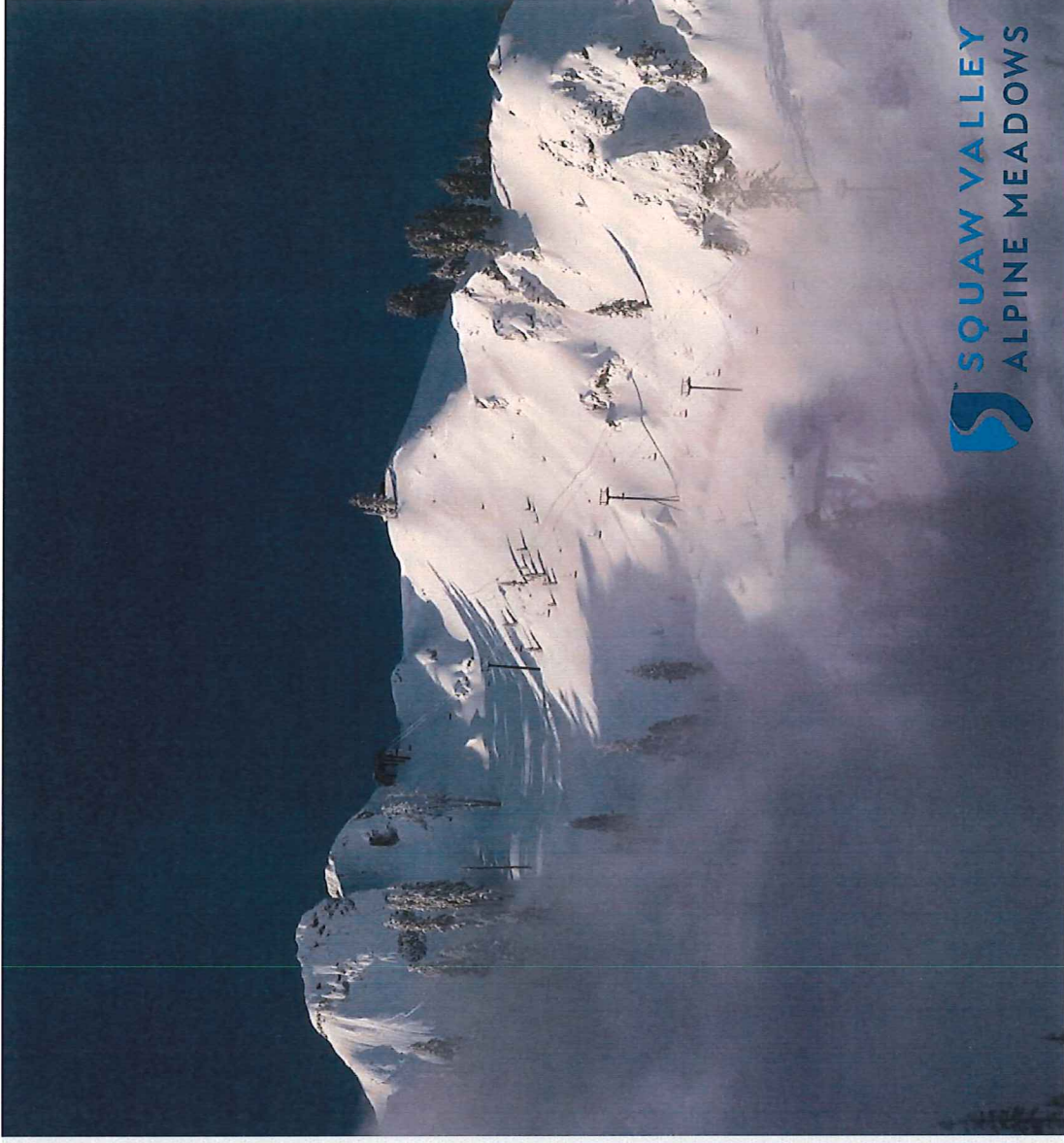
Lake Tahoe Dance Festival Sponsorship Request: \$15,000 – Prior February 2019 Agenda Item

Northstar/Kids Adventure Games Sponsorship Request: \$10,000 – Prior February 2019 Agenda Item

If approved, remaining available opportunistic funds: \$38,691

Event Sponsorship

NASTAR National Championships
April 4-7, 2019



 SQUAW VALLEY
ALPINE MEADOWS

Resort Overview

- ▶ Squaw Valley Alpine Meadows is a year round mountain resort located in Lake Tahoe, CA
- ▶ European-style pedestrian Village at Squaw Valley offers lodging, and extensive shopping and dining.
- ▶ Host of the 1960 Winter Olympics and other world-class events such as US Alpine World Championships, Wanderlust Yoga Festival, IRONMAN Triathlon, and the FIS Alpine Ski World Cup
- ▶ Recognized by USA Today as the Best North American Ski Resort in 2015, 2016, and 2017.

Visitors each year

1m

Guests who have an annual HHI over \$250k

39%

Percentage of guests who visit each year from SF/Bay Area

66%

NASTAR National Championships

The best recreational ski racers from across the nation will qualify and be invited to compete head-to-head against their peers in alpine and non-alpine divisions of all ages and abilities.

Olympic Champion Ted Ligety, Travis Ganong, Marco Sullivan and Jackie Wiles are just a few of the national team athletes that have participated in NASTAR Nationals.

Spectators, friends and families will gather to enjoy live music, autograph signings, ski demos & clinics, an experiential sponsor village plus opening & awards ceremonies, receptions and more.



Visitors During Event Duration

25k+

Guests who have an annual HHI over \$100k

59%

Total Media Reach from March 2018 Event

50k

Resort & Guest Demographics

1 million visitors a year

900,000 visitors in winter // 100,000 visitors in summer

57% HHI > \$100,000

39% HHI > \$250,000

15% top 1% wealthiest households in the U.S.

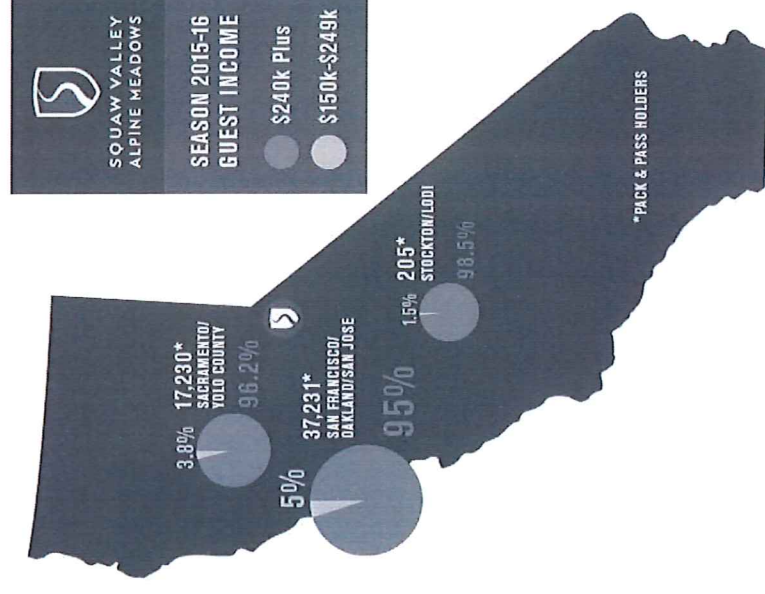
Age: 18-34: 26% | 35-44: 27% | 45-54: 28%

Male: 55% | Female: 43%

Caucasian: 76% | Asian: 6% | Hispanic: 6%

66% from San Francisco DMA (SF, Oakland, San Jose areas)

Ski/ride 10+ days per season



Event Sponsorship Opportunities

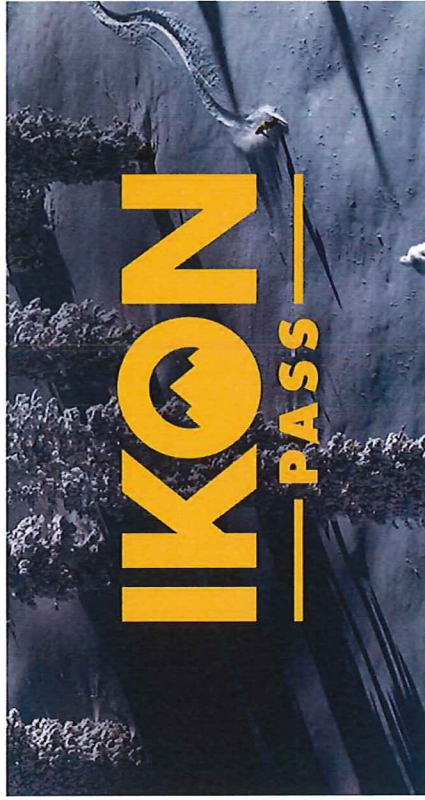
Gold Sponsorship Package - \$10,000 Sponsorship Fee

- (5) Sponsor banner placement on-site during Event.
- Sponsor shall be included in daily PA announcements during the Event.
- Sponsor shall receive eight (8) complimentary VIP tickets can be used for giveaways and/or staff.
- Product or collateral gift bag inclusion for all participants - approx 1,500.
- Sponsor shall receive 10x20 booth space that Sponsor will staff at the Event base area.
- Sponsor's name and logo shall be included on the Event website home page and sponsor page, listed as a partner, with a link to www.GoTahoeNorth.com.
- Sponsor's name and logo shall be included in four (4) event specific eblasts.
- North Lake Tahoe specific questions in a post-event survey.
- Sponsor logo on event participant and VIP credential
- (1) Sponsor inclusion in NASTAR National Newsletter with link to www.GoTahoeNorth.com. Distributed to entire NASTAR Database (approx 600k+ nationwide).



Silver Sponsorship Package - \$5,000 Sponsorship Fee

- (2) Sponsor banner placement on-site during Event.
- Sponsor shall be included in daily PA announcements during the Event.
- Sponsor shall receive four (4) complimentary VIP tickets can be used for giveaways and/or staff.
- Sponsor shall receive 10x10 booth space that Sponsor will staff at the Event base area.
- Sponsor's name and logo shall be included on the Event website home page and sponsor page, listed as a partner, with a link to www.GoTahoeNorth.com.
- Sponsor's name and logo shall be included in two (2) event specific eblasts.
- North Lake Tahoe specific questions in a post-event survey.



New for the 2018-19 season, the IKON season pass. 1 pass, 28 iconic destinations.

IKON passes for the 2018-19 season have been purchased in all 50 states, eight Canadian Provinces, throughout Latin America, Asia, Europe and the UK, and even a couple in Iceland.



Our Audience

Our audience values healthy, active lifestyle, challenges and new adventures. They are goal focused with a playful competitive nature and open to experiencing as much as possible.

Adventurous Families



Mountain Aficionados



In their own words	"Our life is completely full of new experiences, lots of unpredictability and loads of laughter"	"Work hard, play hard. We can only live once so we might as well go around this world as many times as we can"
Drivers & values	<ul style="list-style-type: none">• Healthy, active lifestyle• Family/new traditions• Convenience/authenticity	<ul style="list-style-type: none">• Success/continual learning• Status/bragging rights• Quality
Needs & wants	<ul style="list-style-type: none">• Fulfillment• Diversity• Happiness	<ul style="list-style-type: none">• Recognition• Belonging• Authentic Experiences
Demographic	Family Status: Married w/ kids Age: 40's Kids < 10	Family Status: Single or married Age: 29+ HHI: \$100-\$200k
Why they love skiing	<ul style="list-style-type: none">• It's a healthy way to spend winter• It's a lifestyle that their family loves• Personal accomplishment and exploration	<ul style="list-style-type: none">• Mastering challenging terrain is the biggest rush• The endless out-of-bounds adventures• Skiing with friends adds another level of fun

Social Media Overview

Total engagement as a percentage of our audience:

- Facebook: 140.16%
- Instagram: 1,084.36%
- Twitter: 115.64%

Total Engagement breakdown by channel:

- Facebook: 260,090 // average 530 engagements per post
- Instagram: 871,811 // average 3,113 engagements per post
- Twitter: 35,058 // average 42 engagements per post



squawalpine • Following
Squaw Valley Alpine Meadows

squawalpine A huge thank you to ALL of our staff for getting the mountains up and running following this colossal storm. With snowed out ski days and our staff, our teams worked incredibly hard so that we could shred all-time powder. From digging out of your houses to get here, to digging out the lifts, we truly appreciate your dedication and passion for these mountains. If you see a Squaw Alpine employee, give them a high 5!

Photo: @blab021 from 3.3.18
#mysquawalpine

Load more comments

yolpefotso @jessemaddax
nikko_caliillo Just my luck @ @nbschiet
elizabethholmes? Thank you so parell
And my dogs @-@ I love you all

7,773 likes
March 4



@SquawAlpine

98.9k

Followers



@SquawValleyAlpineMeadows

201.1k

Followers



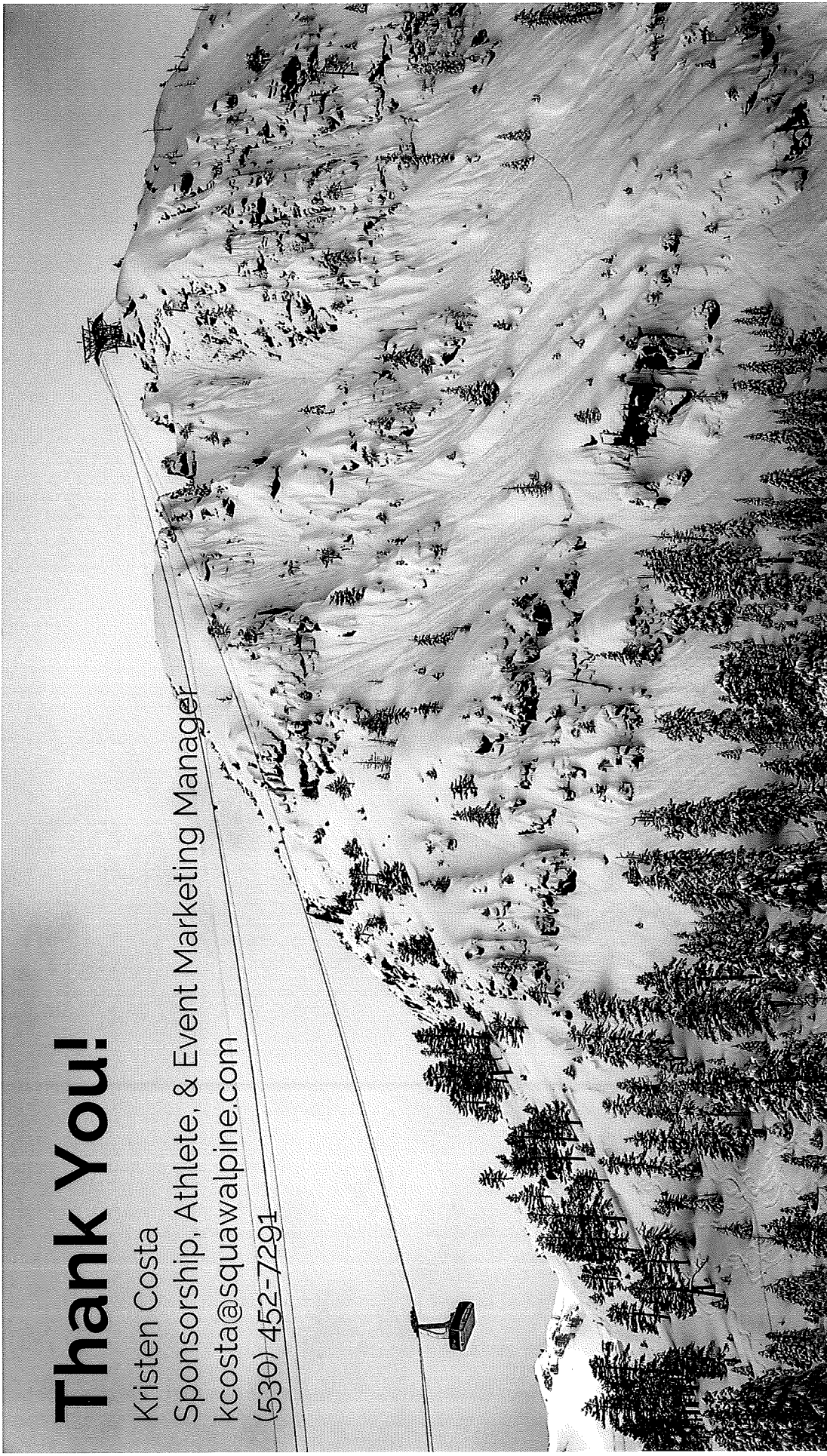
@SquawAlpine

35.7k

Followers

Thank You!

Kristen Costa
Sponsorship, Athlete, & Event Marketing Manager
kcosta@squawalpine.com
(530) 452-7291



Liberty Mutual NASTAR National Championships

March 21 – 25, 2018

Location: Squaw Valley

Funded: \$5,000

Attendance: 900 ticketed (avg. party size was 2.8 people)

Out of Town Participants: 864

Average Night Stay: 4.9

Average Economic Impact: \$744,318

ROI: 149:1

Results:

North Lake Tahoe Resort Association had a visitor information booth at the event and saw over 900 guests during that time frame. Visitor Guides were distributed to over 2,500 participants via participant gift bags. NLT :30 year-round commercial was aired on the Jumbotron throughout the weekend which was added value. 63% of survey respondents said they were either likely or extremely likely to return to North Lake Tahoe. And the average night stay is a conservative estimate, 46% of respondents said they stayed 6 or more nights so in calculating the average night stay we counted those as 6 nights, not accounting for the “or more” component.

Liberty Mutual Insurance NASTAR National Championships

Date: March 21 – 25, 2018
Location: Squaw Valley | Alpine Meadows
Requested Sponsorship: \$5,000

Event Summary:

The Liberty Mutual Insurance NASTAR National Championships is a 4-day season-ending festival celebrating alpine racing, camaraderie and competition. Recreational ski racers from across the US, within the NASTAR program, qualify and are invited to compete against peers in alpine and non-alpine divisions of all ages and abilities. Each year select US Ski Team athletes attend the event which gives participants the opportunity to meet and interact with their favorite athletes of the sport. The event includes races, live music, autograph signings, ski demos & clinics, a sponsor village, opening & award ceremonies and receptions and more.

Attendees: Estimated 2,500 – 3,000 (est. 1,500 - competitors, remaining are friends/family)
Registration Opens: December 15, 2017

Notes:

- Squaw is offering an incentive to drive longer stays with a “4 Lift Tickets and Get 5th for Free” program
- Squaw has entered into a 2-year agreement for the 2018 and 2019 events.

2017 NASTAR National Championships Survey Results:

Overnight Ski Trips in Past Year

- 22% took 1 overnight ski trip
- 19% took 2 overnight ski trips
- 14% took 3 overnight ski trips
- 30% took 4+ overnight ski trips

Length of Longest Ski Trip in Past Year

- 3% - 1 day
- 10% - 2 days
- 13% - 3 days
- 62% - 4+ days

Other Activities of Interest

- 62% Hiking
- 53% Road Biking

- 49% Mountain Biking
- 35% Kayaking
- 30% Running
- 25% Rafting
- 19% Climbing
- 18% Snowmobiling

Number of Family Members that Attended Championships

- 32% - 1
- 26% - 2
- 13% - 3
- 20% - 4
- 9% - 5

Obligations of NLTRA

- \$5,000 Cash Sponsorship
- Outreach to local businesses to solicit discounts/special offerings for event participants
- Assistance with communicating traffic plan for event weekend regionally (non-paid media)

Obligations of Squaw Valley

- 10x10 booth space and banner placement on-site during Event
- Inclusion in daily PA announcements during the Event
- Four (4) complementary VIP tickets
- Ability to include information/gifts in the participant gift bags (approx. 2,500)
- Name and logo on the Event page listed as a partner, with a link to GTN.com
- Name and logo shall be included in two (2) event specific eblasts.
- Inclusion of NLT specific questions in a post-event survey.



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 1/30/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Mountain Housing Council State and Federal Housing Policy Platform

Action(s) Requested:

Staff requests Board approval of the attached Mountain Housing Council State and Federal Housing Policy Platform.

Background:

As you are aware, the NLTRA is representing our members on the Mountain Housing Council (MHC). Myself and Board Member Brett Williams serve on several of the MHC's subcommittees ("Tiger Teams"). The collaborative process of the MHC encourages broad support for efforts undertaken on behalf of the group to ensure a single voice for the region. To that end, the Tiger Team for State and Federal policy issues has drafted the attached policy platform and would like all members to approve it so that the group can begin advocacy efforts in Sacramento.

To date the following organizations have approved the policy platform: Placer County, Town of Truckee, Tahoe City PUD, TTUSD, Truckee Donner PUD, Truckee Tahoe Airport District, Martis Fund, Mountain Area Preservation, North Tahoe Family Resource Center, Contractors Association of Truckee Tahoe, Sierra Business Council, and the Tahoe Sierra Board of Realtors.

Fiscal Impact:

There is no fiscal impact by taking this action.

Attachments:

Request from MHC
Proposed Policy Platform



December 3, 2018

To: Mountain Housing Council of Tahoe Truckee Partners and their Board of Directors, Commissioners, and Staff Leads

Re: Mountain Housing Council State and Federal Housing Policy Platform

We are writing to present to you the attached Mountain Housing Council of Tahoe Truckee's (MHC) State and Federal Housing Policy Platform (Policy Platform). The Policy Platform will guide the Mountain Housing Council Advocacy Tiger Team's (Tiger Team) efforts to advocate for state and federal policies and funding programs that increase achievable local housing solutions for the Tahoe-Truckee region. The Policy Platform was developed over three months by the Tiger Team, a subcommittee of the MHC.

The Policy Platform establishes the purpose and goals of the Tiger Team and establishes the policy priorities and actions the Tiger Team will use to address the achievable local housing problems in the Tahoe-Truckee region.

Requested Action

We are seeking approval of the Policy Platform from each MHC member's governing body by **January 31st, 2019** so that the Tiger Team can begin engaging on state and federal policies at the start of the new year. Should you need support from the MHC in that discussion, please contact us directly so that we can determine the best capacity for your needs.

In addition to the attached Policy Platform, we've crafted a one-page document (following page) with sample language that your staff might consider for this future agenda item.

Sincerely,

A handwritten signature in black ink that reads "Stacy Caldwell".

Stacy Caldwell, CFRE
CEO
Tahoe Truckee Community Foundation

A handwritten signature in black ink that reads "Seana Doherty".

Seana Doherty
Program Director
Mountain Housing Council

CEO/Founder
Freshtracks Collaboration



**Sample Language for Agenda Item to Discuss Approval of:
Mountain Housing Council of Tahoe Truckee's
State Housing Advocacy Policy Platform**

The Mountain Housing Council (MHC) Policy Platform (Platform) establishes the purpose and goals of the MHC's Advocacy Tiger Team (Tiger Team) and the policy-related priorities and activities the team will use to address the achievable local housing problem in the Tahoe-Truckee Region. The Platform is a document approved by Mountain Housing Council members and lays out a framework for how the Tiger Team proposes to represent the region in its advocacy efforts in both broad categories and specific issues. This allows the Tiger Team to recommend formal positions on legislative and administrative proposals and act efficiently as opportunities arise.

The goal of the Tiger Team is to create and broaden relationships with state and federal decision makers and organizations outside the Tahoe-Truckee region in an effort to build influence, change policy, attract funding to the region, and ultimately result in the completion of achievable local housing projects.

Many Tiger Team representatives cannot act independently on behalf of the agencies and organizations that they represent. Therefore, official communications of MHC policy positions will also include language recognizing that the position conveyed is the general consensus of the MHC but does not necessarily reflect the official endorsement of every MHC participant. When the Tiger Team uses a vote to determine a course of action, the meeting notes will reflect the voting detail of those who approved, opposed and abstained.

Sample language for approval of Policy Platform

The _____ hereby authorizes the Mountain Housing Council to advocate on state and federal policies consistent with the objectives identified in the attached "Mountain Housing Council Policy Platform".

Name: _____

Title: _____

Organization: _____

Signature: _____ Date: _____



Mountain Housing Council Policy Platform

What is the Policy Platform?

The Mountain Housing Council (MHC) Policy Platform (Platform) establishes the purpose and goals of the MHC's Advocacy Tiger Team (Tiger Team) and the policy-related priorities and interventions the team will use to address the achievable local housing problem in the Tahoe-Truckee Region (see Exhibit A for region boundaries). The Platform is a document approved by Mountain Housing Council members and lays a framework for how the Tiger Team proposes to represent the region in its advocacy efforts in both broad categories and specific issues. This allows the Tiger Team to recommend formal positions on legislative and administrative proposals and act efficiently as opportunities arise.

What is the Mountain Housing Council Advocacy Tiger Team?

The MHC, a project of the Tahoe Truckee Community Foundation, brings together 28 diverse stakeholders – including businesses, local governments, community groups, special districts, and housing advocates - to take on the unique and pressing challenges of achievable local housing in the North Tahoe-Truckee region. The MHC's goal is to build on needs identified in a 2016 Regional Housing Study and accelerate solutions to housing problems of availability, variety, and affordability.

The Advocacy Tiger Team is a subcommittee of the MHC formed to advocate on state and federal policy solutions to increase achievable local housing solutions for the region. The Tiger Team monitors and lobbies on legislation, agency processes, and funding opportunities that affect the region's ability to access and implement achievable local housing solutions. Membership on the Tiger Team is voluntary and new members may join anytime.

What is the Tiger Team's Goal?

The goal of the Tiger Team is to create and broaden relationships with state and federal decision makers and organizations outside the Tahoe-Truckee region in an effort to build influence, change policy, attract funding to the region, and ultimately result in the completion of achievable local housing projects.

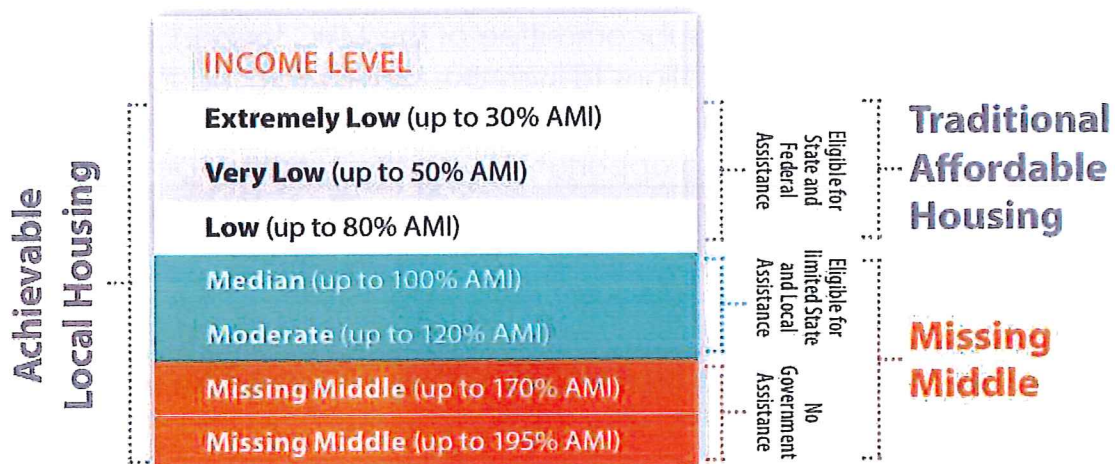
What is the achievable local housing problem in the Tahoe-Truckee Region?

Affordable housing is a crisis facing the nation, the state, and the Tahoe-Truckee region. The North Tahoe-Truckee region has a population of roughly 30,000. On holiday weekends, those numbers swell to around 100,000. For full and part-time residents as well as vacationers, there are 33,300 housing units – mostly single family homes built before 1979. 65% of them are vacant more than half the year.

Locals are struggling to find housing in our community - with estimates showing a potential shortfall of more than 12,000 units to serve the local workforce. Teachers, firefighters, police officers, business owners, and many more can no longer afford to live in the region. They are forced to move away or live elsewhere and commute, leaving employers unable to find staff, emergency responders struggling with response times, and a rippling impact on our region's economy, environment, culture, and vitality.

To address this shortfall, the community needs to increase the number and diversity of available new and old units and help people move from renters to home-owners. The Tiger Team seeks to be proactive to maximize the ability for the Tahoe-Truckee region to capitalize on policy solutions proposed and enacted at the state and federal level.

The Tiger Team will support policies that address all income levels defined as "achievable local housing" as shown below and described in the MHC's [2016 Policy Brief](#) titled "Achievable Local Housing".



County	2018 Area Median Income (AMI) for family of four:
Nevada	\$73,500
Placer	\$80,100
El Dorado	\$80,100

How does the Advocacy Tiger Team achieve its goal?

The Policy Platform objectives for advocacy outside of the region will help the advocacy team complement the Mountain Housing Council's work within the region. These objectives correspond to barriers to achievable local housing that cannot be changed at the local level, but are changeable at the state or federal level. Each objective will be pursued by supporting various policy interventions in legislative and agency processes, which are enumerated below. (Objectives and interventions often overlap in that actions that achieve one intervention or objective may also achieve other interventions or objectives, like working with the Smart Growth Task Force to comment on Affordable Housing and Sustainable Communities Program guidelines for example).

This document outlines the objectives of the Tiger Team. A separate complementary document, called the "Annual Workplan", will be developed in January of each year and will identify and describe the Tiger Team's positions on specific pieces of legislation, administrative actions, and funding programs for that year. Positions on these activities will be informed by and consistent with this Policy Platform. The Annual Workplan may be updated periodically throughout the year as proposals evolve or introduced.

The Tiger Team will strive to make decisions on the Annual Workplan and any updates to it through a consensus model, facilitated and documented by the facilitator of the group (Sierra Business Council).

1. The definition of consensus spans the range of: strong support to "I can live with it." Any of these statements by a Tiger Team member constitutes consensus.
2. Many Tiger Team representatives cannot act independently on behalf of the agencies and organizations that they represent. Therefore, official communications of MHC policy positions will also include language recognizing that the position conveyed is the general consensus of the MHC but does not necessarily reflect the official endorsement of every MHC participant. When the Tiger Team uses a vote to determine a course

of action, the meeting notes will reflect the voting detail of those who approved, opposed and abstained.

3. This decision-making process will encourage the early articulation of concerns, which maximizes the chance of understanding and accommodating the views of all parties.

Objective 1: Build political identity and influence outside the region.

Two overarching conditions exist with regard to our region's ability to achieve the objectives of this Policy Platform: first, the Tahoe-Truckee region's small population is a barrier to gaining political influence, and second, to date, the region has not had a unified message on housing priorities when engaging with state and federal policy makers.

To counteract these two factors, a major priority of the Tiger Team will be to build strategic partnerships with organizations outside the region and statewide organizations with similar goals to achieve our objectives. The Tiger Team, through this Policy Platform and the Annual Workplan, will develop unified messages and priorities so that efforts will be consistent among all Tiger Team and MHC partners.

As such, the Tiger Team supports activities that achieve the following:

1. Leverage members' current relationships and lobbying experience. The Tiger Team has identified existing partnerships and lobbying relationships that will be essential to collaborating with to achieve its goals.
 - o *Ex: At the beginning of each legislative session and periodically during the year, the Tiger Team will distribute the Annual Workplan to all of these partners and seek help implementing each goal.*
2. Support statewide coalitions with similar priorities.
 - o *Ex: Prop 1 & 2 Fundraising event and other activities in coordination with Housing California; Coordination with Rural County Representatives of California, CA Rural Housing Coalition/Rural Smart Growth Task Force, California State Association of Counties, and League of California Community Foundations.*
3. Coordinate and build relationships with legislators representing our region and those from outside our region with similar goals.
 - o *Ex: Regular meetings with Assembly Member Dahle and Senator Gaines to identify shared priorities; Support efforts by housing "champions" in the legislature to build relationships and*

*understanding of Tahoe-Truckee issues; Organize annual lobby day;
Find sponsor to introduce "Rural Housing Week" resolution.*

4. Build and maintain relationships with state agencies implementing funding programs and regulations impacting achievable local housing.
 - o *Ex: Regular meetings and/or tours with staff at the California Department of Housing and Community Development, Strategic Growth Council, and Office of Planning and Research.*
5. Build education and awareness among MHC members of local barriers to implementing state policies that could benefit achievable local housing solutions.
 - o *Ex: Creating educational briefing papers that help local governments, developers, and MHC members understand state policies and local barriers to implementation of those policies.*

Objective 2: Change or remove policy barriers to implementing achievable local housing in the region.

Local governments, developers, and other organizations involved in housing development in the region face regulatory barriers that increase the difficulty, cost, and time needed to implement achievable local housing projects. This objective focuses on removing regulatory – not funding – hurdles to implementing achievable local housing projects.

As such, the Tiger Team supports policy interventions that achieve the following:

1. Streamline permitting processes for achievable local housing projects.
 - o *Ex: Passage and implementation of bills and programs that create or expand streamlined permitting processes for achievable local housing projects.*
2. Create, expand, or modify technical assistance or capacity building programs for local governments and housing projects to meet regulatory requirements.
 - o *Ex: Support policies and funding that build capacity at the local level to address achievable local housing needs; CEQA technical support programs;*
3. Engage on state policies affecting zoning requirements or other local government ordinance requirements to allow implementation or continued maintenance of achievable local housing.
 - o *Ex: Support policies that allow local governments to adopt ordinances that require new developments to include certain*

percentage of units that are affordable to people of various low or moderate income levels.

4. Engage on state policies that seek to help local governments collect regionally-relevant data and utilize planning tools which support efforts to construct achievable local housing.
 - o *Ex: Support policies that help local governments collect more precise data on regional communities which helps local governments better compete for state funding and helps policy-makers at the state and local levels better analyze regional needs.*
5. Support policy that provides state and/or federal funding and resources to local governments to more accurately collect data and address the needs of the homeless population in their communities.
 - o *Ex: Engage on guideline development process for Proposition 2 implementation (if passed) and coordinate with Placer, Nevada, and El Dorado counties to maximize funding allocated to our region.*

Objective 3: Remove barriers to attracting funding for achievable local housing projects in the region.

Local governments, developers, and other organizations involved in housing development in the region face lack of funding, regulatory barriers to access funding, lack of capacity to access funding, and capital deserts. Housing policies and funding programs are often designed for higher-density, urban parts of the state. Activities under this section will focus on ensuring that rural areas can compete fairly for funding.

As such, the Tiger Team supports policy interventions that achieve the following:

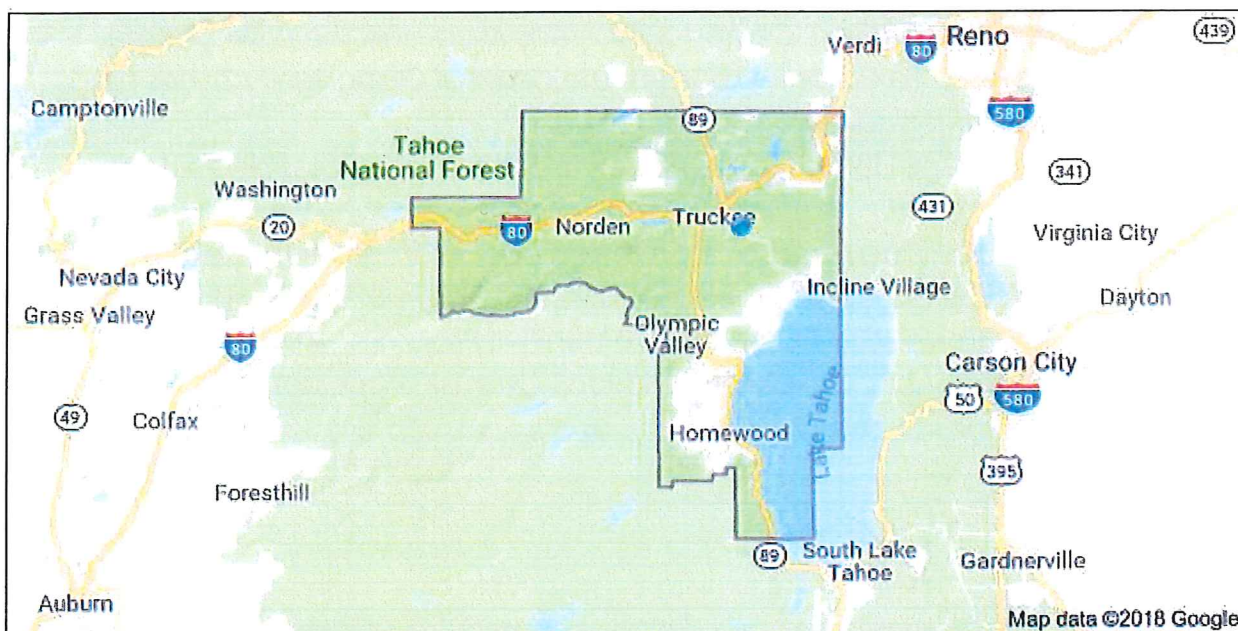
1. Streamline financing opportunities for achievable local housing development.
 - o *Ex: Engage in and support legislation that streamlines permitting processes for transit-oriented or transit-corridor development; Engage on policies that create streamlined permitting processes in jurisdictions to meet Regional Housing Needs Allocation (RHNA) requirements.*
2. Maximize the ability for regional residents, developers, nonprofits, and local agencies to secure financing to purchase homes and develop and/or expand achievable local housing projects.

- *Ex: Support passage and implementation of Propositions 1 & 2 (on the November 2018 ballot); Weigh in on draft funding program guidelines for SB2 (2017) and SB 540 (2017); Weigh in on income levels for first time home buyer assistance programs to account for regional needs.*
- 3. Create or expand achievable local housing development incentives, tax credits, and other financing mechanisms.
 - *Ex: Weigh in on implementation of policies that allow local governments to provide financial incentives for developments that incorporate affordable units; Involvement in the feedback process related to TCAC Opportunity Areas Map and the Low Income Housing Tax Credit Program; the Federal Opportunity Zones tax credit; passage of AB2920 (2018)*
- 4. Modify grant guidelines to be more inclusive and accessible to rural applicants.
 - *Ex: Providing feedback on the annual draft grant guidelines for the Affordable Housing and Sustainable Communities Program and the Transformative Climate Communities Program; Monitor CDBG (Community Development Block Grants) processes.*

Exhibit A: Tahoe-Truckee Region Boundaries

The region represented by the Mountain Housing Council is located in the Sierra Nevada Mountains, 100 miles northeast of Sacramento, and 35 miles west of Reno, Nevada. It spans portions of Nevada, Placer, and El Dorado Counties.

The region's boundaries stretch from Hobart Mills, eight miles north of Truckee to Emerald Bay, near South Lake Tahoe; and from Cisco Grove, twenty miles to the west, to Floriston, fifteen miles to the east. The region encompasses more than 720 square miles.





north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 1/30/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: NLTRA Short Term Rental Policy Statement

Action(s) Requested:

Staff requests Board review and potential approval of the attached draft Short Term Rental Policy Statement.

Background:

For many decades vacation home and condo rentals have been a very significant part of the tourism economy for the North Lake Tahoe area. Today we estimate the short-term rental market at approximately 70% of the total TOT revenue, approximately \$13 million annually.

Short term rentals (STR) have become controversial throughout California and the nation. Concerned citizens are pushing elected officials toward eliminating or greatly restricting them in local communities primarily due to nuisance issues with noise, parking, high occupancies, etc. There are growing concerns within our region on the impacts within neighborhoods. These concerns are being expressed at numerous public meetings and events.

I recommend that the NLTRA consider adopting a policy statement that can be articulated by staff and Board members when asked, or as appropriate at public meetings or workshops.

Fiscal Impact:

There is no fiscal impact by taking this action.

Attachments:

Draft Policy Statement

NLTRA POLICY STATEMENT ON SHORT-TERM RENTALS

Short-term vacation rentals are a very significant component of the North Lake Tahoe tourism economy. Representing approximately 70% of the transient occupancy tax collections in the North Lake Tahoe region, short-term rentals generate almost \$13 million in local tax revenue annually.

As a critically important element of the tourism economy, the North Lake Tahoe Resort Association/Chamber of Commerce supports both the short-term rental industry, and the appropriate regulation of the industry. Regulations should be adopted and enforced to protect public safety, the surrounding neighborhoods' character, and provide enjoyment for all.

NLTRA supports the following:

- Short-term rentals must have Transient Occupancy certificates and abide by Placer County's Transient Occupancy Code.
- Short-term rentals must abide by all appropriate Placer County codes for safety, noise, parking, garbage disposal, and other applicable codes.
- Short-term rentals must be subject to audits, similar to those of local property management firms and hotels.
- Placer County should create enforcement strategies and penalties for short-term rentals not abiding by all of the above.



north lake tahoe

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MEMORANDUM

Date: 1/30/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Tourism Development Committee Appointments

Action(s) Requested

Staff requests the Board appoint the following individuals to the Tourism Development Committee:

- Board Member, Lynn Gibson
- Becky Moore, Granite Peak Management (Re-Appointment)
- Amber Kennedy, Tahoe Getaways
- Wendy Hummer, EXL Media
- Tyler Gaffaney, Tahoe Biltmore

Background

The Tourism Development Committee serves at the pleasure of the Board of Directors and advises staff, agencies, and the Board of Directors on "all matters related to the NLTRA's marketing strategies, plans, programs, budgets and outcomes".

NLTRA's operating procedures further state: "The Committee consists of marketing and sales professionals from community businesses and organizations. An effort is made to ensure a diversity of representation from geographic areas as well as types of businesses and organizations. Based on adopted NLTRA policy, Committee membership is up to 15 members. Members serve a three-year term and may be reappointed. A quorum will consist of a majority of members present to include at least one board member."

Three members of the Committee had terms that expired in December of 2018. We contacted those three members and have also posted and circulated a notice that we were accepting applications to serve. The attached letters of interest were received.

Fiscal Impact

There is no fiscal impact by taking this action.

Attachments

- Current Committee make-up.
- Letters of interest from committee applicants.



north lake tahoe

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2018 TOURISM DEVELOPMENT COMMITTEE MEMBERS

RESORT ASSOCIATION BOARD MEMBER

Brett Williams, Chair

Primary

Agate Bay Realty

P.O. Box 490

Carnelian Bay, CA 96140

Ph. 530.546.4256

brett@agatebay.com

COMMITTEE MEMBERS

Becky Moore

Squaw Valley Lodge

P.O. Box 2364

Olympic Valley, CA 2364

Ph. 530.583.5500 ext. 4013

beckym@gpeak.com

Melissa Panico

Oliver Real Estate

P.O. Box 229

Tahoe City, CA 96145

Ph. 415.269.0307

melissa@mapevents.com

Nicole Reitter

Tahoe Mountain Lodging

P.O. Box 838

Truckee, CA 96160

Ph. 530.550.3301

NReitter@tahoemountainlodging.com

Christine Horvath

Squaw Valley / Alpine Meadows

P.O. Box 2007

Olympic Valley, CA 96146

Ph. 530.452.7100

cwhitley@squaw.com

Eric Brandt

Destination Media Solutions

P.O. Box 7468

Tahoe City, CA 96145

Ph. 530.583.4206

eric@destinationmedia.tv

Todd Jackson

Big Blue Adventure

P.O. Box 2720

Kings Beach, CA 96143

Ph. 530.546.1019

todd@bigblueadventure.com

Judith Kline

Tahoe Luxury Properties

PO Box 1904

Tahoe City, CA 96145

Ph: 530.584.5788

Judith@Tluxp.com

Terra Calegari

Resort at Squaw Creek

P.O. Box 3333

Olympic Valley, CA 96146

Ph. 530.581.6604

tcalegari@destinationhotels.com

Kim Kilburn

Northstar California Resort

50 Trimont Lane

Truckee, CA 96161

Ph. 530.562.8022

kkilburn@vailresorts.com

PLACER COUNTY ADVISORY

Erin Casey

County Executive Office

P.O. Box 1909

Tahoe City, CA 96145

Ph: 530.546.1944

ecasey@placer.ca.gov

Cindy Gustafson
Chief Executive Officer
North Lake Tahoe Resort Association | CVB | NLT Chamber

Dear Cindy,

Thank you for the opportunity to again apply to the North Lake Tahoe Resort Association Tourism Development Committee. I am very interested in re-joining the committee and feel my knowledge in marketing will be a benefit to the team efforts of the Committee.

Currently I am the Director of Marketing at Squaw Valley Lodge, Donner Lake Village, Tahoe Vacation Rentals and Granite Peak Management. Before working in the hotel and vacation rental industries, I worked in sales and marketing at Squaw Valley Ski Resort, as well as Homewood and Northstar. For two years I had my own marketing and public relations company. My experience in the hospitality world, as well as ski resorts has enhanced my understanding of important work of the destination and international marketing for North Tahoe.

I feel my years in marketing can assist the Tourism Development Committee in promoting the North Tahoe destination and brand. I am a big believer in the NLT brand and I would be proud to be a part of the committee again.

Below is a short list of my employment specifics for North Lake Tahoe. If you need greater detail, I am happy to provide it.

Cindy, thank you for accepting my application to the North Lake Tahoe Resort Association Tourism Development Committee. I look forward to hearing from you.

Sincerely,



Becky Moore
beckym@gpeak.com

Employment

Granite Peak Management, Director of Marketing, Squaw Valley Lodge | Donner Lake Village | Tahoe Vacation Rentals | Granite Peak Management (2016-present). Squaw Valley Lodge, Director of Sales and Marketing (2004- 2016), Donner Lake Village, Director of Sales and Marketing (2010- 2016).

Squaw Valley Ski Corporation, Lake Tahoe California, Director of Sales (2000-2004), Sales Manager (1999-2000).

Weidinger Public Relations Public Relations Specialist (1998-1999).

Moore Communications, Owner / Director (1997-1999).
Northstar-at-Tahoe Lake Tahoe, California, Director of Marketing (1996-1997)
Ski Homewood, Lake Tahoe, California, Director of Skier Services (1994-1996), Director of Marketing and Sales (1991-1996).

Becky Moore

Director of Marketing

Squaw Valley Lodge | Donner Lake Village | Tahoe Vacation Rentals | Granite Peak Management

Phone: 530.214-3513

Cell: 530.214.6109

Email: beckym@gpeak.com

Amber Kennedy

530.448.4330 | ambernkenedy@gmail.com | Truckee, CA

January 26, 2019

North Lake Tahoe Chamber/CVB/Resort Association
PO Box 5459
Tahoe City, CA 96145

NLTRA Board of Directors:


Please accept this Letter of Interest and the accompanying Resume as my application for a seat on the Tourism Development Committee.


As the Director of Sales and Marketing at Tahoe Getaways, I am both deeply invested, and well practiced, in the promotion of tourism to destination visitors. I believe we must focus on delivering the experience promised to high season travelers, though proactive planning, communication, and honest evaluation of infrastructure. Equally, we ought to work to drive visitation during current periods of opportunity, benefiting business with more consistent traffic, and overall growth.

I look forward to an opportunity to collaborate with the talented team of local leaders the NLTRA has in place. Thank you for taking the time to review my application, and please feel free to contact me with any additional questions.

Sincerely,

Amber Kennedy

Truckee, CA 

530.448.4330 

ambernkennedy@gmail.com 

Amber Kennedy

Creative and solution-oriented business professional dedicated to delivering an exceptional client experience through attention to detail, open communication, and proactive problem solving.

Skills

- SEO, Paid Search, Google Analytics
- Content Marketing & Email Marketing
- Customer Relationship Management
- Leadership & Team Building
- Training & Professional Development
- Human Resources

Experience

2013 - PRESENT

Director, Sales & Marketing / Tahoe Getaways, Truckee, CA

Local, upscale, professional Vacation Rental and Property Management company.

Key responsibilities include strategic planning, creative direction, digital marketing, budgeting & reporting. Department head and supervision of management level staff.

2013

Assistant Regional Manager / Vacasa, Truckee, CA

Education

JUNE 2008

Master of Public Policy / Cal Poly State University, San Luis Obispo

Comprehensive Exam Passed with Distinction

JUNE 2005

B.S. Business Administration / Cal Poly State University, San Luis Obispo

Minor in Psychology

Community Involvement

2016 - PRESENT

Marketing and Communications Committee Member / Adventure Risk Challenge



SUPERIOR INSIGHTS. EXCELLENT RESULTS.

January 30, 2019

Wendy Hummer
President/Owner, EXL Media
803 Tahoe Blvd, Suite 7
Incline Village, Nevada 89451
775-832-0202 ext. 101
Wendy@exlmedia.com

Dear Anna Atwood and members of the NLTRA Board of Directors,

I am interested in joining the North Lake Tahoe Resort Association Tourism Development Committee for the upcoming 2019-2021 term. I was actively involved with this committee for 15 years as the agency Account Executive when EXL Media was the media company for NLTRA. I really enjoyed working with the NLTRA and the various marketing staff and committee members over the years. I would love the opportunity to sit on the other side of the table as a committee member collaborating with other local experts and industry peers.

I am passionate about living in North Lake Tahoe and marketing the wide range of year-round outdoor activities, amazing views, fun events and inviting communities. At the same time, I understand how important it is to focus on midweek and shoulder season visitation to drive business during need times and reduce the visitor impact during high seasons.

I can offer 30 years of advertising expertise, experience and valuable input as a member of the committee. My primary areas of expertise are media buying, target segmentation utilizing marketing research, media budget development and allocations, strategic planning, promotion development, performance measurement, website analytics and event marketing.

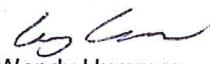
As owner of EXL Media, I strategically develop advertising campaigns for a wide array of North Lake Tahoe businesses and services, including ski resorts, golf courses, lodging properties, wedding/group services and events.

I have worked with many DMOs, including the NLTRA, IVCBVB, RSCVA, Truckee Chamber and Catalina Island Chamber of Commerce and Visitors Bureau, as well as many destination marketing cooperatives including RASC, Ski Lake Tahoe, Mammoth and the NLT Marketing Cooperative.

I have extensive knowledge in targeting North Lake Tahoe's current geographic and demographic target markets and can advise on the most effective methods to reach them. I am currently overseeing multiple advertising campaigns in the San Francisco, Los Angeles, Seattle, Las Vegas, Reno and San Diego DMAs.

Thank you for taking the time to consider me for the North Lake Tahoe Resort Association Tourism Development Committee.

Sincerely,


Wendy Hummer

Experience

President / Owner

EXL Media

Incline Village, Nevada
1994 - Present

Lead a 10-person staff with over 30 accounts. Strategic planning and budget allocation, analyst, out-of-home media specialist, A.E. on primary agency accounts, new business development.

Media Buyer, Planner, A.E.

Media Access Group

Reno, Nevada
1994

Planned and placed traditional media for Lake Tahoe and Reno accounts.
Primary accounts: Alpine Meadows and Wendy's
Media Markets: SF, Sacramento, Reno

Media Buyer, A.E.

Gustin & Nakamoto

Reno, Nevada
1993

Managed most broadcast and print buys for the agency; production manager.
Primary accounts: Champion Chevrolet, Reno Toyota, American Federal, Wendy's

Broadcast Buyer, Planner

McCann Erikson

San Francisco, California
1988 -1992

Planned and purchased over \$10 million annually in broadcast media for Fortune 500 companies in the California and Colorado DMAs.
Primary accounts: Lufthansa, Wells Fargo Bank, Coca Cola, Tri-Star, Columbia Pictures, Safeway and Nestle

Education

Double Bachelor Degree: Marketing and Advertising.

University of Colorado Boulder
Boulder, Colorado
1988

Additional Information

2005-2014 NLTRA Ten Year Master Plan Committee

AAF Reno Chapter Member

AMA Reno Chapter Member

Advanced Knowledge: Google Analytics

Market Research Analyst utilizing Scarborough, SRDS and MRI research.

Activities: Swimming, Skiing, Mountain Biking, Yoga, Travel

Tyler Gaffaney

A dynamic team leader; able to bring energy, enthusiasm, and humor to motivate team members to achieve their potential and exceed objectives.

290 Park Ln
Kings Beach, CA 96143
775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/b53/8bb

Professional Profile

- Creative Leader and team player
- Strategic thinker, focused on planning and executing to produce measurable results
- Not afraid to get in the “trenches” and help fellow co-workers
- Over 10 years of Marketing experience within the resort industry
- Proficient in Microsoft Word, Excel, Outlook and Adobe Photoshop and Illustrator
- Proven track record for completing projects punctually and under budget
- Excel in coaching to excellent guest service and leading by example to my team members

Experience

General Manager, Tahoe Biltmore: Crystal Bay, NV 2016 - present

- Responsible for all aspects of the casino, hotel and restaurant operations while paying particular attention to expenses, revenue, and forecasting while providing a safe and fun working environment.
- Daily meetings with the Tahoe Biltmore Marketing team to go over all promotions, media buying, and event planning for the entire property. Also attend weekly meetings with Mountainside Media which is a social media marketing firm that helps our team with all social media.
- Manage all department managers with daily one on one and weekly group meetings to be sure all targets and goals are being met.
- Managed the install and implementation of a new Point of Sale system for all Food & Beverage venues in 2018.
- Managed the install and implementation of a new slot accounting system in 2017.

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775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/b53/8bb

Director of Operations, Tahoe Biltmore; Crystal Bay, NV 2012 - 2016

- Effectively managed all day to day operations of the Tahoe Biltmore Casino and Lodge, encompassing nine different revenue centers.
- Planned, designed, and executed the opening of a brand new restaurant concept (Bilty's Brew & Q).
- Actively recruited and hired Marketing and Sales team members with experience in social media marketing to improve the Tahoe Biltmore's overall online presence.
- Developed talent in the Marketing and Sales departments enhancing the guest experience in all planned events.
- Trained Marketing team members on graphics programs including photoshop and Illustrator.
- In 2015 completely changed the Tahoe Biltmore's Marketing and Sales Dept. Hired two part time marketing assistants and one full time sales position. We developed a new website completely focused on weddings and events (www.tahoewed.com).
- Accountable for each venue's P&L statements and working within each venue's monthly and annual budget.

Marketing Director, Tahoe Biltmore, Crystal Bay, NV 2009 - 2012

- Lead change in new branding and overall message of the Tahoe Biltmore and the individual revenue generating centers.
- Conducted a S.W.O.T. analysis of current Tahoe Biltmore property, leveraged analysis to improve marketing strategies.
- Redefined the Tahoe Biltmore's target market, used that information to implement a new marketing strategy.
- Managed all advertising and third party agencies by developing new strategic marketing partners (Sliding on the Cheap).
- In 2009, recruited a marketing firm to build a new website with a content management side for ease of updating. Managed all content and updated the website.
- Developed the Tahoe Biltmore's first social media site and marketing strategy/campaigns.
- Reinstated a previously outsourced lodging and lift ticket package program by managing it in-house. That program drove over \$100,000 of revenue to the Tahoe Biltmore.
- Collaborated closely with the General Manager of the property on the marketing budget and marketing campaigns.

Sales and Marketing Manager, Tahoe Biltmore, Crystal Bay, NV 2008 - 2009

- Responsible for developing, booking and executing all event sales (weddings, banquets, private parties...)
- Took control of outsourced graphic design and brought it in-house saving the company over \$5,000 annually.
- Targeted new audience through creation of new events such as car shows, dart tournaments, cribbage tournaments for the Tahoe Biltmore which resulted in over \$50,000 in new revenue.

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775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/b53/8bb

Education

2000 - 2001 Dickinson State University Dickinson, ND
General Studies

2001 - 2004 University of Nevada, Reno Reno, NV
B.S. Business Administration with focus on Marketing.
Graduated with 3.00 GPA

Community Service

I was actively involved with the North Tahoe Business Association for ten years. I spent two years chairing the marketing and promotions committee and eight years on the board. I termed out and left the board in 2018.



north lake tahoe

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MEMORANDUM

Date: 1/30/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Tourism Business Improvement District

Action(s) Requested:

Discussion and direction on the Civitas proposal for completion of the North Lake Tahoe Tourism and Business Improvement District.

Background:

Staff have been working with Civitas to complete the initial phase of the analysis of a potential North Tahoe Tourism Business Improvement District formation.

This phase included:

- outline of the potential structure;
- development of the database;
- proposed assessment methodologies; and,
- an initial services plan for the district.

The above steps are nearing completion and we are preparing to enter the next phase of work including the establishment of a Steering Committee, focus meetings, outreach and consensus building.

Staff will present information at the meeting regarding the current status.

Fiscal Impact:

Not to exceed \$49,000.

Attachments:

Civitas Proposal



January 31, 2019

Cindy Gustafson
Chief Executive Officer
North Lake Tahoe Lodging Association
1100 North Lake Blvd, 2nd Floor
Tahoe City, CA 96145

Re: Proposal to form the North Lake Tahoe Tourism Improvement District

Dear Ms. Gustafson:

I am pleased to present to you our enclosed proposal for services to form the next phase of the proposed North Lake Tahoe Tourism Improvement District. Civitas is California's premier consultant in Tourism Improvement District formation and renewal. We will bring to North Lake Tahoe the experience and expertise necessary to guide a successful TID formation process.

Civitas has served as consultant to 106 of California's 100 TIDs. We have been forming and renewing special districts since 1995, and assisting in the operation of those districts since 2000. Our track record in successfully forming and renewing districts is California's best.

Our proposal outlines the necessary steps for a successful TID formation process. Our process is designed to secure significant support for the project while complying with applicable laws. Throughout the process we will work closely with your staff, business owners, and local officials to create a specialized district meeting North Lake Tahoe's needs. We will guide a process that will be promptly responsive to the needs and concerns of North Lake Tahoe stakeholders.

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 cursive script that reads "Nichole Farley".

Nichole Farley, Account Manager

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I. Executive Summary

Civitas proposes to assist North Lake Tahoe Lodging Association (“Lodging Association”) with formation of the proposed North Lake Tahoe Tourism Improvement District (“NLTTID”). Civitas has formed or renewed a majority of California’s Tourism Improvement Districts, and will provide expert advice and guidance throughout the project.

Our proposal encompasses four (4) steps leading to successful NLTTID formation. Civitas will create the database of district businesses, assist in consensus building, prepare and revise documents, and guide the Board of Supervisors hearing process. Throughout the project Civitas will work closely with business owners and County officials.

We anticipate completion of the project in nine (9) months. If started in February 2019, the project could be completed by October 2019. If the project is completed during this time period, Civitas’ fees and expenses would not exceed \$49,000.

II. Introduction

Thousands of business owners in cities throughout the United States are successfully using business improvement districts to improve their businesses. The proven track records of those districts led to implementation of TIDs for tourism promotion in California. Businesses in North Lake Tahoe have expressed interest in using this model to form and grow a stable funding source that will help support them.

The Property and Business Improvement District Law of 1994 (“1994 Law”) is a powerful tool available to business owners and local governments. This law empowers private business owners to work closely with local government officials and establish a new funding source dedicated to providing services which benefit the businesses.

As with most areas, there is a greater need for tourism promotion services in North Lake Tahoe than can be provided with limited government funding. The TID can address this need and provide a dependable source of revenue for marketing North Lake Tahoe lodging businesses.

In concert with the Lodging Association, the Civitas team will guide a formation process that includes developing and manipulating data, obtaining feedback from business owners, preparing legal documents including a Management District Plan, guiding the petition drive, and attending Board of Supervisors hearings.

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

III. Scope of Services

Overview

Four (4) steps are anticipated over nine (9) months, resulting in successful NLTTID formation. The four (4) steps are briefly described below and outlined in further detail on the following pages.

Step One: Outreach and Consensus Building

Outreach efforts are undertaken in step one (1) to connect with business owners to gain their support for the proposed district.

Step Two: Document Preparation

In step two (2), documents necessary to form the district are drafted. Civitas will work closely with business owners, the Lodging Association, and the County to ensure documents reflect the needs and priorities of assessed businesses.

Step Three: Document Revision

Documents drafted by Civitas will be submitted to the Lodging Association, business owners, and the County for review. Based on their input, Civitas will revise documents as necessary and prepare final documents.

Step Four: Hearing Process

Finally, Civitas will guide the Lodging Association through the Board of Supervisors hearing process to form the district.

Step One: Outreach and Consensus Building

It is our understanding that the steering committee will conduct outreach to, and build consensus among, business owners within the district. Reaching out to business owners and County staff and officials is a crucial piece of the formation process. This step includes four (4) trips by Civitas to North Lake Tahoe to meet with business owners and County staff and officials.

1.1 Develop Outreach Program

Civitas and the Lodging Association will work together to develop an effective outreach program. The program will include educating business owners about TIDs, and seeking their input on the best strategy for North Lake Tahoe sustainable tourism development.

1.2 Confirm District Parameters

During phase one (1) of the project, priorities for services were established and a service plan was created. In this step, we will begin to share those priorities with the proposed businesses within the district. The assessment rate proposed will be proportional to the services received by each business will be developed. Other elements of the district, such as governance provisions and service priorities, will also be confirmed.

1.3 Database

The initial database will be updated and manipulated throughout the outreach process. Civitas and the Lodging Association will build on previously obtained information to maintain a complete and current database of district businesses.

Step Two: Document Preparation

Civitas will utilize information gathered in the outreach and consensus building process to prepare documents required for NLTID formation.

2.1 Management District Plan

Civitas will prepare a Management District Plan that complies with California law and serves as a user-friendly educational tool. The Management District Plan will include:

- District rationale and objectives
- District boundaries, benefit zones, and business classifications
- Service plan and annual budget
- Proposition 26 compliance provisions
- Assessment rate
- Governance structure
- District rules and regulations
- Exhibits including a map and list of businesses

2.2 Petition

The 1994 Law requires signed petitions from businesses to begin the district formation process. Civitas will draft the petition based on the Management District Plan.

2.3 Resolutions and Notice

Civitas will draft the two (2) resolutions necessary to form the district: a Resolution of Intention and a Resolution of Formation. The resolutions will include parameters from the Management District Plan and other legally required elements. A notice must also be sent to businesses proposed to be in the district; Civitas will draft the notice.

Step Three: Document Revision

Draft documents will be submitted to the steering committee, the Lodging Association, and County for review. Civitas will revise drafts as necessary.

3.1 Steering Committee Review

Civitas will submit draft documents to the steering committee for review. Civitas will revise documents to incorporate any comments from the steering committee.

3.2 Consultation with Counsel

Civitas' staff will work with the County Counsel's office to obtain their review and approval of documents. Civitas will incorporate their comments as necessary, and prepare finalized documents.

3.3 Finalization

Based on comments from the steering committee and County Counsel, Civitas will prepare a final version of the Management District Plan. Finalization may require several rounds of edits and negotiation between the parties.

Step Four: Hearing Process

Once the steering committee and County have approved final documents, Civitas will assist in submitting the project to the Board of Supervisors. This step includes two (2) trips to North Lake Tahoe by Civitas to attend hearings.

4.1 District Finalization

Civitas will take all necessary steps to prepare for district formation. This will include coordinating with County staff to set and prepare for hearings and discussing legal matters with the County Counsel. Frequent phone calls, email correspondence, and other communications will be necessary throughout this step.

4.2 Petition Collection

Civitas will work with the steering committee to ensure adequate petition support has been garnered. This will include working with the County to devise a calculation method, and working with the steering committee to identify the most influential businesses. The steering committee and the Lodging Association will be responsible for collecting signed petitions from businesses.

4.3 Resolution of Intention

Civitas will attend the Board of Supervisors hearing on the Resolution of Intention. If necessary, Civitas will be prepared to make a brief presentation about the proposed district to the Board of Supervisors. After the Resolution of Intention is adopted, Civitas will coordinate with County staff to ensure notice is given to district businesses in accordance with the 1994 Law.

4.4 Public Meeting

Civitas will help the Lodging Association prepare for the public meeting. Civitas will outline the requirements of the meeting and work with counsel to ensure compliance with the 1994 Law.

4.5 Public Hearing

Civitas will attend the public hearing and be prepared to make presentations and address any issues that may arise.

IV. Schedule and Fees

Schedule

We estimate that the project can be completed in nine (9) months. If started in February 2019, the project could be finished by October 2019. As you know, there are many unknown variables in a project of this nature. Although we would work diligently to form the district, factors outside Civitas and the Lodging Association'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.

Fees

Professional Fees

Civitas' fees for the scope of work in this proposal reflect our professional team's quality and experience. Our professional fees for the scope of services and timeline described herein shall be \$45,000. Fees and expenses include six (6) trips to North Lake Tahoe; four (4) to meet with business owners and County officials and two (2) to attend Board of Supervisors hearings. If additional trips are necessary, we would be happy to make additional trips for a professional fee of \$1,250 per trip, plus expenses.

Expenses

Civitas will incur various costs and expenses in performing services described in this proposal. The Lodging Association 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 bulk printing costs (over 100 pages) shall be billed at Civitas' actual cost. Expenses are not expected to exceed \$4,000.

Billing

Civitas proposes a fixed monthly fee of \$5,000 per month for nine (9) months. A start-up fee of ten percent (10%) of project costs, \$4,900, will be due and payable upon execution of an agreement for services between Civitas and the Lodging Association. The amount of the start-up fee will be deducted from the final invoice, which will also be adjusted to account for the total contract price. Civitas will send the Lodging Association 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. If the project is completed within the scope and timeline described herein, fees and expenses shall not exceed \$49,000.

Cost Assumptions and Guidelines

We have projected a specific amount of time for NLTTID formation. It is assumed that the project will not 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 of \$5,000 per month 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, analysis of additional issues above those described in this proposal, or a lack of steering committee and business owner involvement in the project.

When Civitas' services conclude, all unpaid charges will immediately become due and payable. The amount of professional fees set forth in this agreement are a fixed amount for completion of the project within a maximum nine (9) month timeframe. The total amount of professional fees has been divided over the maximum nine (9) month timeframe to determine the monthly billing amount. If the project is completed prior to the nine (9) month timeframe, the remaining balance of professional fees will be due and payable within thirty (30) days of project completion.

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 the County. Errors can and will occur in this data. While Civitas will do its utmost to identify and correct any errors, it is acknowledged that data will always contain errors. We recommend the Lodging Association continue to pursue data correction strategies during and after formation, including mailings and error checking by County officials.

Thank you for the opportunity to submit this proposal. We look forward to working with you.

V. Qualifications

Partial Client List – TID Projects

Carlsbad Tourism Business Improvement District
Claremont Tourism Business Improvement District
Coronado Tourism Business Improvement District
Dana Point Tourism Business Improvement District
Del Mar Tourism Business Improvement District
Fairfield Tourism Business Improvement District
Folsom Tourism Business Improvement District
Fresno-Clovis Tourism Business Improvement District
Lodi Tourism Business Improvement District
Long Beach Tourism Business Improvement Area
Los Angeles Tourism Marketing District
Madera County Tourism Business Improvement District
Marin County Tourism Business Improvement District
Mariposa County Tourism Business Improvement District
Mendocino County Tourism Business Improvement District
Monterey County Tourism Business Improvement District
Napa Valley Tourism Improvement District
National City Tourism Marketing District
Newport Beach Tourism Business Improvement District
Oceanside Tourism Marketing District
Placer Valley Tourism Business Improvement District
Rancho Cordova Tourism Business Improvement District
Redding Hilltop Hotel Business Improvement District
Sacramento Tourism Marketing District
San Diego Tourism Marketing District
San Jose Hotel Business Improvement District
San Luis Obispo County Tourism Business Improvement District
Santa Barbara South Coast Tourism Business Improvement District
Santa Cruz County Tourism Business Improvement District
Santa Monica Tourism Marketing District
Santa Ynez Valley Tourism Business Improvement District
Sonoma City Tourism Improvement District
South Lake Tahoe Tourism Improvement District
Stockton Tourism Business Improvement District
Temecula Valley Tourism Business Improvement District
Tri-Valley Tourism Business Improvement District
Torrance Tourism Business Improvement District
Vallejo Tourism Business Improvement District
Ventura-Oxnard-Camarillo Tourism Business Improvement District
West Hollywood Tourism Business Improvement District

Staff Biographies

Nichole Farley, Account Manager



Ms. Farley specializes in the development and execution of strategies with a strong focus on creating, maintaining, and growing B2B relationships. Nichole is working on a master's degree in Communication with an emphasis in Travel and Tourism and International Communications at California State University, Fullerton and bachelor's degree from California State University, Chico in Agriculture Business with a minor in Recreation Administration.

Rachael Taylor, Project Manager



Ms. Taylor comes to us as the former Executive Director of a PBID in Oklahoma City, Oklahoma where she was integral to the 10-year renewal of that district. She is skilled in graphic design, marketing, and copywriting. With experience in managing a DMO and engaging with a wide range of property and business owners, she brings a lot of insight to the table with our clients.

Gina Trechter, Project Manager



Ms. Trechter is Civitas' Project Manager in the Greater Los Angeles area. She has an extensive background in the hospitality industry in sales, marketing and event planning. She graduated from Loyola Marymount University in Los Angeles, CA with a bachelor's degree in Business Administration with an emphasis in Marketing, and is a founding member of the LAX Coastal Area Chamber Young Professional's Organization.

John Bilger, GIS & Database Specialist



Mr. Bilger attended California State University, Sacramento, where he earned Bachelor's degrees in history and geography. He graduated magna cum laude and was inducted into the Gamma Theta Upsilon geographic honors society. In geography, Mr. Bilger concentrated in geographic information systems (GIS). He specializes in cartographic design and communicating effectively through maps. Mr. Bilger utilizes his extensive knowledge in geographic technologies to create and maintain client databases, as well as producing customized maps for various projects.

Nathan Hyde, Paralegal



Mr. Hyde began his career in the legal field as an intern at Friends of the River while attending American River College. He earned an associate's degree in legal assisting with highest honors. Mr. Hyde graduated Lincoln Law School of Sacramento in 2018 and is preparing to take the state bar exam. He specializes in legal research and legal document drafting and revision, with an emphasis on creating new districts in states that have yet to establish a process for district formation.

John Lambeth, President



Mr. Lambeth specializes in creation and operation of improvement districts. He is a special district attorney and was the primary author of the Property and Business Improvement District Law of 1994. He assisted with creation of the first property-based business improvement district in California. He is an expert in all aspects of improvement district formation, including outreach to property owners, plan developments, and petition and ballot campaigns. He formerly served as clerk to the Honorable Malcolm M. Lucas, Chief Justice of the California Supreme Court.

Industry Contacts

Civitas has had the pleasure of working with many experts in the tourism promotion field. The following individuals have extensive experience with tourism promotion, including establishing and operating Tourism Improvement Districts.

Ms. Melyssa Laughlin
President & CEO
Visit Vacaville
(707) 450-0500

Mr. Chuck Davison
President & CEO
Visit San Luis Obispo County
(805) 541-8000

Mr. Scott White
President & CEO
Greater Palm Springs Convention & Visitors Bureau
(760) 770-9000

VI. Agreement

If you would like to agree to engage our services consistent with this proposal and the following terms, please sign below.

A start-up fee of ten percent (10%) of project costs, \$4,900, will be due and payable upon execution of this Agreement. Civitas will send the Lodging Association a monthly invoice for fees and costs incurred. Each invoice will be payable within thirty (30) days of its mailing date. Either the Lodging Association or Civitas shall have the right to terminate this agreement upon ten (10) days' notice. When Civitas' services conclude, 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 nine (9) month time frame.

Nothing in this Agreement and nothing in statements by Civitas personnel to the Lodging Association 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.

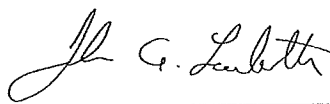
North Lake Tahoe Lodging Association,
by

Date: _____

Cindy Gustafson,
Chief Executive Officer

Civitas Advisors, by

Date: _____ January 31, 2019


John Lambeth,
President & CEO

Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1247 Units ("DestiMetrics Census") and 38.60% of 3229 total units in the North Lake Tahoe destination ("Destination Census")

Last Month Performance: Current YTD vs. Previous YTD	2018/19	2017/18	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Dec) changed by (14.9%)	Occupancy (Dec) :	43.8%	14.9%
North Lake Tahoe ADR for last month (Dec) changed by (-2.7%)	ADR (Dec) :	\$ 406	-2.7%
North Lake Tahoe RevPAR for last month (Dec) changed by (11.8%)	RevPAR (Dec) :	\$ 178	11.8%
Next Month Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for next month (Jan) changed by (31.2%)	Occupancy (Jan) :	31.8%	31.2%
North Lake Tahoe ADR for next month (Jan) changed by (-6.3%)	ADR (Jan) :	\$ 348	-6.3%
North Lake Tahoe RevPAR for next month (Jan) changed by (22.9%)	RevPAR (Jan) :	\$ 110	22.9%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the past 6 months changed by (7.3%)	Occupancy	49.2%	7.3%
North Lake Tahoe ADR for the past 6 months changed by (0.8%)	ADR	\$ 307	0.8%
North Lake Tahoe RevPAR for the past 6 months changed by (8.2%)	RevPAR	\$ 151	8.2%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the future 6 months changed by (-2.7%)	Occupancy	21.9%	-2.7%
North Lake Tahoe ADR for the future 6 months changed by (-1.9%)	ADR	\$ 310	-1.9%
North Lake Tahoe RevPAR for the future 6 months changed by (-4.6%)	RevPAR	\$ 68	-4.6%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Dec 31, 2018 vs. Previous Year			
Rooms Booked during last month (Dec, 18) compared to Rooms Booked during the same period last year (Dec, 17) for all arrival dates has changed by (17.2%)	Booking Pace (Dec)	4.9%	17.2%

* Inntopia Census: Total number of rooms reported by participating Inntopia properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time. ** Destination Census: The total number of rooms available for rental within the community as established by the and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy. The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result. Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst Inntopia's other participants. As is the case in all Inntopia data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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Monthly Report December 2018**CONFERENCE REVENUE STATISTICS****North Shore Properties****Year to Date Bookings/Monthly Production Detail FY 17/18**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 18/19</u>	<u>FY 17/18</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/18:	\$2,119,038	\$1,768,735	20%
Forecasted Commission for this Revenue:	\$42,308	\$50,110	-16%
Number of Room Nights:	11933	8343	43%
Number of Delegates:	8811	3096	185%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>December-18</u>	<u>December-17</u>	
<u>Number of Groups Booked:</u>	7	1	
Revenue Booked:	\$357,079	\$4,500	7835%
Projected Commission:	\$6,635	\$0	
Room Nights:	1994	28	7021%
Number of Delegates:	1145	30	3717%
	5 Corp, 2		
Booked Group Types:	Assoc.	1 SMF	
Lost Business, # of Groups:	6	4	

<u>Arrived in the month</u>	<u>December-18</u>	<u>December-17</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$45,377	
Projected Commission:	\$0	\$0	
Room Nights:	0	153	
Number of Delegates:	0	64	
		1 Corp, 1	
Arrived Group Types:		Assoc.	

<u>Monthly Detail/Activity</u>	<u>November-18</u>	<u>November-17</u>	
<u>Number of Groups Booked:</u>	3	2	
Revenue Booked:	\$133,642	\$13,868	864%
Projected Commission:	\$7,252	\$551	1216%
Room Nights:	846	76	1013%
Number of Delegates:	355	34	944%
		1 Corp, 1	
Booked Group Types:	3 Corp.	Assoc.	
Lost Business, # of Groups:	9	10	

<u>Arrived in the month</u>	<u>November-18</u>	<u>November-17</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$240,580	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	1396	0	
Number of Delegates:	470	0	

Arrived Group Types: 1 Corp., 1
Assoc.

Monthly Detail/Activity	<u>October-18</u>	<u>October-17</u>	
<u>Number of Groups Booked:</u>	4	5	
Revenue Booked:	\$124,184	\$221,137	-44%
Projected Commission:	\$0	\$5,257	-100%
Room Nights:	586	1099	-47%
Number of Delegates:	190	437	-57%
Booked Group Types:	2 Corp, 1 Smf, 1 Semiar/Educ.	2 Corp, 1 Assoc, 2 SMF	
Lost Business, # of Groups:	21	12	

<u>Arrived in the month</u>	<u>October-18</u>	<u>October-17</u>	
Number of Groups:	4	6	
Revenue Arrived:	\$211,162	\$531,593	-60%
Projected Commission:	\$8,600	\$15,631	-45%
Room Nights:	1228	1586	-23%
Number of Delegates:	500	597	-16%
Arrived Group Types:	4 Corp, 3 Assoc.	2 Corp, 3 Assoc, 1 Govt.	

Monthly Detail/Activity	<u>September-18</u>	<u>September-17</u>	
<u>Number of Groups Booked:</u>	4	5	
Revenue Booked:	\$124,184	\$45,964	170%
Projected Commission:	\$0	\$2,568	-100%
Room Nights:	586	307	91%
Number of Delegates:	190	139	37%
Booked Group Types:	2 Corp, 1 Smf, 1 Semiar/Educ.	3 Corp, 1 Smf, 1 Film Crew	
Lost Business, # of Groups:	21	6	

<u>Arrived in the month</u>	<u>September-18</u>	<u>September-17</u>	
Number of Groups:	7	6	
Revenue Arrived:	\$221,430	\$175,816	26%
Projected Commission:	\$3,863	\$4,434	-13%
Room Nights:	1140	957	19%
Number of Delegates:	506	388	30%
Arrived Group Types:	4 Corp, 3 Assoc.	3 Corp, 1 Assoc., 1 Smf, 1 Film crew	

Monthly Detail/Activity	<u>August-18</u>	<u>August-17</u>	
<u>Number of Groups Booked:</u>	4	2	
Revenue Booked:	\$248,395	\$58,220	327%
Projected Commission:	\$66	\$2,560	-97%
Room Nights:	1147	409	180%
Number of Delegates:	307	165	86%
Booked Group Types:	3 Corp., 1 SMF	1 Corp., 1 Assoc.	
Lost Business, # of Groups:	14	6	

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$154,661	\$55,514	179%
Projected Commission:	\$66	\$1,101	-94%
Room Nights:	876	234	274%
Number of Delegates:	374	152	146%
		2 Corp, 1	
	5 Corp, 1	Assoc., 1 Non-	
Arrived Group Types:	Assoc., 2 SMF	Profit	

<u>Monthly Detail/Activity</u>	<u>July-18</u>	<u>July-17</u>	
<u>Number of Groups Booked:</u>	6	7	
Revenue Booked:	\$755,251	\$638,565	18%
Projected Commission:	\$6,861	\$20,074	-66%
Room Nights:	3526	3689	-4%
Number of Delegates:	1075	4680	-77%
	2 Corp, 3	4 Corp, 2	
Booked Group Types:	Assoc., 1 SMF	Assoc., 1 SMF	
Lost Business, # of Groups:	5	1	

<u>Arrived in the month</u>	<u>July-18</u>	<u>July-17</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$497,793	\$319,142	56%
Projected Commission:	\$12,999	\$13,840	-6%
Room Nights:	3963	1368	190%
Number of Delegates:	4370	645	578%
	5 Corp, 3	4 Corp, 1	
Arrived Group Types:	Assoc.	Assoc.	

	<u>Current Numbers</u>	<u>Goals</u>
For 2019/20:	\$1,322,360	\$750,000
For 2020/21:	\$193,747	\$500,000

NUMBER OF LEADS Generated as of 12/31/18:	177
YTD 12/31/17:	157
YTD 12/31/16:	127

Total Number of Leads Generated in Previous Years:

2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107

Monthly Report December 2018

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 17/18

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>18/19</u>	<u>17/18</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/18:	\$669,977	\$204,568	228%
Forecasted Commission for this Revenue:	\$29,617	\$4,988	494%
Number of Room Nights:	2872	1349	113%
Number of Delegates:	1659	617	169%
Annual Commission Projection:	\$25,000	\$10,000	150%

Monthly Detail/Activity	<u>December-18</u>	<u>Decemeber 2017</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$47,500	\$9,240	414%
Projected Commission:	\$7,125	\$0	
Room Nights:	80	60	33%
Number of Delegates:	16	250	-94%
Booked Group Types:	1 Corp.	1 Wedding	

<u>Arrived in the month</u>	<u>December-18</u>	<u>*Est.</u>	<u>December-17</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$47,500		\$1,580	2906%
Projected Commission:	\$7,125		\$79	8919%
Room Nights:	80		26	208%
Number of Delegates:	16		12	33%
Booked Group Types:	1 Corp.		1 Govt.	

Monthly Detail/Activity	<u>November-18</u>	<u>November-17</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$2,228	
Projected Commission:	\$0	\$334	
Room Nights:	0	12	
Number of Delegates:	0	6	
Booked Group Types:		1 Corp.	

<u>Arrived in the month</u>	<u>November-18</u>	<u>November-17</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$33,553	
Projected Commission:	\$0	\$563	
Room Nights:	0	347	
Number of Delegates:	0	132	
Booked Group Types:		1 Corp., 1 Smf	

Monthly Detail/Activity	<u>October-18</u>	<u>October-17</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$7,942	\$5,547	43%
Projected Commission:	\$0	\$0	
Room Nights:	38	45	-16%
Number of Delegates:	75	45	67%
Booked Group Types:	1 Corp.	1 Assoc.	

<u>Arrived in the month</u>	<u>October-18</u>	<u>October-17</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$98,202	\$10,842	806%
Projected Commission:	\$0	\$0	
Room Nights:	737	78	845%
Number of Delegates:	228	25	812%
Booked Group Types:	1 Govt., 1 Assoc., 1 Corp	1 Corp.	

Monthly Detail/Activity	<u>September-18</u>	<u>September-17</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$38,000	-100%
Projected Commission:	\$0	\$5,700	
Room Nights:	0	380	-100%
Number of Delegates:	0	200	-100%
Booked Group Types:		1 Assoc.	

<u>Arrived in the month</u>	<u>September-18</u>	<u>September-17</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$51,530	\$33,892	52%
Projected Commission:	\$2,383	\$0	
Room Nights:	282	136	107%
Number of Delegates:	230	70	229%
Booked Group Types:	2 Corp, 1 Assoc.	1 Assoc.	

Monthly Detail/Activity	<u>August-18</u>	<u>August-17</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$12,005	\$50,490	-76%
Projected Commission:	\$0	\$0	
Room Nights:	78	488	-84%
Number of Delegates:	38	200	-81%
Booked Group Types:	1 Corp., 1 Govt.	1 Assoc.	

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$109,857	\$32,350	240%
Projected Commission:	\$6,034	\$1,617	273%
Room Nights:	331	82	304%
Number of Delegates:	195	20	875%
Booked Group Types:	1 Corp, 1 Assoc, 1 Smf	1 Corp.	

Monthly Detail/Activity	<u>July-18</u>	<u>July-17</u>	
<u>Number of Groups Booked:</u>	3	0	
Revenue Booked:	\$226,602	\$0	

Projected Commission:	\$8,828	\$0
Room Nights:	1038	0
Number of Delegates:	500	0
Booked Group Types:	2 Assoc., 1 Corp.	

<u>Arrived in the month</u>	<u>July-18</u>	* Est.	<u>July-17</u>
Number of Groups:	3		0
Revenue Arrived:	\$135,902		\$0
Projected Commission:	\$0		\$0
Room Nights:	738		0
Number of Delegates:	510		0
Booked Group Types:	2 Assoc., 1 Corp.		



north lake tahoe

Chamber | CVB | Resort Association

Tourism Development Report on Activities December 2018

Departmental Reports Posted - <http://www.nltra.org/marketing/?cat=1>

PR Highlights

- 22 placements; \$404,432 in ad value; 43,722,431 in total impressions.
 - Sherman's Travel, Outside Online, Vogue, Elite Daily, USA Today, Los Angeles Times, In the Snow, Karry On (AUS), ABC 10 (Sacramento), Reno Gazette Journal, KOLO-TV.
- Hosted:
 - Malik Cocherel for the Tahoe Film Fest
- https://coveragebook.com/coverage_books/87ce240c/

Content Review

- 3 Blogs Posted
 - 'Tis the Season: Your North Lake Tahoe Gift Guide | 1 Social Share
 - Winter Wonderland: Your Guide to a Happy Holiday in North Lake Tahoe |
 - Dashing Through the Snow: Your Guide to Getting Around North Lake Tahoe this Winter | 109 Social Shares
- 2 Newsletter Distributed
 - SNOW-HO-HO In North Lake Tahoe!
 - 9.4% open rate, 0.7% click-thru rate (CTR), Majority opened around 5 PM.
 - Celebrate New Year's Eve in North Lake Tahoe!
 - 7.6% open rate, 0.3% click-thru rate (CTR), Majority opened around 7-11 AM.

Social Media Update

- 1,539 New followers across FB, Instagram and Twitter
- 3.8 million impressions
- 74.4k engagements
- Executed the 12 Days of Tahoe Giveaway series to increase engagement and followers on Instagram.
 - Partners Highlighted (13 total): WinterWonderGrass, No Barriers, Spartan, Northstar California, Lake Tahoe Music Festival, Lake Tahoe Dance Festival, Diamond Peak Resort, Thunderbird Lodge, Tahoe Waterman, Wild Society, Lake Tahoe Shakespeare Festival, Squaw Valley | Alpine Meadows
 - As a result of this contest, @TahoeNorth reached 60k followers on Instagram!
- A shift in focus to more winter-themed content, in addition to snow updates and #TahoeSnowTracker posting resulted in an increase in follower growth, impressions, and engagements. This can be attributed to both an excitement for Tahoe's peak winter season as well as the need for updates on snow that encourage drive and fly markets to visit NLT when snow conditions are optimal.

Paid Media Update

- 4.4 million impressions
- 5,000 website visits
- 494 Book Now Conversions
- 2,383 Time on Site Conversions – nearly 51% of all users stemming from digital ads spent more than 115 seconds on the site.

- Paid Search ads continued to drive the highest quality site traffic, resulting in nearly 1.9K website visits, 405 time on site conversions, and 229 book now conversions. This equated to 46% of all book now conversions in December. Keywords related to “snowboarding” and “ski” were particularly effective, driving a high volume of ad clicks and in turn site traffic.
- In their first month back, YouTube ads were viewed over 55K times resulting in an average cost per view of just \$0.03. In addition, YouTube ads drove 252 ad clicks and 32 time on site conversions.
 - While users in Los Angeles were more likely to watch a YouTube ad, users in San Diego were 128% more likely to spend 115 seconds browsing GoTahoeNorth.com. We will continue to monitor this trend and optimize accordingly.
- Over 70K users visited GoTahoeNorth.com in December, up 7% from the same month last year.

Leisure Sales Efforts

Marketing Co-operatives:

- Expedia Fall Sales Campaign
 - Wrapped up this project on December 15th. A final total of \$21:\$1 ROI. Final report will be provided next month.
- Dreamscapes Canada
 - Advertorial is written and will be adjacent to a ½ page ad
 - Winter issue
- SKI.COM Trade Newsletters
 - Partner participation – four hotels in our region
 - (3) newsletters going out to the 18K travel agents within Ski.Com
 - November & December is complete. January’s newsletter is prepped and ready to go out.
- BA Holidays, UK:
 - Sales Incentive, digital marketing incentive and print incentive
 - This also includes a partnership with the Daily Telegraph, circulation 500,000 and Highlife Magazine, potential reach is 3.6 million
 - Launching in January 2019
- Upcoming:
 - *Best Day Travel, Mexico*: Social media and website campaign for spring – fall of 2019

Travel Trade Sales Calls and Trainings:

- Las Vegas Sales Calls: Bonotel & Allied T Pro
 - Partners attended: Mourelatos, The Village at SV and Resort at Squaw Creek
 - Total agents trained 15
- Attended the Expedia Conference
- Hosted the High Sierra Council Quarterly meeting

International Media:

- Upcoming:
 - Mrs. Around the World, UK – January 1-5th
 - Travel Nevada Winter Media Fam – January 15-16th
 - Latitude Blog, Mexico – January 17-19th
 - Our first Gold Pass, Visit California paid for the flight and rental car and NLT coordinated this trip with SF and Sacramento
 - Visit California Domestic & International Digital Influencer FAM: Jan 30-Feb

International Office Update:

- Canada October Update:
 - Action plan for product placement discussed and will be put into place
 - Sales calls with 5 tour operators

- Draft invitations created for Vancouver Event
- UK/Ireland Update:
 - Highlights: Attended Norwegian Airlines Supplier Appreciation event and Turquoise Holidays appreciation event
 - Second Ireland Sales calls completed – American Holidays, Cassidy Travel, Flight Centre, Tour America
 - Total agents trained: 66
 - Trainings conducted with AC Group and Travelbag in England
 - Total agents trained: 20
- Australia October Update:
 - 12 people trained with Ski Specialist & Infinity Holidays
 - 5 – Meetings Conducted
 - Highlights: Hyatt and the Ritz-Carlton are in print brochures for Helloworld and Qantas Holidays for the first time. To view – [click here](#)

Conference Sales

Definite Bookings:

- Meister Media Worldwide, October 21-24, 2019. 243 room nights; \$36,263 in room revenue and 75pp at the Village at Squaw Valley
- Meister Media Worldwide, FruitGrower Direct, November 11-14, 2019. 243 room nights; \$36,263 in room revenue and 80pp at the Village at Squaw Valley
- California Special Districts Association, General Manager Leadership Summit, June 27 – July 2, 2020. 376 room nights; \$76,146 in room revenue and 145pp at the Resort at Squaw Creek
- Water Quality Association, Mid-Year Leadership Summit, 9/13 – 17, 2020. 280 room nights; \$77,745 in room revenue and 150 pp at the Resort at Squaw Creek
- The Institute of Makers of Explosives, Annual Fall Meeting, September 28 – October 6, 2019. 220 room nights; \$56,000 in room revenue and 100pp at the Hyatt
- Employer Associations of America, Fall CEO Conference, September 14-18, 2019. 77 room nights; \$16,093 in room revenue and 27pp at the Hyatt
- Adventist Health, Hanford Strategic Planning Retreat, April 4-6, 2019, 360 room nights; \$96,116 in room revenue and 200pp at the Resort at Squaw Creek
- Adventist Health, Mission Summit, April 9-13, 2019, 589 room nights; \$66,348 in room revenue and 300pp at the Resort at Squaw Creek
- HPN Global, 58597 Mini-Conference, May 18-22, 2019, 70 room nights; \$12,448 in room revenue and 3pp at the Ritz-Carlton
- Microsoft, Go for the Gold Tahoe, June 5-9, 2019, 183 room nights; \$35,742 in room revenue and 45pp at the Hyatt
- Lever, Culture Quest 2019, August 20-22, 2019, 292 room nights; \$58,254 in room revenue and 175pp at the Hyatt
- Accu-Bore, Holiday Party, November 8-9, 2019, 204 room nights; \$30,396 in room revenue and 300pp at the Hyatt

Events/Trade Shows Attended:

- CalSAE Seasonal Spectacular in Sacramento. Staff met with roughly 75 current and potential customers who swiped their card at the trade show booth and generated 4 leads from the show.
 - Hosted a 13-person customer dinner at Camden Spit & Larder with the Hyatt, Resort at Squaw Creek, Village at Squaw Valley
- HPN Partner Conference in Miami. Over 30 one on one appointments with HPN meeting planners and participated in networking events with roughly 200 HPN planners
- Connect Southwest. 20 one on one appointments with meeting planners from across the country
- Connect Georgia. 22 one on one appointments with meeting planners from across the country. Conducted a number of sales calls in Atlanta

Site Visits/Contacts:

- In the months of November & December, staff made over 800 contacts with prospective clients.
- Lever, Culture Quest 2019, 292 room nights in August 2019
- California Association of Community College Registrars and Admissions Officers, Annual Meeting, 620 room nights in April 2020
- Connect Southwest North Lake Tahoe pre-conference customer familiarization tour. Staff hosted 11 customers for 2 nights of activities and hotel tours. The planners stayed at the Resort at Squaw Creek and toured Hyatt, Ritz-Carlton, Granlibakken and the Village at Squaw Valley. They also saw a number of offsite venues including Thunderbird Lodge, High Camp and Truckee
- American Angus Association, Board Meeting. 228 room nights in June 2019. They have selected the Resort at Squaw Creek

North Lake Tahoe Resort Association/Chamber of Commerce Board Report: January 2019

Communications Update

Newsletter: The team is continuing to segment distribution lists and streamline communications, focusing on two distinct topics:

- Chamber News & Programs
- Tourism News & Insights

On average, 1-2 newsletters are sent per week. Dedicated blasts include member advertising and notifications about various Chamber programs (trainings, mixers, breakfast club); open rate fluctuates between 28-33%. Looking ahead, we are working on a new branded template that will include a Table of Contents format.

Social Media: January posts focused on upcoming NLTRA/Chamber programs, business features, weather advisories and transportation initiatives, local news and PR placements. Posting frequency is between 1-2 times per day.

Facebook Insights: Jan. 3-Jan. 30

- Total Page Followers: 3,983
- New Followers: 18
- Total Post Reach: 5,623
- Total Post Engagements: 1,682
- Total Video Views: 362

Media Placements:

- What brings you to Tahoe? Sierra Sun (print – front page feature): Jan. 25
- Pending: Local Business Staying Power - Gar Woods Celebrates 30 Years in North Lake Tahoe, Sierra Sun
- Ongoing Breakfast Club advertising via Sierra Sun (twice per month; value: \$5,280)

Chamber of Commerce Updates, Events & Partnerships

- January Breakfast Club: Speakers included Keith Vogt (Chairman of The North Tahoe Regional Arts Foundation), Christin Hanna (Founder and Artistic Director of the Lake Tahoe Dance Collective) and Michael S. Schwartz (Fire Chief - North Tahoe Fire Protection District).
- One Networking Mixer: Moe's Original BBQ, Jan. 31, 25 Members were in attendance.
- Member Outreach: Two surveys were sent out in January:
 - First was to obtain feedback on the Breakfast Club program – start time, topics, speaker nominations
 - Second was to obtain feedback on training topics for 2019; this survey was sent out by NLTRA, TCDA & NTBA
- Breakfast Club Sponsorships: Annual rate stayed at \$500 to be consistent with the Truckee Chamber. All 2018 sponsors renewed, one new sponsor was added. The team is pushing annual ticket sales to drive increased revenues for the program.
- Attended Winter & Emergency Messaging meeting to address best practices for communications and resources.
- Presented at PR Summit to ensure communication consistencies and disseminating information to front-line staff.
- Hosted 2019 Labor Law Update in conjunction with the Better Business Bureau.
- Hosted Business Insurance workshop in conjunction with Sierra Insurance Associates.

Looking Ahead

- BACC Meeting: Thursday, Feb. 14 @ 3pm
- Small Business Seminar: Best Practices for Digital Marketing: Tuesday, Feb. 26 @ 8am
- Sexual Harassment & Bullying Awareness/Prevention: Friday, Mar. 8

Public art gives us something to
look at while in traffic.

Facebook.com/SierraSun

Twitter: @SierraSun

Go to SierraSun.com for the
latest news and updates



FREE | Vol. 148 • No. 124

Friday, January 25, 2019

What brings you to Tahoe?

Visitor centers highlight what visitors are looking for in their Tahoe vacation

Hannah Jones
hjones@sierrasun.com

With a serene landscape and endless recreation opportunities North Lake Tahoe has long been a destination for tourists, which has largely resulted in an economy dependent on tourism.

A growing number of tourists in the past two decades has prompted the creation of resort associations to determine how to best cater to tourists and keep revenue flowing.

"Once they get into Tahoe and they're walking through the doors of our visitors center we want to find out more about them," said Liz Bowling, director of communications and membership for the North



THE NORTH LAKE TAHOE RESORT ASSOCIATION/CHAMBER &
SIERRA INSURANCE ASSOCIATES PRESENT:

BUSINESS INSURANCE WORKSHOP

PROTECT YOUR BUSINESS & PERSONAL ASSETS

NAVIGATE BOTH BUSINESS AND PERSONAL INSURANCE
IN A WILD FIRE AREA WHILE ALSO ADDRESSING THE UNIQUE
CHALLENGES OUR MOUNTAIN COMMUNITY FACES WHEN
DEALING WITH INSURANCE

FRIDAY, FEB. 1
10AM TO 12PM
NORTH LAKE TAHOE VISITOR CENTER

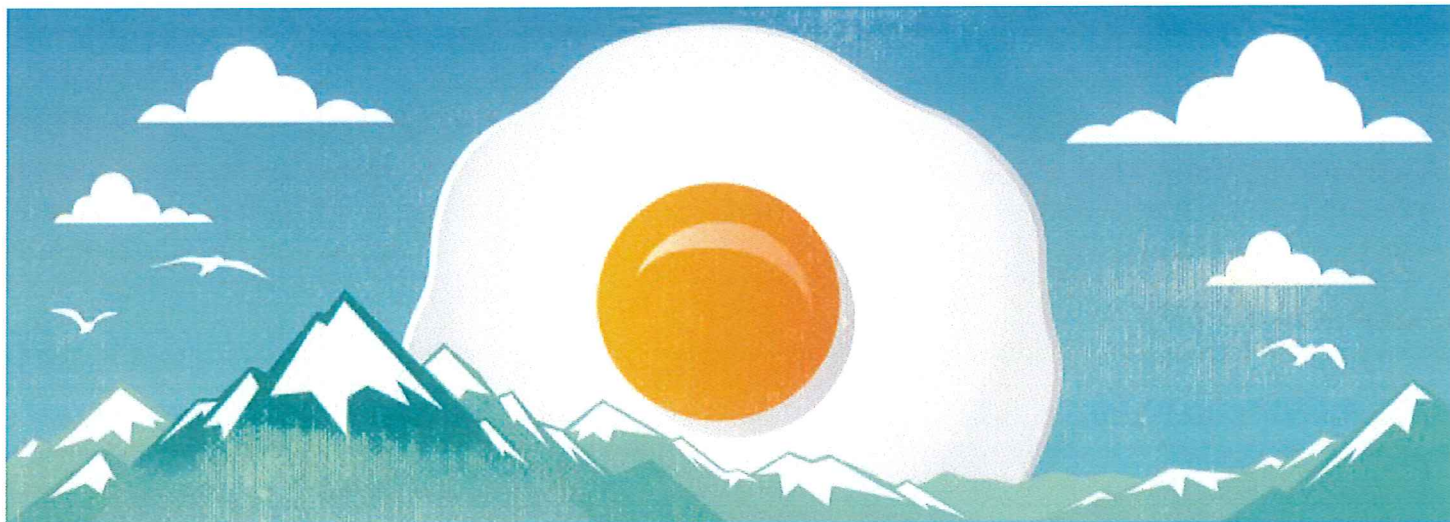
FREE ADMISSION
REGISTER ON EVENTBRITE



north lake tahoe

Chamber | CVB | Resort Association





First Tuesday **Breakfast Club**

 7-8:30am at Granlibakken Tahoe 

Presented By: North Lake Tahoe Resort Association/Chamber of Commerce

 *February* 

Regional Transportation Update

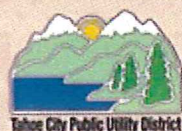
Learn about air + ground transit initiatives,
where to direct your guests in a snow storm, and new air service markets

Featured Speakers

Jaime Wright, Truckee North Tahoe Transportation Management Association

Raquel Borrayo, Caltrans District 3

Hasaan Azam & Trish Tucker, Reno-Tahoe International Airport





north lake tahoe

Chamber | CVB | Resort Association

Sexual Harassment and Bullying Awareness and Prevention Business Owners and Managers

When: Friday, March 8

Where: North Lake Tahoe Visitor Center

The #MeToo movement created a safety zone in which all genders are more comfortable reporting experiences of harassment and bullying. Now the Time's Up movement has taken awareness, intolerance, prevention, and accountability to the next level. What specifically has your company done to renew its commitment to a harassment-free environment where respect gets respect?

Managers and owners find themselves fielding complaints from team members in distress about conduct that needs to be addressed. What if that supervisor is unsure, intimidated, or uncomfortable with confrontation? What reasonable expectations can managers have of team members to stand up to a pattern of unwelcome behavior—or just one creepy quid pro quo request from someone in a position of power?

Do you possess the experience, muscle and gravitas to intervene, lead an investigation and ultimately mitigate what could become a significant threat to your organization? This workshop will provide steps to recognize, classify and intervene in harassment and bullying situations and to prevent the types of “abusive conduct” that a reasonable person would find hostile or offensive. This training satisfies California’s AB 1825 requirements, including information on *SOGIE (Sexual Orientation, Gender Identity and Expression)*

Learn the **three steps** you can teach your team members to disrupt harassment and bullying and textual harassment

The harassment/bullying continuum
The investigation and interviews
Privacy issues
Documenting & resolving complaints
Prevent Gender Identity Harassment

Recognize and prevent Bullying
Derogatory and threatening remarks
Insults, intimidation and humiliation
Sabotaging or undermining of work performance



Speaker: Laura Moriarty, SPHR, SCP is a seasoned HR executive, nationally known corporate trainer and frequent presenter of public workshops. Tahoe Training Partners has provided high quality, intellectually fresh training, executive coaching, 360-feedback, compensation and strategic planning, meeting facilitation, and customized organizational retreats since 2007. Audience evaluations note the rapid development of useful skills, the take-away of practical tools and the frequent participant comment “Time Well Spent.”

North Lake Tahoe Visitor Information Center Visitor Report: January 2019

VISITORS SERVED:

<u>Dec. 2018</u>		<u>Jan. 2018</u>		<u>Jan. 2019</u>	
Total TC Walk-ins:	2,161	Total TC Walk-ins:	1,876	Total TC Walk-ins:	1,299
Total Phone Calls:	167	Total Phone Calls:	148	Total Phone Calls:	159
Events:	75	Events:	0	Events:	0
TOTAL	2,403		2,024		1,458

REFERRALS GIVEN TO VISITORS:

Restaurants	Lodging	Historic / Museum	Events
263	46	53	6
Tours	Surrounding Towns (SLT / Truckee)	Shopping	Transportation
4	41	54	32
Real Estate	Activities Mountain/Trails	Activities – Lake	Maps / Directions
3	210	40	305

TOTAL: 1,057 = 34 referrals per day

Visitor Surveys Gathered: 17

Guest Book Signatures: 28

- Domestic Visitation Included: SC, CA, PA, MA, VA, WI, NV, GA, MI, LA
- International Visitation Included: Brazil, Canada, Austria

January 2019 Highlights

- Quarterly inventory went very well; the team is continuing to add local vendors and artists
- 6-month report was compiled for Placer County showing a 25% increase in merchandise sales over the previous 6-month period
- Hosted several community meetings in the conference room, including: TCDA Board Meeting, 2019 Labor Law Webinar, Tourism Meeting

North Lake Tahoe Marketing Cooperative

A/P Aging Summary

As of December 31, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Augustineldeas	0.00	3,718.22	0.00	0.00	0.00	3,718.22
IVCB Visitors Bureau	2,050.45	0.00	0.00	0.00	0.00	2,050.45
Jason Neary	244.71	0.00	0.00	0.00	0.00	244.71
Move Mountains	0.00	0.00	366.00	0.00	0.00	366.00
NLTRA	10,826.61	0.00	0.00	0.00	0.00	10,826.61
Pat Ross/Insignia	2,396.13	0.00	0.00	0.00	0.00	2,396.13
Richter7	31,578.72	0.00	0.00	0.00	0.00	31,578.72
Sarah Winters	56.91	0.00	0.00	0.00	0.00	56.91
Smith & Jones, Inc.	0.00	6,602.75	0.00	0.00	0.00	6,602.75
The Abbi Agency, Inc	21,338.33	0.00	0.00	0.00	0.00	21,338.33
TOTAL	68,491.86	10,320.97	366.00	0.00	0.00	79,178.83

North Lake Tahoe Marketing Cooperative
Profit & Loss Budget Performance
December 2018

	Dec 18	Budget	Jul - Dec 18	YTD Budget	Annual Budget
Income					
4000-00 · LTIVCBVB Funding	39,449	39,449	536,622	536,622	942,000
4001-00 · NLTRA Funding	121,652	121,652	729,915	729,910	1,459,822
4004-00 · IVCBVB Entertainment	0	0	4,000	4,000	8,000
Total Income	161,101	161,101	1,270,537	1,270,532	2,409,822
Gross Profit	161,101	161,101	1,270,537	1,270,532	2,409,822
Expense					
5000-00 · CONSUMER MARKETING					
5001-00 · Broadcast / Radio - High Notes	0	0	13,472	20,000	20,000
5002-00 · Consumer Print	0	0	24,000	24,000	40,000
5002-01 · Native Display	0	5,250	3,063	13,750	50,000
5004-00 · Trip Advisor	3,305	19,375	20,673	35,000	95,000
5005-00 · Paid Social	5,956	10,600	37,602	52,950	135,000
5005-01 · Digital Display	11,452	7,050	50,706	50,614	115,004
5005-02 · Retargeting Video	0	710	0	4,210	10,000
5007-00 · Creative Production	1,601	10,000	58,823	61,000	121,000
5010-00 · Account Strategy & Management	7,000	7,000	42,000	42,000	84,000
5010-01 · Digital Management & Reporting	3,000	3,000	18,000	18,000	36,000
5010-02 · Website Strategy & Analysis	2,000	2,000	12,000	12,000	24,000
5013-00 · Outdoor	0	0	0	0	95,000
5015-00 · Video	1,818	5,000	6,572	16,000	25,000
5017-00 · Rich Media	0	0	20,000	0	50,000
5018-00 · Media Commission	3,438	6,719	22,371	34,381	98,796
5018-01 · Digital Ad Serving	364	625	609	3,750	7,500
5018-03 · Strategic Marketing Plan	0	0	0	3,500	3,500
5020-00 · Search Engine Marketing	3,659	3,700	20,103	20,200	50,000
5022-00 · Email	0	0	12,878	12,750	45,000
5023-00 · Additional Opportunities	0	0	0	40,479	40,479
5025-00 · Expedia	0	0	0	22,500	30,000
Total 5000-00 · CONSUMER MARKETING	43,592	81,029	362,872	487,084	1,175,279
5110-00 · LEISURE SALES					
5107-00 · Creative Production	0	0	2,164	500	2,500
5111-00 · FAMS - Domestic	(1,500)	0	(1,478)	0	1,250
5112-00 · Training / Sales Calls	834	0	1,279	2,000	3,500
5113-00 · Additional Opportunities	436	0	4,640	3,000	7,000
5115-00 · Travel Agent Incentive Program	0	0	0	0	1,000
5120-00 · Domestic - Trade Shows	649	750	1,147	2,750	4,750
5131-00 · FAMS -Intl - Travel Trade	1,034	500	1,423	2,750	6,500
5132-00 · FAMS -Intl - Media	45	1,000	3,501	6,000	12,000
5133-00 · Ski-Tops	0	1,200	0	2,000	3,250
5134-00 · Intl Marketing - Additional Opp	0	0	3,555	3,000	13,000
5136-00 · Tour Operator Brochure Support	3,000	0	5,500	0	6,000
5137-00 · Co-op Opportunities	0	0	4,000	5,000	13,000
5141-00 · Australian Sales Mission	0	0	2,456	0	5,500
5142-00 · UK Sales Mission	0	0	0	0	5,500
5143-00 · Mountain Travel Symposium	2,046	2,500	4,241	2,500	5,500
5144-00 · IPW - POW WOW	0	0	9,930	0	9,000
5145-00 · TIA Annual Dues	0	0	2,635	0	2,500
5146-00 · UK / Black Diamond	0	0	16,373	22,500	45,000
5147-00 · AUS / Gate 7	2,567	0	25,939	20,500	41,000
5149-00 · Mexico Program	1,722	2,000	3,846	5,000	5,000
5150-00 · China Program	0	0	3,551	8,500	8,500
5151-00 · RTO West	0	0	1,895	1,695	4,195
5152-00 · Go West	0	0	0	0	1,500
5154-00 · Canada	0	0	17,388	15,000	25,000
5155-00 · California Star Program	0	0	3,500	3,500	3,500
Total 5110-00 · LEISURE SALES	10,831	7,950	117,483	106,195	235,445
5200-00 · PUBLIC RELATIONS					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,200	2,200	13,200	13,200	26,400
5201-00 · National, Regional, & Local PR	5,000	5,000	30,000	30,000	60,000
5202-00 · PR Program/ Content Dev - Blogs	1,800	1,800	10,800	10,800	21,600
5204-00 · Media Mission(s)	200	0	1,750	5,300	10,600
5206-00 · Digital Buy/ Social Media Boost	500	500	3,000	3,000	6,000
5207-00 · Content Campaigns/Tools-My Emma	300	300	1,800	1,800	3,600
5208-00 · International Travel Media FAMS	1,000	0	4,466	6,000	12,000
5209-00 · Domestic Travel Media FAMS	0	3,208	9,953	19,250	38,500
5210-00 · Content Dev - Newsletters	2,000	2,000	12,000	12,000	24,000
5211-00 · Social Media Strategy & Mgmt	4,000	4,000	24,000	24,000	48,000
5212-00 · Social Giveaways & Contests	3,500	0	4,600	4,450	8,900
5213-00 · Facebook Live	0	1,620	1,500	3,240	6,480

1:44 PM

01/22/19

Accrual Basis

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

December 2018

	Dec 18	Budget	Jul - Dec 18	YTD Budget	Annual Budget
5214-00 · Social Takeover	0	1,100	6,688	6,400	13,000
5215-00 · Content Campaign-Local Luminary	0	0	13,500	11,000	22,000
Total 5200-00 · PUBLIC RELATIONS	20,500	21,728	137,257	150,440	301,080
6000-00 · CONFERENCE SALES					
6002-00 · Destination Print	0	0	8,800	8,500	20,500
6003-00 · Geo-Fence Targeting	0	100	3,000	3,000	3,000
6004-00 · Email	850	850	5,900	5,100	10,200
6004-01 · Newsletter	0	0	0	1,650	5,950
6005-00 · Paid Media	791	792	4,728	6,078	12,154
6006-00 · CVENT	0	0	13,196	13,196	13,196
6007-00 · Creative Production	5,825	2,000	16,102	10,000	20,000
6008-00 · Conference PR / Social Outreach	1,000	1,000	6,000	6,000	12,000
6010-00 · Collateral Production	0	2,500	0	5,000	7,500
6018-00 · MCC Media Commission	246	226	6,070	4,879	8,450
6018-01 · MCC Digital Ad Serving	1	0	36	200	200
6019-00 · Conference Direct Partnership	0	0	0	5,000	5,000
6128-00 · HelmsBriscoe Strategic Partner	500	0	3,000	0	6,000
6152-00 · Client Events / Opportunities	7,625	0	14,740	7,500	18,000
6153-00 · Chicago Sales Rep Support	5,850	2,500	6,540	3,000	10,000
Total 6000-00 · CONFERENCE SALES	22,687	9,968	88,112	79,103	152,150
6100-00 · TRADE SHOWS					
6111-00 · Site Inspections	176	250	2,984	2,500	7,000
6115-00 · Chicago Holiday Showcase	0	0	0	0	3,000
6116-00 · CalSAE Seasonal Spectacular	588	450	4,142	2,950	3,000
6118-00 · ASAE Annual	0	0	5,946	4,250	4,250
6120-00 · AFW Client Event	0	0	821	3,000	3,000
6120-01 · Sac River Cats Client Event	0	0	2,003	3,000	3,000
6127-00 · CalSAE Annual	31	5,000	185	5,000	6,700
6136-00 · Mountain Travel Symposium	0	2,500	0	2,500	4,895
6143-00 · Connect Marketplace	0	0	2,402	2,500	10,000
6144-00 · ASAE XDP	0	0	0	2,500	4,000
6150-01 · Luxury Meeting Summit Northwest	0	0	1,650	1,500	3,000
6150-02 · Luxury Summit Meeting Texas	0	0	3,300	4,500	4,500
6150-03 · Luxury Meeting Summit NorCal	0	0	1,650	1,500	2,800
6150-05 · Luxury Meeting Summit PHX/SD/OC	0	0	3,300	4,200	4,200
6151-00 · Destination CA	0	0	0	0	1,500
6154-00 · HelmsBriscoe ABC	0	4,000	0	4,000	5,500
6156-00 · Connect California	0	0	0	3,750	5,000
6156-02 · Connect Chicago	0	0	0	3,750	4,000
6156-03 · Connect New England	0	0	112	3,750	6,250
6156-04 · Connect Georgia	1,177	0	4,877	5,750	5,750
6157-00 · HPN Partner Conference	0	0	3,718	3,700	3,700
6157-01 · HPN Spring Training CE (RSCVA)	0	0	0	0	3,000
6160-00 · AllThingsMeetings Silicon Valley	0	0	1,038	500	1,500
6160-01 · AllThingsMeetings East Bay	0	0	1,756	2,000	2,000
6161-00 · Connect Southwest	3,700	700	3,700	4,450	4,450
6162-00 · Connect Tech & Medical	0	0	4,746	5,250	5,250
6163-00 · Connect Financial	0	0	0	3,750	5,250
6164-00 · Connect Mountain Incentive	0	0	0	3,750	5,250
6165-00 · Bay Area Client Appreciation	0	0	0	0	5,000
6166-00 · Sports Commission	795	0	795	0	2,900
6167-00 · Nor Cal DMO	0	1,000	0	2,500	4,500
Total 6100-00 · TRADE SHOWS	6,467	13,900	49,124	86,800	134,145
6106-00 · CalSAE Seasonal Spectacular	2,396		2,396		
7000-00 · COMMITTED & ADMIN EXPENSES					
5008-00 · Cooperative Programs	4,468	0	15,182	18,000	51,000
5009-00 · Fulfillment / Mail	420	0	9,483	7,000	13,000
5021-00 · RASC-Reno Air Service Corp	0	0	50,000	50,000	100,000
5123-00 · HSVC - High Sierra Visitors	0	0	2,000	0	2,250
7001-00 · Miscellaneous	0	250	0	1,500	3,000
7002-00 · CRM Subscription	833	0	5,000	10,000	10,000
7003-00 · IVCBVB Entertainment Fund	759	2,000	2,351	4,000	8,000
7004-00 · Research	1,265	0	5,174	0	45,000
7005-00 · Film Festival	0	0	15,000	15,000	15,000
7006-00 · Special Events	0	0	0	0	45,000
7007-00 · Destimetrics / DMX	0	0	16,675	16,676	33,352
7008-00 · Opportunistic Funds	539	0	76,500	6,600	16,600
7009-00 · Tahoe Cam Usage	0	177	531	1,062	2,124
8700-00 · Automobile Expense*	284	200	2,852	1,200	2,400
7000-00 · COMMITTED & ADMIN EXPENSES - Other	0		(5,779)		

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

December 2018

	Dec 18	Budget	Jul - Dec 18	YTD Budget	Annual Budget
Total 7000-00 · COMMITTED & ADMIN EXPENSES	8,568	2,627	194,970	131,038	346,726
8000-00 · WEBSITE CONTENT & MAINTENANCE					
8002-00 · Content Manager Contractor	3,583	3,750	21,500	22,500	45,000
8003-00 · Website Hosting Maintenance	6,343	0	20,071	10,000	20,000
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	9,926	3,750	41,571	32,500	65,000
Total Expense	124,967	140,952	993,784	1,073,160	2,409,825
Net Income	36,134	20,149	276,753	197,372	(3)

Accounts Receivable Summary

Invoices With Apply Dates Through December 31, 2018
Aged as of Monday, December 31, 2018

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	420.00	0.00	0.00	0.00	135.00	555.00
Community Awards 2018- Employee Award		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	5,385.00	2,420.00	0.00	550.00	7,995.00	16,350.00
Email Blast		0.00	80.00	0.00	0.00	160.00	0.00	240.00
TMBC - Ticket		0.00	15.00	15.00	15.00	30.00	0.00	75.00
Total Open Invoices		0.00	5,900.00	2,435.00	15.00	740.00	8,170.00	17,260.00
Unapplied Payments With Payment Dates Prior to and Including 12/31/2018								0.00
Pre-Payments: Payments Made Prior to 12/31/2018 on Invoices With Apply Dates After 12/31/2018								
Total Pre-Payments								
Net Accounts Receivable (Open Invoices Less Unapplied Payments Less Pre-Payments)								17,260.00

KEY METRICS FOR December 31, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru November 2018)						
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total	
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876	
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279	
2013 - 2014	4,525,882	2,145,820	3,569,535	1,751,001	\$ 11,992,238	
2014 - 2015	4,693,908	2,527,728	3,513,439	1,868,331	\$ 12,603,406	
2015 - 2016	4,872,923	3,874,544	5,438,716	2,349,780	\$ 16,535,963	
2016 - 2017	5,505,352	3,341,060	6,115,617	3,353,607	\$ 18,315,636	
2017 - 2018	6,270,608	3,443,205	5,599,426	3,165,320	\$ 18,478,559	
2018 - 2019	6,855,975	183,272			\$ 7,039,247	

updated

Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Dec 2018)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Tahoe City:					
Walk In	26,452	25,849	27,233	26,604	-2.31%
Phone	1,432	2,152	1,905	1,668	-12.44%
Email	105	208	220	215	-2.27%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	2,069	4,195	3,127	3,295	5.37%
Total	38,667	36,330	41,218	43,221	4.86%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,164,927	\$ 733,660	-76.82%

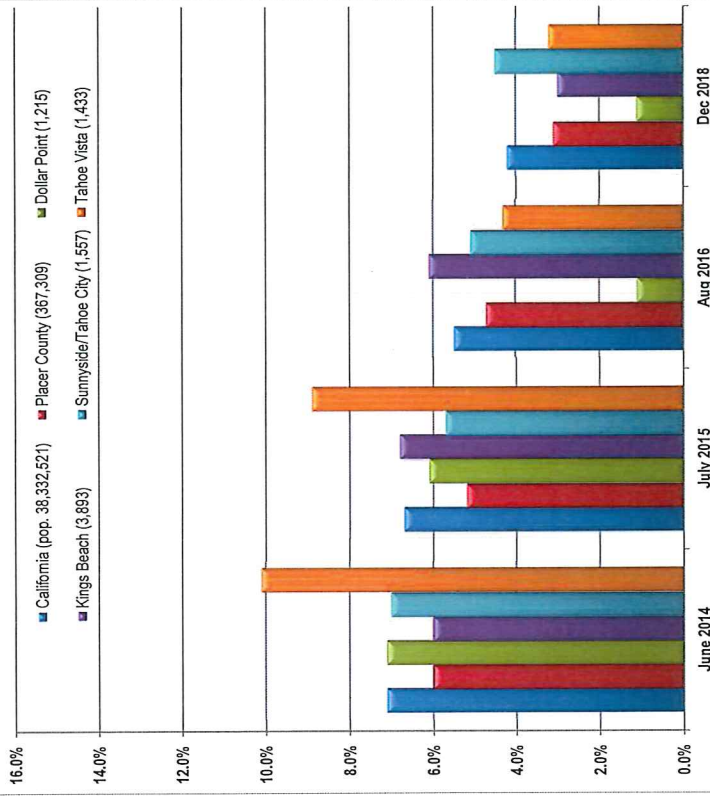
Unemployment Rates - EDD				
	June 2014	July 2015	Aug 2016	Dec 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.2%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	3.0%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.5%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.2%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	43.8%	50.3%	14.9%
ADR (Average Daily Rate)	\$ 406	\$ 395	-2.7%
RevPAR (Rev per Available Room)	\$ 178	\$ 199	11.8%
Occupancy 1 Mth Forecast	31.8%	41.7%	31.2%
ADR 1 Mth Forecast	\$ 348	\$ 326	-6.3%
RevPAR 1 Mth Forecast	\$ 110	\$ 136	22.9%
Occupancy (prior 6 months)	49.2%	52.8%	7.3%
ADR (prior 6 months)	\$ 307	\$ 310	0.8%
RevPAR (prior 6 months)	\$ 151	\$ 164	8.2%
Occupancy (next 6 months)	21.9%	21.3%	-2.7%
RevPAR (next 6 months)	\$ 310	\$ 304	-1.9%
RevPAR (next 6 months)	\$ 68	\$ 65	-4.6%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)		Total Chamber Membership	
FY 2015-16 Contract	\$ 4,260,134	June 2014	457
FY 2016-17 Contract	2,526,980	June 2015	474
Total Fund Balances	\$ 6,787,115	June 2016	508
		June 2017	424
		Jun 2018	378

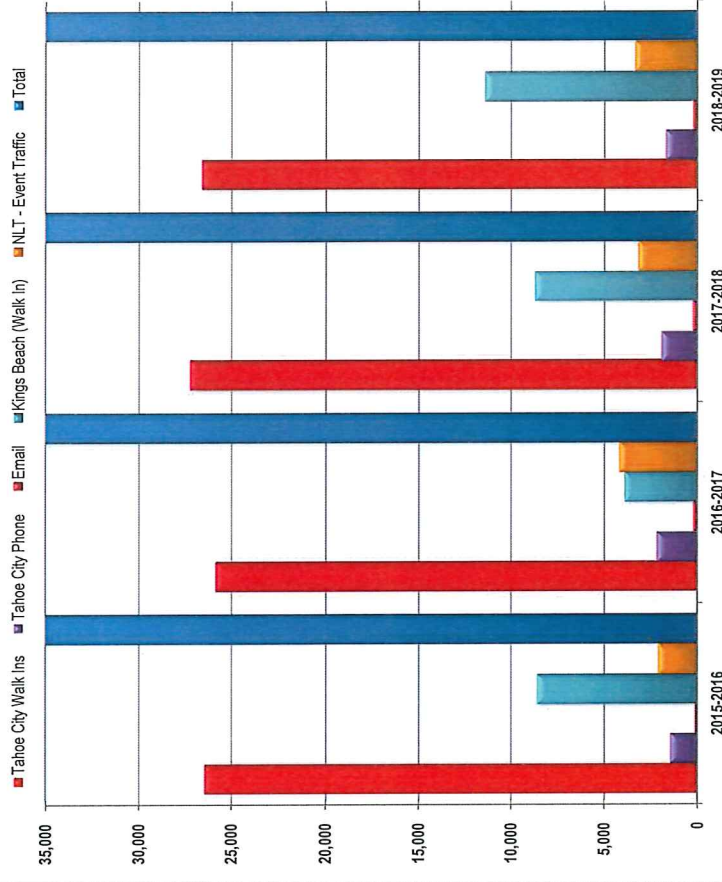
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 12/31/2018					
FORWARD LOOKING		2017-18	2017-18	2018-19	YOY %
Total Revenue Booked	Actuals	Forecasted	Forecasted	Forecasted	Change
Commission for this Revenue	\$ 2,568,183	\$ 2,107,393	\$ 2,585,767	\$ 2,585,767	22.70%
Number of Room Nights	\$ 60,863	\$ 60,272	\$ 71,924	\$ 71,924	19.33%
Number of Bookings	12,962	12,318	14,905	14,905	21.00%
Conference Revenue And Percentage by County:	76	49	60	60	22.45%
	17-18	18-19			
Placer	50%	66%	\$ 1,392,285	\$ 1,046,673	\$ 1,838,304
Washoe	35%	10%	\$ 730,318	\$ 744,244	\$ 280,735
South Lake	13%	24%	\$ 397,939	\$ 266,188	\$ 669,978
Nevada	2%	0%	\$ 50,288	\$ 50,288	\$ -
Total Conference Revenue	100%	100%	\$ 2,570,830	\$ 2,107,393	\$ 2,789,017
CURRENT					
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000	0.00%
Annual Commission Goal			\$ 70,000	\$ 50,000	-28.57%

Unemployment Rates by Region



Unemployment Rates - EDD					
California (pop. 38,332,521)	June 2014	July 2015	Aug 2016	Dec 2018	
Placer County (367,309)	7.1%	6.7%	5.5%	4.2%	
Dollar Point (1,215)	6.0%	5.2%	4.7%	3.1%	
Kings Beach (3,893)	7.1%	6.1%	1.1%	1.1%	
Sunnyside/Tahoe City (1,557)	6.0%	6.8%	6.1%	3.0%	
Tahoe Vista (1,433)	7.0%	5.7%	5.1%	4.5%	
	10.1%	8.9%	4.3%	3.2%	

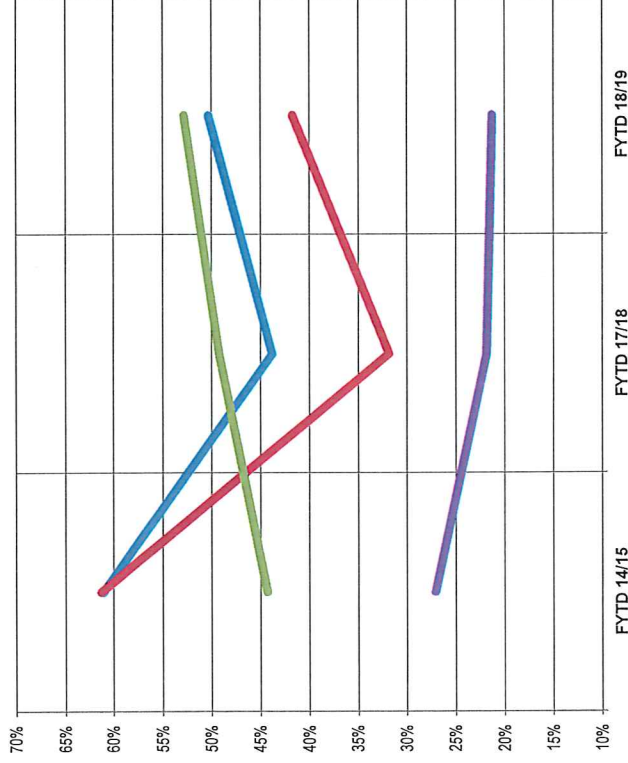
Visitor Information - FYTD YOY



Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Dec 2018)					
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Total	38,667	36,330	41,218	43,221	4.86%

Destimetrics Occupancy in NLT Comparisons

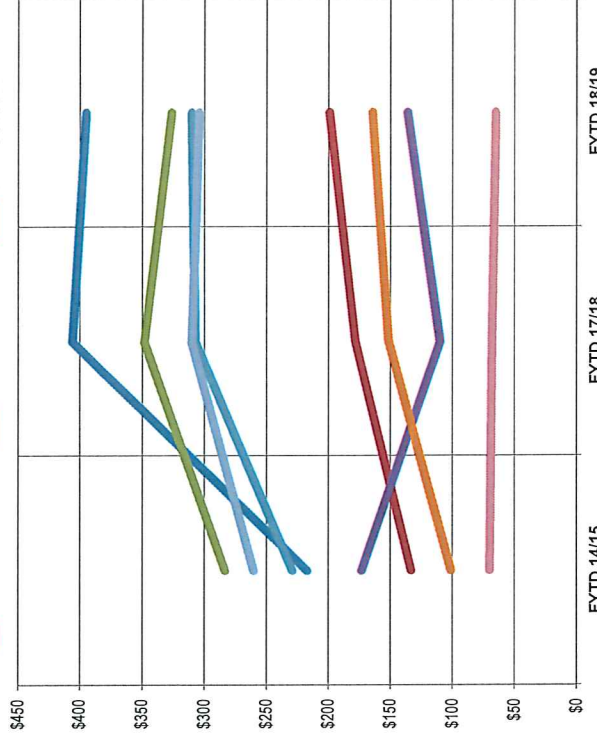
Current Mth Occupancy Next Mth Forecast Prior 6 Mths Occupancy Future 6 Mths Occupancy



Destimetrics Reservations Activity				Y-O-Y Change	
Occupancy	61.1%	43.8%	50.3%		14.9%
Occupancy 1 Mth Forecast	61.3%	31.8%	41.7%		31.2%
Occupancy (prior 6 months)	44.3%	49.2%	52.8%		7.3%
Occupancy (next 6 months)	27.1%	21.9%	21.3%		-2.7%

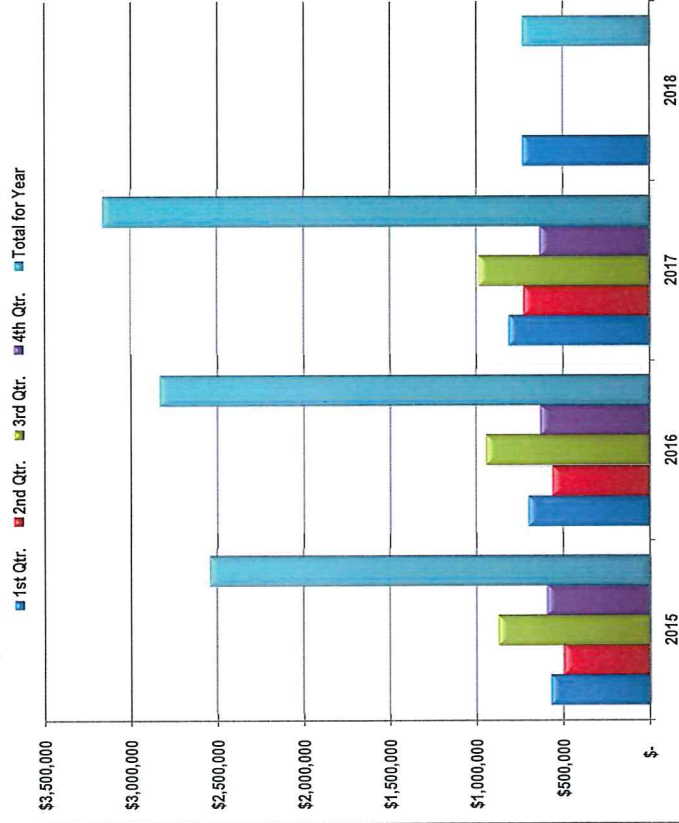
Destimetrics RevPAR in NLT Comparisons

Current Mth ADR Next Mth ADR Current Mth RevPAR Prior 6 Mths RevPAR



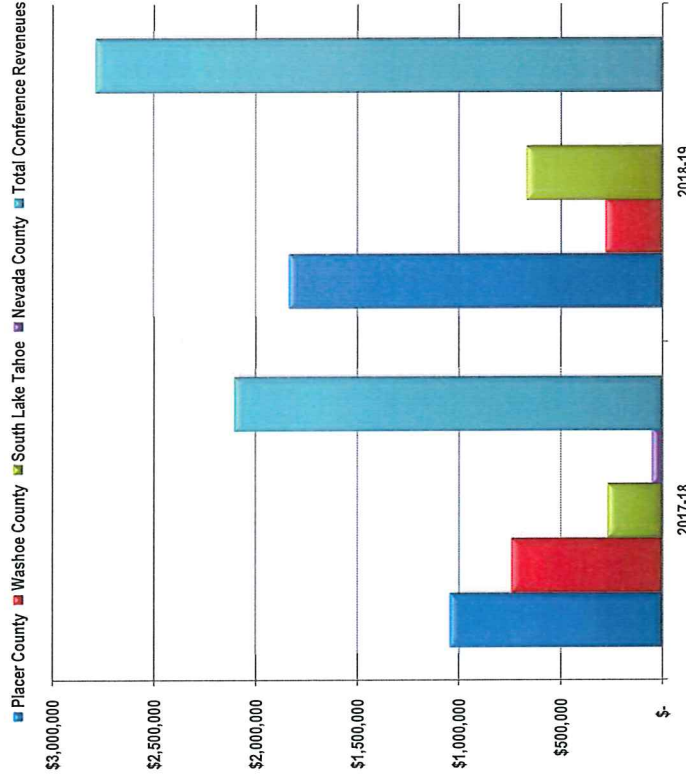
Destimetrics Reservations Activity				Y-O-Y Change	
ADR (Average Daily Rate)	\$217	\$406	\$395		-2.7%
RevPAR (Rev per Available Room)	\$283	\$348	\$326		11.8%
ADR 1 Mth Forecast	\$173	\$110	\$136		-6.3%
RevPAR 1 Mth Forecast	\$229	\$307	\$310		22.9%
ADR (prior 6 months)	\$101	\$151	\$164		0.8%
RevPAR (prior 6 months)	\$260	\$310	\$304		8.2%
ADR (next 6 months)	\$70	\$68	\$65		-1.9%
RevPAR (next 6 months)					-4.6%

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



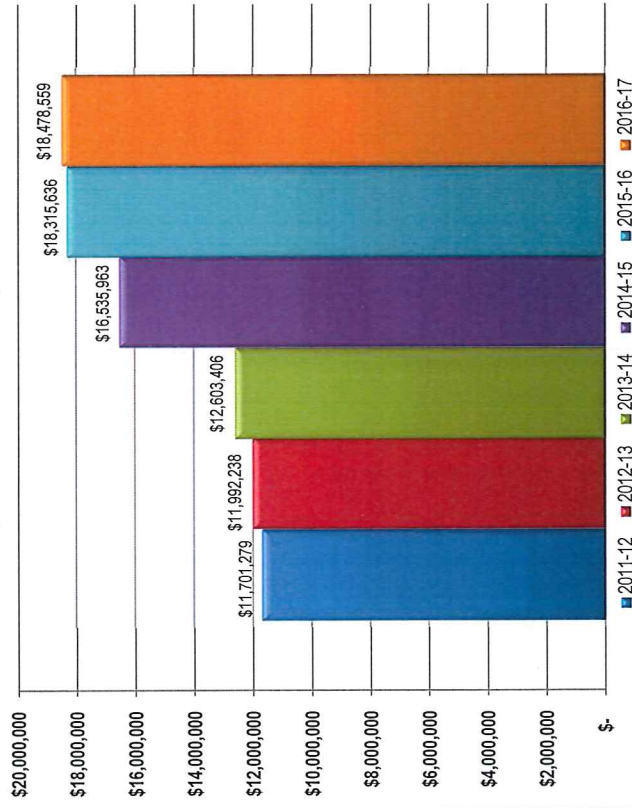
Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)						
Quarter	2015	2016	2017	2018	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,164,927	\$ 733,660	\$ 733,660	-76.82%

Conference Revenue Statistics & Revenue Share by County



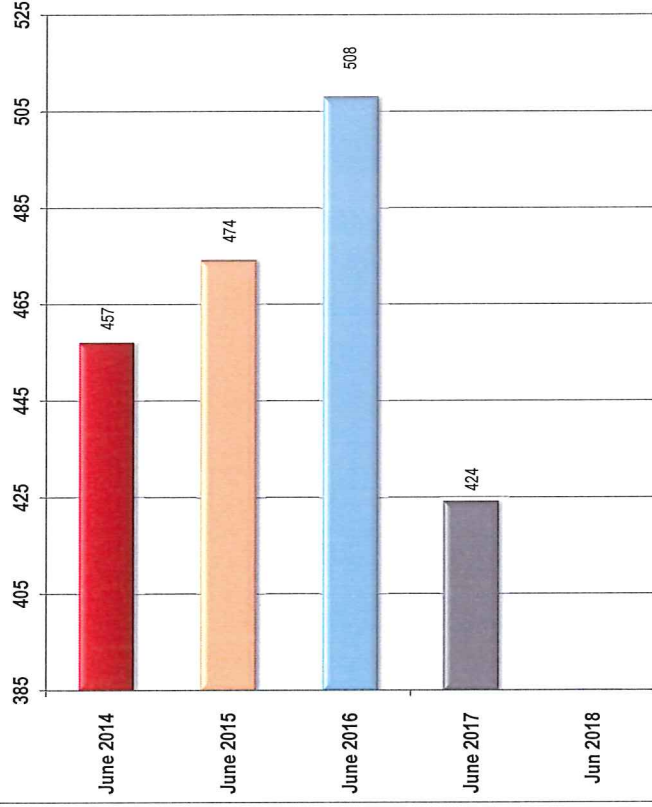
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 12/31/2018					
FORWARD LOOKING		2017-18	2018-19	YOY %	Change
Total Revenue Booked		\$ 2,107,393	\$ 2,585,767	22.70%	22.70%
Commission for this Revenue		\$ 60,272	\$ 71,924	19.33%	19.33%
Number of Room Nights		12,318	14,905	21.00%	21.00%
Number of Bookings		49	60	22.45%	22.45%
CURRENT					
NLT - Annual Revenue Goal		\$ 2,500,000	\$ 2,500,000	0.00%	0.00%
Annual Commission Goal		\$ 70,000	\$ 50,000	-28.57%	-28.57%
Conference Revenue And Percentage by County:					
Placer		\$ 1,046,673	\$ 1,838,304	75.63%	75.63%
Washoe		\$ 744,244	\$ 280,735	-62.28%	-62.28%
South Lake		\$ 266,188	\$ 669,978	151.69%	151.69%
Nevada		\$ 50,288	\$ -	-100.00%	-100.00%
Total Conference Revenue		\$ 2,107,393	\$ 2,789,017	32.34%	32.34%

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



Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru November 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
2013 - 2014	\$ 4,525,882	\$ 2,145,820	\$ 3,569,535	\$ 1,751,001	\$ 11,992,238
2014 - 2015	\$ 4,693,908	\$ 2,527,728	\$ 3,513,439	\$ 1,868,331	\$ 12,603,406
2015 - 2016	\$ 4,872,923	\$ 3,874,544	\$ 5,438,716	\$ 2,349,780	\$ 16,535,963
2016 - 2017	\$ 5,505,352	\$ 3,341,060	\$ 6,115,617	\$ 3,353,607	\$ 18,315,636
2017 - 2018	\$ 6,270,608	\$ 3,443,205	\$ 5,599,426	\$ 3,165,320	\$ 18,478,559
2018 - 2019	\$ 6,855,975	\$ 183,272	\$ -	\$ -	\$ 7,039,247

Chamber Membership (# of Members)



Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jun 2018	378