

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

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

- 8:30 a.m.** 1. Call to Order – Establish Quorum
- 8:35 a.m.** 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.
- 8:40 a.m.** 3. Agenda Amendments and Approval
- 8:45 a.m.** 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 the remainder of consent calendar motions.
- A. Board Meeting Minutes**
- Pg. 1* 1. 4.23.18 Specially Called Board Meeting Minutes [Link to online document](#)
- Pg. 5* 2. 5.2.18 Board Meeting Minutes [Link to online document](#)
- B. Committee Minutes-The committee summary is provided for information purposes only. Minutes are available as finalized at www.nltra.org.**
1. BACC April, 2018 [link to online document](#)
2. Tourism Development Committee April, 2018 *See [online board packet](#) for past minutes
- Pg. 9* 3. Finance Committee April, 2018-Will become available when finalized.
- C. Approval of NLTRA Financial Statements April 30, 2018**
- D. Contract Approval-Projects that funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)**
- None
- E. Resolution Changing Signatories for the following:**
1. Bank accounts *Will be distributed at meeting

Pg. 30

F. Community Marketing Grant – West Shore Association

8:55 a.m.

5. Action Items

Pg. 36

A. Approval of Proposed NLTRA Budget for FY 2018-2019

Pg. 41

B. NLTRA Contract with Placer County for FY 2018-2019 *Will be posted online and emailed prior to meeting.

Pg. 42

C. Approval of Marketing Cooperative Agreement

Pg. 76

D. Approval of 2 Year Tourism Development Strategic Plan

Pg. 78

E. Approval of Contract with Strategic Marketing and Research Insights (SMARI)

F. Resolution of Appreciation – Ron Treabess *Information to come

11:25 a.m.

6. Information Updates/Verbal Reports

A. CEO and Staff Updates

11:35 a.m.

7. Reports/Back up Documents

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member

Pg. 133

A. Destimetrics Monthly Occupancy Data

Pg. 134

B. Conference Revenue Statistics Report

Pg. 143

C. Membership Accounts Receivable Report

Pg. 144

D. Finance Dashboard and CEO Expenses, April, 2018

11:40 a.m.

8. Director's Comments

11:45 a.m.

9. Meeting Review and Staff Direction

11:50 a.m.

10. Closed Session to Discuss Personnel Matters/CEO Evaluation or Adjournment

12:00 p.m.

11. Adjournment (If closed session enacted.)

This meeting is wheelchair accessible

Posted online at www.nltra.org



north lake tahoe

Chamber | CVB | Resort Association

**SPECIALY CALLED
BOARD OF DIRECTORS MEETING**

Date: Monday, April 23th, 2018

Preliminary MINUTES

NLTRA Mission

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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

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

1. Call to Order at 4:02 p.m. Quorum established.

Board Members in attendance: Adam Wilson, Andre Premier via telephone, Bruce Seigel via telephone, Christy Beck, Aaron Rudnick via telephone, Gary Davis, Samir Tuma, Jim Phelan, Stephanie Hoffman, Dan Tester, Brett Williams, Tom Turner arrived at 4:05, Greg Dallas via telephone joined at 4:06, Karen Plank joined via telephone at 4:23. Non-voting: Tom Lotshaw, Erin Casey

Staff in attendance: Cindy Gustafson, Ron Treabess, Dawn Teran, Daphne Lange, Andy Chapman

Approximately 15 members of public in attendance

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.

- No Public forum comments were made.

3. Agenda Amendments and Approval

M/S/C Jim Phelan/ Gary Davis 11/0/0 (Tom, Karen and Greg had not yet arrived)

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 the remainder of consent calendar motions.

A. Board Meeting Minutes

1. April 11, 2018 [Link to online preliminary document](#)

M/S/C Samir/Dan/11-0-0 (Tom, Greg and Karen had not yet arrived)

5. Consideration of Board input to the Placer County Board of Supervisors on the proposed Squaw Valley | Alpine Meadows Micro Mass Transit District – Tourism Business Improvement District (SV-AM MMTD TBID)

- Adam reviewed the status of the item, and stressed that the purpose of this meeting is to focus is on the funding mechanism and not the details of the actual service. He reminded that this meeting is to obtain feedback and not pursue a vote at this time.
- Cindy reviewed the history of the regional transportation plan, Tourism Master Plan and draft statement (comments from last Board meeting are summarized in the draft statement) for discussion in order to work towards agreement or disagreement as a group about the draft statement. The draft statement is a summary of the outcome of the April 11th Board meeting.
- Bruce suggested a motion around the approval or motion or disapproval of the motion. Adam added that Jennifer Merchant is not asking for an approval or disapproval of the idea at this time.
- Bruce expressed desire to put forth a motion to disapprove the idea and Andre expressed that he would second that motion if were being made at this time. No motion on the board at this point. Adam asked rather for feedback regarding the draft statement, so that Jennifer Merchant can put that information into her report that is being presented to the Board of Supervisors.
- Bruce expressed his desire to put forth a motion at a later time in the meeting.
- Eight members of the public expressed a desire to submit public comment.
- Cindy asked for input on NLTRA supporting a pilot project which would support theories of a TBID (not an actual TBID) and be partially funded by TOT & County working together for a region-wide solution.
- Adam added that a pilot program would include Squaw Valley and Northstar and would be a matching pilot program for a regional need. He explained that Tier One priorities and Tier Two priorities are often moved around in order to complete objectives. Discussion about TBID matching/funding and what has been done in the past to move projects forward.
- Gary asked if it would change the timeline for a regional TBID. Adam answered that the process would still continue even as simultaneously pushing ahead the pilot program.
- Brett asked who would be heading the pilot program. Adam said it would be a partnership between the TMA/Transit Vision Coalition and the Squaw Valley Micro Transit Program.
- Dan expressed concern over funding being met for a pilot program by TOT matching funds. He is in support of the goals of the Micro Mass Transit District TBID.
- Adam replied that the ultimate goal would be if a pilot program were underway, and with an understanding of success on the Regional TBID, then the necessary dollars could be extracted from that.
- Jim asked if Keith could answer questions from the Board. Keith pointed out that there are several people in the public audience who are in support of the TBID who would like to speak.
- Jim referred to page 11, inquired about the 1% fee and whether it is in addition to the TOT passed on to guests at lodging properties.
- John Landreth of Civitas answered that it is up to individual lodging properties whether they choose to pass the charge on to the guests.
- John: Emphasized that the 1% is not a tax, it is an assessment.
- Andre expressed his concerns about too many added taxes/fees to our visitors.
- Bruce asked for clarification of the government mandates which are assessed.
- Discussion about assessments/fees vs. tax.
- Jim asked for confirmation of the fact that the TBID fate fee can be included with a 51% consent and BOX approval. It was confirmed that this is correct.
- Jim asked about the \$300,000 Placer County participation on the chart. Keith answered that they are not asking for any Placer County assistance at this time. He clarified that the pie chart Jim is referring to is a hypothetical situation for the future.
- Tom Turner suggested increasing lift tickets prices instead of implementing a lodging fee. He expressed his concern about the need to relieve traffic and thinks that would be a more wise choice for money use.
- Dan Tester expressed his support of the SV | Alpine Meadows Improvement Plan. He said that a majority of the rate payers support the plan, as well as SV Lodge and Granite Peak Management.
- Gary and Tom Turner expressed the need for moving people in the village areas as well as on a larger scale.

***Greg Dallas left the meeting. (unsure of time)**

Public Comment

- Gordon Shaw, transit planner in other large scale resort areas, expressed frustration regarding transportation/lack of shuttle service in our area compared to other resort areas. Shared other resort area transportation solutions. Said he thinks this idea is the right way to tackle a smaller area transportation issue. He believes it could be a part of the bigger picture.
- Keith Fountain said that the majority of the community will assess themselves. This is a service that is not currently in place, and with Squaw contributing, it can combat a Tier One issue now.
- Samir asked what percentage of lodging is in support of the lodging assessment. Keith reported that 51% was required and he said they received 52%-53% support.
- Andre commented a more regional approach is desired
- John Wilcox, resident, commented about the gridlock in Squaw Valley and the possibility to have an alternative to being gridlocked in their cars.
- Tom asked how many busses there are, the answer is two shuttles, with 15 minutes intervals. Discussion about time in between intervals of busses even with traffic.
- Casey Blann, Squaw Valley | Alpine Meadows shared his 12 month commitment to the project. He stated that Squaw Valley | Alpine will not be reducing their transportation system and the express service as well.
- Mike Lavak, private citizen and advocate for regional transit solutions. He worked on development of the regional chariot system. He is in agreement with the transit plan. He believes the homeowners will benefit.
- Evan Benjaminson, President of Granite Peak Management. He expressed that idea is something that is ready to go now and it is an alternative to waiting another several years for a solution. He asked to the NLTRA to support the idea.
- Jaime Wright TMT/TMA –reviewed their stance and distributed a blanket statement to the group. Urged to not make the statement that this idea will reduce the traffic on Hwy 89, cautioned the group. In the opinion of the TMT/TMA, is that it will hurt our region if the plan doesn't work and then there is an attempt to go out for additional tax for transit in the future.
- Mike Carabetta, Squaw Valley resident. Expressed his concern about no transportation services in Squaw Valley at night to/from restaurants and the danger of drunk driving.
- Jim Lambeth, Squaw Valley Ski Holdings. He reiterated that the TBID is a flexible tool. In his opinion it addresses a piece of solving the local problem. He added it is a difficult task just to get the plan together and obtain the 50% + which has been obtained urged to look at it as an opportunity to try something new. He added concern about the pilot project idea being a new idea that had not been brought forward until now.
- Christy Beck, NLTRA Board/TheVillage at Squaw Valley. Said she is in support of the idea, and feels that the risk is small and expressed that they have never had an issue/problem with obtaining the additional fees required for their rooms. She urges to move forward to try something/this idea which is ready to go. She does not foresee a negative impact.

MOTION That the NLTRA does not support the creation of a TBID with the purpose of creating an on demand transportation service for the Squaw Valley HOA. M/S/C Bruce/Andre/no carry

- Dan Tester said he will not support the motion.
- Gary Davis expressed his support of the TBID and will not support the current motion on the table.
- Discussion and question whether County is looking for a vote. Adam clarified that as a board member you do have a right to put forth a vote, which is not binding.
- Samir submits substitute motion-

MOTION for Board to direct staff to prepare a memo to submit to Placer County Board of Supervisors that summarizes the points, opposed and in support that Board members have made during the course of all of the discussions.

M/S/C Samir/Gary/10-1-2 See roll call votes as noted below.

- Tom Lotshaw, TRPA commented that from their perspective the draft memo that was circulated does bring up questions about funding, etc., and supports a regional idea. Asked to include discussion from today and in previous meeting that any Board member would like to see be included in the summary.
- Tom Turner suggested Bruce withdraw motion, and support Samir's motion.
- Bruce refused to withdraw his motion. Bruce's concern is that first motion should be voted on. Discussion.
- Adam restated that if a substitute motion passes, that the first motion would be voided. Discussion.
- Samir clarified that he put forth the substitute motion because it is clear that the Board is not going to reach a consensus on this item. He explained that the motion would provide a summary of opinions (concerns and support) to the Board of Supervisors in order to provide guidance.

Vote tally:

Bruce, no

Tom: yes

Samir: yes

Dan: yes

Brett: yes

Karen: yes

Gary: yes

Andre: abstain

Adam: yes

Christy: yes

Stephanie: yes

Aaron: abstain

Jim: yes

Greg: Absent from vote.

Motion passes.

6. Meeting Adjourned at 5:47 p.m.



north lake tahoe

Chamber | CVB | Resort Association

BOARD OF DIRECTORS MEETING

Date: May 2, 2018

North Tahoe PUD

Preliminary MINUTES

NLTRA Mission

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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

1. Call to Order at 8:37 a.m. – Established Quorum

Board Members In attendance: Jim Phelan, Gary Davis, Greg Dallas, Karen Plank, Brett Williams, Samir Tuma, Christy Beck, Dan Tester, Aaron Rudnick, Chris Brown, Andre Priemer via telephone, Adam Wilson, Tom Turner arrived at 8:50 am, Erin Casey (non-voting), Tom Lotshaw (non-voting)

Staff Members in attendance: Cindy Gustafson, Ron Treabess, Dawn Teran, Andy Chapman, Amber Burke, Greg Howey Sarah Winters, and Daphne Lange

Others in attendance: Andy Chapman, Allegra Demerjan, Lindsay Romack, Alexis Kahn

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.

- Gary congratulated Cindy and staff for a great event (Community Awards Dinner).

3. Agenda Amendments and Approval

MOTION to approve the agenda, no amendments M/S/C Samir/Brett 12-0-0

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 the remainder of consent calendar motions.

MOTION to approve the Consent Calendar M/S/C Brett/Gary/12-0-0

A. Board Meeting Minutes*

*4.11.18 Board Minutes were included and approved as part of the special meeting 4.23.18 packet.

B. Committee Minutes-The committee Summary is provided for information purposes only.

Minutes are available as finalized at www.nltra.org.

1. BACC March, 2018-Will be posted when available
2. Tourism Development Committee March, 2018
3. Finance Committee March, 2018-Will become available when finalized

- C. Approval of NLTRA Financial Statements March 31, 2018
- D. Approval of NLTRC Financial Statements March 31, 2018
- E. Contract Approval-Projects that funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
 - None
- F. Review and approve recommended \$10,000 Community Marketing Grant for the Squaw Valley Business Association.
- G. Review and approval of 2017/2018 Special Event Partnership Funding allocation recommendations.

***Tom Turner arrived at 8:50am**

5. Action Items

A. Tourism Development Plan Review and Feedback-Daphne Lange

- Daphne presented a slide show highlighting Strategic Objectives and Target Market Strategy.
- Samir asked if we had information regarding airport partnership opportunities. Daphne said she is pursuing that avenue with the Reno-Tahoe International Airport and will provide information when available.
- Erin questioned the length of the Strategic Plan and Daphne clarified that it was previously a 3 year plan, but now focusing on 2 years to coincide with the two year Tourism Master Plan, with an end of year 2020 timeframe.
- Alexis Kahn explained in more detail the Social media/media tactics regarding page 25-28 in the slide show (documents available online at nltra.org/meetings).
- Allegra from the Abbi Agency reported on North Lake Tahoe owned entities. Daphne defined the meaning of owned channels. She further reported on earned strategy.
- Sarah Winters reported on Leisure Sales.
- Greg Howie reported on Conference Sales.
- Amber Burke reported on Events including event funding areas.
- Cindy stressed the importance of getting direction from the Board on this item within the next 30 days.
 - Brett recommended going after longer stays and 30, 60, 90 day prior commitments in winters and summers. Then, in Spring and Fall focusing on bringing in from other primary destinations- New York, Austin, LA and San Diego, etc.
 - Tom asked the budget for Tourism. Daphne answered 2.3M and our contribution is 1.4M. Tom suggested going after corporate sponsors, and suggested GM due to their two truck models- Sierra and Tahoe. He said Reno is booming and suggested pursuing a cooperative agreement with them and also with South Lake Tahoe. He also suggested TV readiness.
 - Samir spoke on the importance of marketing to millennials and using a less traditional direction for marketing. He also suggested marketing to international travelers and to the bay area which encompasses all ethnic/international influencers.
 - Daphne said there is value in adding our content in multiple languages.
 - Discussion about international markets. Brett suggested working together more with SL Tahoe, like currently done through RASC.
 - Dan Tester suggested adding more measurable tangible goals into the document and tying them to the strategies.
 - Adam asked Board members for any suggestions for different measurables than are already included.
 - Jim requested adding a summary of destination drivers.
 - Christy suggested adding lodging data from properties that will share information showing visitation origins and compiling information. Sarah said that information can be obtained.
 - Erin requested providing a current chart containing a budget for the upcoming year (A-2) breakdown for event strategy. Daphne and Amber said that will be included.
 - Erin asked if there were significant strategy changes. Daphne said it isn't new but there are more refined changes, the over-all strategy is consistent with what has been.

- Greg Dallas requested providing google analytics measurement piece. Including measuring engagement on website.
- Greg Dallas asked about what content is lacking. Daphne said there is a need for more ethnic/family and diversity content in addition to lifestyle/non-skiing/boarding content.
- Cindy added that more imagery/video content is needed.
- Allegra mentioned that video assets are being added and are growing. Influencers are being added and through them we can gain reciprocal value and more reach.
- Please send feedback to Daphne at daphne@gotahoenorth.com by May 11th.

6. Information Updates/Verbal Reports

A. Budget 2018 – 19 Preparation Timeline Get the timeline she passed around.

- Cindy reviewed the Budget/ Scope of work draft timeline
This will go to Tourism Committee, finance then board of directors and lots of opportunity for input prior to the end of May.

B. Marketing Coop Agreement Discussion

- Cindy referenced the red-lined document contained in the Board packet. Board approval of TOT items over \$25,000 by the Board. Marketing Coop measurements will be added, covering partnering with Incline Village/Crystal Bay and will be seen as attachment A to the agreement. Also an opportunity clause will be added if there are other opportunities that come up and require urgent action. Dispute resolution clause will also be added. Will be brought back to the Board May 30th.

C. 2018 – 19 Scope of Work-Development Update

- Cindy distributed additional copies of the existing Scope of Work. Submit any input on the Scope of Work to Cindy. Cindy@gotahoenorth.com

D. Preliminary Report on Annual Awards Dinner

- Cindy reported that approx. \$21,000 was raised, and was a successful event. Survey will go out. Print ads placed for thank you's to sponsors.

7. Reports/Back up Documents

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member

- A. Destimetrics Monthly Occupancy Data
- B. Membership Accounts Receivable Report
- C. Conference Revenue Statistics Report
- D. Finance Dashboard and CEO Expenses, March, 2018
- E. CEO and Staff Updates

8. Director's Comments

- Tom Lotshaw reported on the Shoreline Plan, draft environmental review going out on May 8th, then public review for 2 months, plan estimated to be implemented in the fall.
- KB State Recreation Area Plan Revision Draft Environmental document was released yesterday.
- CAP Committee's first meeting was last night. He thanked for NLTRA support. Meetings will be held last Thursday of each month rotating throughout community, next May 30th Tahoe City. 30 grant applications have been received and voted for June meeting for Applicants to present projects. Recommendations in July. Minutes for CAP committee are on their website and will be posted on the NLTRA website. Samir requested Board be notified. Erin will notify NLTRA with date of June meeting.
- Aaron reported that Eric Brandt will be putting a live cam on the top of the Visitor Center roof during the summer construction period.
- Brett reported that the Tourism Development Committee is looking at a strategy on conveying proactive construction information to visitors.
- Jim-Shoreline committee is working towards providing a balanced public/private lake use plan.

- Gary reported that stakeholders have not received any notifications regarding construction calendar and no signage has been erected as of yet.
- Gary announced a Kiwanis May 7 fundraiser.

9. Meeting Review and Staff Direction

- TAB ALIGN Cindy reported that Downtown association and NLTRA are trying to get TTD to get the construction signage out. She will keep Board posted.
- Yesterday, SV Alpine/Keith Fountain regarding TBID, agreed to assess ski lift tickets they will revamp or disband their current TBID proposal, with a greater component with Ski Tickets related to number of tickets sold. Commended Board for their input. Timeline to BOS is late July/August.
- Alex Mourelatos, Ron Parson and Drew Connelly from RSC were appointed to the CAP committee.
- Tourism Development Plan revisions will be made.
- Daphne Visitor California tomorrow board meeting in the SV Village Palisades room.

10. Closed Session to Discuss Personnel Matters

11. Adjournment at 10:41, moved to closed session at 10:45.

This meeting is wheelchair accessible

Posted online at www.nltra.org



north lake tahoe

Chamber | CVB | Resort Association

Finance Committee Staff Report

Date: 5/29/18

To: North Lake Tahoe Resort Association (NLTRA) Finance Committee

From: Bonnie Bavetta

RE: Financial Reports for April 30, 2018

Summary of NLTRA financial results at April 30, 2018:

- Cash balance on 4/30/18 of \$965,000 was 7% or \$66,000 greater than prior year at April 30 due largely to timing of payments on payables.
- Accounts receivable related to sales commissions totaled \$28,000, \$9,000 higher than prior year. The balance is comprised of 12 receivables from local resorts that individually range from \$330 to \$6,000 and, although over 90 days, all are considered collectable.
- Membership accounts receivable totaled \$28,000, of which \$22,000 were reflected on the balance sheet due to the revised accounting of these receivables, was in-line with prior year. Accounts receivable – Other of \$30,000 reflected revenues from the Awards Dinner that were received in May.
- Retail inventory of \$29,000 was down 13% or \$4,000 from prior year.
- Prepaid expenses of \$12,000 were up from \$5,000 in prior year due to the addition of three prepaid annual and multi-year marketing services.
- Accounts payable of \$174,000 and credit card balances of \$7,000 were up \$138,000 from prior year due to timing. The total includes the April monthly payment of \$85,500 due to NLT Marketing Cooperative, and \$17,000 due for expenses related to the Awards Dinner.
- Wages and related payables of \$207,000 were up \$53,000 or 34% from prior year due to a delay in posting of incentive and PTO accruals in prior year.
- YTD consolidated net income of \$251,000 for the ten months ending April 30 was \$38,000 or 13% less than prior year, and \$275,000 better than budget. Consolidated YTD revenue of \$3.5 million (including \$3.1 million of County funding) was \$62,000 less than budget (adjusted for Autumn Food & Wine), primarily a result of a \$53,000 shortfall in commission revenue and a \$14,000 shortfall in membership dues, offset partially by an \$8,000 increase in Awards Dinner revenues. YTD expenses were \$340,000 less than budget largely due to Marketing expenses under budget by \$244,000 or 11% (adjusted for Autumn Food & Wine), Conference expense under budget by \$26,000 or 8%, VIC under budget \$39,000 or 11%, Transportation and Infrastructure under budget \$22,000 or 34%.

- Membership cash position as of April 30, 2018:

<u>Membership Earnings</u>		
BOY Retained earnings (1)	\$	(8,754)
YTD Membership Earnings		<u>(6,787)</u>
Cumulative Membership Earnings	\$	(15,541)
 <u>Cash Available for Membership Use</u>		
Deferred Revenue (accts 2400-60 & 2500)	\$	64,912
Less: Accounts Receivable (net of allow for doubtful)		(17,432)
Accrued Incentives		8,360
Accrued PTO		581
		<hr/>
	\$	56,421
Surplus of Cash over Membership Losses	\$	40,880

(1) Solely attributable to Membership Activities

Membership's cash position is greater than the cumulative losses and therefore, TOT funds are not being utilized by Membership.

Action requested: Approval of the April 30, 2018 Financial Statements.

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2018

05/25/18
Accrual Basis

	Apr 30, 18	Apr 30, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1001-00 · Petty Cash	536	890	(353)	(40)%
1003-00 · Cash - Operations BOTW #6712	688,153	614,791	73,362	12%
1007-00 · Cash - Payroll BOTW #7421	6,865	2,711	4,154	153%
1008-00 · Marketing Reserve - Plumas	50,156	50,081	75	0%
1009-00 · Cash Flow Reserve - Plumas	100,416	100,215	201	0%
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%
1080-00 · Special Events BOTW #1626	89,686	99,917	(10,231)	(10)%
10950 · Cash in Drawer	155	878	(723)	(82)%
Total Checking/Savings	965,548	899,063	66,486	7%
Accounts Receivable				
1200-00 · Quickbooks Accounts Receivable	17,319	18,385	(1,066)	(6)%
1210-00 · A/R - Sales Estimates	10,469	0	10,469	100%
Total Accounts Receivable	27,788	18,385	9,403	51%
Other Current Assets				
1200-99 · AR Other	2,589	1,614	975	60%
12000 · Undeposited Funds	892	1,880	(988)	(53)%
1201-00 · WebLink Accounts Receivable				
1201-01 · WebLink AR - Member Dues	21,790	0	21,790	100%
1201-00 · WebLink Accounts Receivable - Other	29,665	28,095	1,570	6%
Total 1201-00 · WebLink Accounts Receivable	51,455	28,095	23,360	83%
1201-02 · Allowance for Doubtful Accounts	(4,358)	(3,155)	(1,203)	(38)%
12100 · Inventory Asset	28,848	33,071	(4,222)	(13)%
1299 · Receivable from NLTC	7,936	0	7,936	100%
1490-00 · Security Deposits	650	50	600	1,200%
Total Other Current Assets	88,013	61,555	26,458	43%
Total Current Assets	1,081,349	979,003	102,347	11%
Fixed Assets				
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%
1740-00 · Computer Equipment	9,964	43,766	(33,803)	(77)%
1741-00 · Accum. Depr. - Computer Equip	(8,368)	(42,891)	34,523	81%
1750-00 · Computer Software	21,520	40,080	(18,560)	(46)%
1751-00 · Accum. Amort. - Software	(18,182)	(34,969)	16,787	48%
1770-00 · Leasehold Improvements	24,284	24,284	0	0%
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,234)	(50)	(0)%
Total Fixed Assets	4,934	6,036	(1,102)	(18)%
Other Assets				
1400-00 · Prepaid Expenses				
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%
1400-00 · Prepaid Expenses - Other	11,031	5,576	5,455	98%
Total 1400-00 · Prepaid Expenses	12,031	6,576	5,455	83%
Total Other Assets	12,031	6,576	5,455	83%
TOTAL ASSETS	1,098,314	991,614	106,700	11%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	153,915	38,618	115,297	299%
2001-00 · Credit Card Payable	0	520	(520)	(100)%
Total Accounts Payable	153,915	39,138	114,777	293%
Credit Cards				
2080-00 · Bank of the West - Master Cards				

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2018

05/25/18
Accrual Basis

	Apr 30, 18	Apr 30, 17	\$ Change	% Change
2080-01 · MC_5901_Hall	0	196	(196)	(100)%
2080-02 · MC_6765_Jason	15	0	15	100%
2080-04 · MC_5968_Ronald	422	0	422	100%
2080-05 · MC_2107_Greg	0	917	(917)	(100)%
2080-08 · MC_5755_John	0	241	(241)	(100)%
2080-10 · MC_9495_AI	798	288	510	177%
2080-11 · MC_3978_Amber	2,665	0	2,665	100%
2080-12 · MC_3960_Natalie	0	1,514	(1,514)	(100)%
2080-13 · MC_6903_Cindy	2,699	0	2,699	100%
2080-14 · MC_6193_Daphne	58	0	58	100%
Total 2080-00 · Bank of the West - Master Cards	6,657	3,157	3,499	111%
Total Credit Cards	6,657	3,157	3,499	111%
Other Current Liabilities				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	38,973	35,719	3,254	9%
2101-00 · Incentive Payable	81,447	45,337	36,110	80%
2102-00 · Commissions Payable	7,135	8,404	(1,269)	(15)%
2120-00 · Empl. Federal Tax Payable	3,118	2,889	229	8%
2175-00 · 401 (k) Plan	1,559	1,104	454	41%
2180-00 · Estimated PTO Liability	74,725	60,649	14,077	23%
Total 21000 · Salaries/Wages/Payroll Liabilit	206,958	154,102	52,856	34%
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	1,396	1,090	306	28%
Total 2190-00 · Sales and Use Tax Payable	1,396	1,090	306	28%
2250-00 · Accrued Expenses	1,600	0	1,600	515,968%
2400-60 · Deferred Revenue- Member Dues	64,912	75,278	(10,366)	(14)%
2500-00 · Deferred Revenue - TMBC	909	0	909	100%
2651-00 · Deferred Rev - Conference	1,833	1,283	550	43%
2800-00 · Suspense	1,561	727	834	115%
2900-00 · Due To/From County of Placer	8,881	0	8,881	100%
Total Other Current Liabilities	288,049	232,480	55,569	24%
Total Current Liabilities	448,620	274,775	173,845	63%
Total Liabilities	448,620	274,775	173,845	63%
Equity				
32000 · Unrestricted Net Assets	(8,754)	22,636	(31,390)	(139)%
3300-11 · Designated Marketing Reserve	256,830	254,325	2,506	1%
3301 · Cash Flow Reserve	100,048	100,167	(119)	(0)%
3302 · Marketing Cash Reserve	50,018	50,063	(44)	(0)%
Net Income	251,551	289,649	(38,097)	(13)%
Total Equity	649,694	716,839	(67,145)	(9)%
TOTAL LIABILITIES & EQUITY	1,098,314	991,614	106,700	11%

North Lake Tahoe Resort Association
Profit & Loss
April 2018

	Apr 18	Apr 17	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	301,181	314,665	(13,484)	(4)%
4200-00 · Membership Dues	10,147	12,018	(1,872)	(16)%
4205-00 · Conference Dues	917	642	275	43%
4250-00 · Revenues-Membership Activities				
4250-01 · Community Awards				
4250-04 · Silent Auction	18,522	0	18,522	100%
4250-05 · Sponsorships	12,440	0	12,440	100%
4250-01 · Community Awards - Other	18,190	9,235	8,955	97%
Total 4250-01 · Community Awards	49,152	9,235	39,917	432%
4251-00 · Tues AM Breakfast Club				
4251-01 · Tues AM Breakfast Club Sponsors	500	0	500	100%
4251-00 · Tues AM Breakfast Club - Other	794	570	224	39%
Total 4251-00 · Tues AM Breakfast Club	1,294	570	724	127%
4250-00 · Revenues-Membership Activities - Other	0	3,250	(3,250)	(100)%
Total 4250-00 · Revenues-Membership Activities	50,446	13,055	37,391	286%
4252-00 · Sponsorships	0	2,950	(2,950)	(100)%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	545	(2,371)	2,915	123%
4600-00 · Commissions - Other	(0)	4,377	(4,377)	(100)%
Total 4600-00 · Commissions	545	2,007	(1,462)	(73)%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	485	40	445	1,113%
46000 · Merchandise Sales - Other	6,804	8,921	(2,117)	(24)%
Total 46000 · Merchandise Sales	7,289	8,961	(1,672)	(19)%
Total Income	370,524	354,298	16,226	5%
Gross Profit	370,524	354,298	16,226	5%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	921	0	921	100%
5020-00 · P/R - Tax Expense	6,763	5,662	1,101	19%
5030-00 · P/R - Health Insurance Expense	4,524	10,321	(5,797)	(56)%
5040-00 · P/R - Workmans Comp	1,499	977	522	54%
5060-00 · 401 (k)	2,581	2,694	(113)	(4)%
5070-00 · Other Benefits and Expenses	303	237	67	28%
5000-00 · Salaries & Wages - Other	99,875	97,436	2,439	3%
Total 5000-00 · Salaries & Wages	116,466	117,326	(860)	(1)%
5100-00 · Rent				
5110-00 · Utilities	898	1,032	(134)	(13)%
5140-00 · Repairs & Maintenance	1,435	2,291	(856)	(37)%
5150-00 · Office - Cleaning	550	700	(150)	(21)%
5100-00 · Rent - Other	12,480	12,169	311	3%
Total 5100-00 · Rent	15,363	16,192	(829)	(5)%
5310-00 · Telephone				
5320-00 · Telephone	2,178	2,252	(75)	(3)%
Total 5310-00 · Telephone	2,178	2,252	(75)	(3)%
5420-00 · Mail - USPS	35	0	35	100%
5510-00 · Insurance/Bonding	264	264	(0)	0%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	0	198	(198)	(100)%
5520-00 · Supplies - Other	866	936	(70)	(8)%
Total 5520-00 · Supplies	866	1,134	(268)	(24)%
5610-00 · Depreciation	216	233	(17)	(7)%

North Lake Tahoe Resort Association

Profit & Loss

April 2018

05/25/18

Accrual Basis

	Apr 18	Apr 17	\$ Change	% Change
5700-00 · Equipment Support & Maintenance	3,610	1,343	2,267	169%
5710-00 · Taxes, Licenses & Fees	1,197	498	699	140%
5740-00 · Equipment Rental/Leasing	1,132	724	408	56%
5815 · Training Video Series	0	506	(506)	(100)%
5850-00 · Artist of Month - Commissions	319	0	319	100%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	940	0	940	100%
5920-00 · Professional Fees - Accountant	5,353	0	5,353	100%
5921-00 · Professional Fees - Other	6,431	11,667	(5,236)	(45)%
Total 5900-00 · Professional Fees	12,724	11,667	1,057	9%
5941-00 · Research & Planning	0	2,952	(2,952)	(100)%
6420-00 · Events				
6420-01 · Sponsorships				
6421-04 · Broken Arrow Skyrace	0	10,000	(10,000)	(100)%
6421-05 · No Barriers	0	8,400	(8,400)	(100)%
6421-10 · WinterWonderGrass - Tahoe	655	0	655	100%
Total 6420-01 · Sponsorships	655	18,400	(17,745)	(96)%
6421-00 · New Event Development	5,145	917	4,228	461%
Total 6420-00 · Events	5,800	19,317	(13,518)	(70)%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	23,897	2,617	21,280	813%
6437-00 · Tuesday Morning Breakfast Club	1,324	716	609	85%
6442-00 · Public Relations/Website	291	0	291	100%
6444-00 · Trades	1,100	1,045	55	5%
6423-00 · Membership Activities - Other	0	277	(277)	(100)%
Total 6423-00 · Membership Activities	26,613	4,654	21,958	472%
6730-00 · Marketing Cooperative/Media	85,500	63,250	22,250	35%
6742-00 · Non-NLT Co-Op Marketing Program	2,204	428	1,777	415%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	482	175	307	175%
Total 6743-00 · BACC Marketing Programs	482	175	307	175%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	658	156	502	321%
52500 · Purchase Discounts	(191)	0	(191)	(100)%
59900 · POS Inventory Adjustments	(1)	558	(559)	(100)%
8100-00 · Cost of Goods Sold - Other	4,130	4,807	(677)	(14)%
Total 8100-00 · Cost of Goods Sold	4,595	5,521	(925)	(17)%
8200-00 · Associate Relations	0	50	(50)	(100)%
8300-00 · Board Functions	297	62	235	382%
8500-00 · Credit Card Fees	389	544	(155)	(29)%
8700-00 · Automobile Expenses	447	642	(196)	(31)%
8750-00 · Meals/Meetings	123	812	(689)	(85)%
8810-00 · Dues & Subscriptions	350	973	(624)	(64)%
8910-00 · Travel	0	(30)	30	100%
8920-00 · Bad Debt	651	3,305	(2,654)	(80)%
Total Expense	281,820	254,796	27,024	11%
Net Ordinary Income	88,704	99,502	(10,798)	(11)%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	23	0	23	100%
Total Other Income	23	0	23	100%
Net Other Income	23	0	23	100%
Net Income	88,727	99,502	(10,776)	(11)%

North Lake Tahoe Resort Association

Profit & Loss by Class

April 2018

	11 - Marketing	30 - Conference	42 - VIC	51 - TMPI	60 - Membership	70 - Administra...	TOTAL
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	227,325	27,317	43,136	3,403	0	0	301,181
4200-00 · Membership Dues	0	0	0	0	10,147	0	10,147
4205-00 · Conference Dues	0	917	0	0	0	0	917
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	18,522	0	18,522
4250-05 · Sponsorships	0	0	0	0	12,440	0	12,440
4250-01 · Community Awards - Other	0	0	0	0	18,190	0	18,190
Total 4250-01 · Community Awards	0	0	0	0	49,152	0	49,152
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	500	0	500
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	794	0	794
Total 4251-00 · Tues AM Breakfast Club	0	0	0	0	1,294	0	1,294
Total 4250-00 · Revenues-Membership Activities	0	0	0	0	50,446	0	50,446
4600-00 · Commissions							
4601-00 · Commissions - South Shore	0	545	0	0	0	0	545
4600-00 · Commissions - Other	0	(0)	0	0	0	0	(0)
Total 4600-00 · Commissions	0	545	0	0	0	0	545
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	0	0	485	0	0	0	485
46000 · Merchandise Sales - Other	0	0	6,804	0	0	0	6,804
Total 46000 · Merchandise Sales	0	0	7,289	0	0	0	7,289
Total Income	227,325	28,778	50,425	3,403	60,593	0	370,524
Gross Profit	227,325	28,778	50,425	3,403	60,593	0	370,524
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	0	0	0	(1,375)	0	0
5010-00 · Sales Commissions	0	921	0	0	0	0	921
5020-00 · P/R - Tax Expense	1,492	807	674	0	218	3,572	6,763
5030-00 · P/R - Health Insurance Expense	1,702	1,277	173	0	276	1,096	4,524
5040-00 · P/R - Workmans Comp	225	183	669	12	71	339	1,499
5060-00 · 401 (k)	805	431	319	52	116	858	2,581
5070-00 · Other Benefits and Expenses	61	42	42	0	3	155	303
5000-00 · Salaries & Wages - Other	23,461	11,441	8,953	1,574	3,768	50,677	99,875
Total 5000-00 · Salaries & Wages	29,122	15,103	10,829	1,638	3,077	56,697	116,466
5100-00 · Rent							
5110-00 · Utilities	129	64	544	5	18	139	898
5140-00 · Repairs & Maintenance	178	89	578	6	24	558	1,435
5150-00 · Office - Cleaning	183	92	46	6	25	198	550
5100-00 · Rent - Other	2,083	1,000	6,500	70	358	2,469	12,480
Total 5100-00 · Rent	2,573	1,245	7,668	87	425	3,364	15,363
5310-00 · Telephone							
5320-00 · Telephone	368	128	662	34	129	857	2,178
Total 5310-00 · Telephone	368	128	662	34	129	857	2,178
5420-00 · Mail - USPS	23	0	0	0	0	12	35
5510-00 · Insurance/Bonding	50	17	88	5	19	86	264
5520-00 · Supplies	93	33	247	2	9	481	866
5610-00 · Depreciation	16	6	131	0	5	58	216
5700-00 · Equipment Support & Maintenance	420	60	90	4	17	3,019	3,610
5710-00 · Taxes, Licenses & Fees	0	0	0	0	0	1,197	1,197
5740-00 · Equipment Rental/Leasing	277	122	245	33	166	288	1,132
5850-00 · Artist of Month - Commissions	0	0	319	0	0	0	319
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	0	0	0	0	940	940
5920-00 · Professional Fees - Accountant	0	0	0	0	0	5,353	5,353
5921-00 · Professional Fees - Other	0	0	0	0	0	6,431	6,431
Total 5900-00 · Professional Fees	0	0	0	0	0	12,724	12,724
6420-00 · Events							
6420-01 · Sponsorships							
6421-10 · WinterWonderGrass - Tahoe	655	0	0	0	0	0	655
Total 6420-01 · Sponsorships	655	0	0	0	0	0	655
6421-00 · New Event Development	5,145	0	0	0	0	0	5,145
Total 6420-00 · Events	5,800	0	0	0	0	0	5,800
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	0	23,897	0	23,897
6437-00 · Tuesday Morning Breakfast Club	0	0	0	0	1,324	0	1,324
6442-00 · Public Relations/Website	0	0	0	0	291	0	291
6444-00 · Trades	0	0	0	0	1,100	0	1,100
Total 6423-00 · Membership Activities	0	0	0	0	26,613	0	26,613
6730-00 · Marketing Cooperative/Media	76,333	9,167	0	0	0	0	85,500

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05/25/18

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss by Class

April 2018

	11 - Marketing	30 - Conference	42 - VIC	51 - TMPI	60 - Membership	70 - Administra...	TOTAL
6742-00 · Non-NLT Co-Op Marketing Program	2,054	0	150	0	0	0	2,204
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	482	0	0	0	0	0	482
Total 6743-00 · BACC Marketing Programs	482	0	0	0	0	0	482
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	0	0	658	0	0	0	658
52500 · Purchase Discounts	0	0	(191)	0	0	0	(191)
59900 · POS Inventory Adjustments	0	0	(1)	0	0	0	(1)
8100-00 · Cost of Goods Sold - Other	0	0	4,130	0	0	0	4,130
Total 8100-00 · Cost of Goods Sold	0	0	4,595	0	0	0	4,595
8300-00 · Board Functions	0	0	0	0	0	297	297
8500-00 · Credit Card Fees	45	0	134	0	210	0	389
8700-00 · Automobile Expenses	129	0	43	0	0	274	447
8750-00 · Meals/Meetings	45	0	14	1	0	63	123
8810-00 · Dues & Subscriptions	30	0	0	0	6	314	350
8920-00 · Bad Debt	0	0	0	0	651	0	651
Total Expense	117,862	25,880	25,216	1,806	31,326	79,731	281,820
Net Ordinary Income	109,463	2,898	25,210	1,597	29,267	(79,731)	88,704
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	6	0	0	0	0	17	23
Total Other Income	6	0	0	0	0	17	23
Other Expense							
8990-00 · Allocated	56,873	7,724	9,589	1,375	4,170	(79,731)	0
Total Other Expense	56,873	7,724	9,589	1,375	4,170	(79,731)	0
Net Other Income	(56,867)	(7,724)	(9,589)	(1,375)	(4,170)	79,747	23
Net Income	52,597	(4,825)	15,620	222	25,097	17	88,727

North Lake Tahoe Resort Association Profit & Loss Budget Performance

All Departments

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	301,181	301,181	(0)	3,145,237	3,145,238	(1)	3,747,600
4200-00 · Membership Dues	10,147	13,500	(3,353)	109,436	123,000	(13,564)	150,000
4201-00 · New Member Fees	0	0	0	75	75	0	75
4205-00 · Conference Dues	917	0	917	9,167	7,690	1,477	7,690
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	18,522	12,000	6,522	18,522	12,000	6,522	12,000
4250-05 · Sponsorships	12,440	6,500	5,940	12,440	6,500	5,940	6,500
4250-01 · Community Awards - Other	18,190	22,500	(4,310)	18,190	22,500	(4,310)	22,500
Total 4250-01 · Community Awards	49,152	41,000	8,152	49,152	41,000	8,152	41,000
4250-02 · Chamber Events	0	0	0	339	6,000	(5,661)	12,725
4250-03 · Summer/Winter Rec Luncheon	0	0	0	3,409	4,300	(891)	7,300
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	500	300	200	1,000	1,400	(400)	2,000
4251-00 · Tues AM Breakfast Club - Other	794	750	44	4,241	6,750	(2,509)	8,250
Total 4251-00 · Tues AM Breakfast Club	1,294	1,050	244	5,241	8,150	(2,909)	10,250
4250-00 · Revenues-Membership Activities - Other	0	175	(175)	1,274	1,575	(301)	1,925
Total 4250-00 · Revenues-Membership Activities	50,446	42,225	8,221	59,415	61,025	(1,610)	73,200
4252-00 · Sponsorships	0	0	0	1,000	0	1,000	0
4350-00 · Special Events (Marketing)	0			77,628	0	77,628	0
4600-00 · Commissions							
4601-00 · Commissions - South Shore	545	500	45	2,917	14,121	(11,204)	15,121
4600-00 · Commissions - Other	(0)	4,377	(4,377)	48,436	90,167	(41,732)	106,771
Total 4600-00 · Commissions	545	4,877	(4,333)	51,353	104,288	(52,935)	121,892
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	485	200	285	8,686	7,600	1,086	9,000
46000 · Merchandise Sales - Other	6,804	8,989	(2,184)	69,471	67,568	1,903	93,356
Total 46000 · Merchandise Sales	7,289	9,189	(1,899)	78,157	75,168	2,989	102,356
4720-00 · Miscellaneous	0			415			
Total Income	370,524	370,972	(448)	3,531,883	3,516,484	15,399	4,202,813
Gross Profit	370,524	370,972	(448)	3,531,883	3,516,484	15,399	4,202,813
Expense							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	921	0	921	12,849	28,685	(15,836)	31,378
5020-00 · P/R - Tax Expense	6,763	7,481	(718)	78,660	89,826	(11,166)	105,626
5030-00 · P/R - Health Insurance Expense	4,524	9,116	(4,592)	75,558	103,866	(28,308)	122,314
5040-00 · P/R - Workmans Comp	1,499	564	935	10,789	5,325	5,464	6,287
5060-00 · 401 (k)	2,581	2,595	(14)	29,586	30,571	(985)	35,773
5070-00 · Other Benefits and Expenses	303	434	(131)	4,103	4,545	(442)	5,530
5000-00 · Salaries & Wages - Other	99,875	90,377	9,498	913,505	974,376	(60,871)	1,154,729
Total 5000-00 · Salaries & Wages	116,466	110,566	5,900	1,125,050	1,237,192	(112,143)	1,461,637
5100-00 · Rent							
5110-00 · Utilities	898	1,007	(109)	9,395	10,126	(731)	12,006
5140-00 · Repairs & Maintenance	1,435	915	520	6,758	6,937	(180)	8,258
5150-00 · Office - Cleaning	550	766	(216)	6,730	7,667	(937)	8,995
5100-00 · Rent - Other	12,480	13,736	(1,256)	124,686	136,156	(11,470)	163,716
Total 5100-00 · Rent	15,363	16,424	(1,062)	147,569	160,887	(13,318)	192,975
5310-00 · Telephone							
5320-00 · Telephone	2,178	2,654	(477)	23,465	25,260	(1,795)	30,565
5350-00 · Internet	0			25	0	25	0
5310-00 · Telephone - Other	0	58	(58)	0	173	(173)	288
Total 5310-00 · Telephone	2,178	2,712	(534)	23,490	25,432	(1,943)	30,853
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	89	(89)	0	842	(842)	1,019
5480-00 · Mail - Fed Ex	0	22	(22)	121	307	(186)	349
5420-00 · Mail - USPS - Other	35	243	(208)	2,804	2,492	312	2,977
Total 5420-00 · Mail - USPS	35	353	(318)	2,925	3,640	(715)	4,346
5510-00 · Insurance/Bonding	264	724	(459)	7,250	8,121	(871)	9,518
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	707	(707)	1,265	4,236	(2,971)	4,743
5520-00 · Supplies - Other	866	1,178	(313)	12,103	12,674	(570)	15,030
Total 5520-00 · Supplies	866	1,885	(1,019)	13,368	16,910	(3,541)	19,773
5610-00 · Depreciation	216	350	(133)	2,180	4,117	(1,937)	4,805
5700-00 · Equipment Support & Maintenance	3,610	996	2,614	11,475	11,570	(95)	13,562
5710-00 · Taxes, Licenses & Fees	1,197	759	438	10,237	8,585	1,652	10,151
5740-00 · Equipment Rental/Leasing	1,132	1,416	(284)	13,098	16,162	(3,064)	19,094
5800-00 · Training Seminars	0	54	(54)	4,561	16,990	(12,429)	20,097
5810-00 · Public Outreach	0	0	0	0	5,056	(5,056)	5,056
5815 · Training Video Series	0	1,000	(1,000)	1,058	9,000	(7,942)	13,631
5820 · Sales CRM/CMS	0			0	2,000	(2,000)	2,000
5830-00 · Commission Due to Third Party	0			765			
5850-00 · Artist of Month - Commissions	319	227	91	3,906	2,045	1,861	2,500
5900-00 · Professional Fees							

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

All Departments

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
5910-00 · Professional Fees - Attorneys	940	1,000	(60)	9,760	8,000	1,760	10,000
5920-00 · Professional Fees - Accountant	5,353	2,000	3,353	23,400	22,000	1,400	22,000
5921-00 · Professional Fees - Other	6,431	0	6,431	50,400	3,750	46,650	3,750
Total 5900-00 · Professional Fees	12,724	3,000	9,724	83,560	33,750	49,810	35,750
5940-00 · Research & Planning Membership	0			3,000	3,276	(276)	3,276
5941-00 · Research & Planning	0	698	(698)	2,266	7,042	(4,776)	7,042
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	30,000	(30,000)	50,000
6018-00 · Business Assoc. Grants	0	0	0	10,000	10,000	0	30,000
Total 6020-00 · Programs	0	0	0	10,000	40,000	(30,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0	0	0	114,772	37,000	77,772	37,000
6421-01 · 4th of July Fireworks	0	0	0	20,000	20,000	0	20,000
6421-02 · AMGEN Tour of California	0	4,000	(4,000)	0	21,700	(21,700)	22,000
6421-03 · Barcelona Soccer	0	0	0	0	0	0	3,000
6421-04 · Broken Arrow Skyrace	0	0	0	15,000	15,000	0	15,000
6421-06 · Spartan	0	0	0	254,000	254,000	0	254,000
6421-07 · Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 · Tough Mudder	0	0	0	0	20,000	(20,000)	40,000
6421-09 · Wanderlust	0	0	0	34,043	34,000	43	37,000
6421-10 · WinterWonderGrass - Tahoe	655	0	655	16,808	19,400	(2,592)	19,400
6421-13 · Big Blue Adventure	0	0	0	0	15,000	(15,000)	15,000
6421-15 · Lake Tahoe Dance Collective	0	0	0	0	0	0	5,000
Total 6420-01 · Sponsorships	655	4,000	(3,345)	459,623	441,100	18,523	472,400
6421-00 · New Event Development	5,145	0	5,145	6,936	15,900	(8,964)	17,600
6422-00 · Event Media							
6422-03 · Human Powered Sports Campaign	0	25,000	(25,000)	74	25,000	(24,926)	25,000
Total 6422-00 · Event Media	0	25,000	(25,000)	74	25,000	(24,926)	25,000
6424-00 · Event Operation Expenses	0	0	0	98	0	98	9,000
Total 6420-00 · Events	5,800	29,000	(23,200)	466,731	482,000	(15,269)	524,000
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	23,897	10,000	13,897	23,919	18,500	5,419	18,500
6435-00 · Shop Local Event	0			295			
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	3,081	2,760	321	4,185
6437-00 · Tuesday Morning Breakfast Club	1,324	650	674	4,963	5,850	(887)	7,150
6441-00 · Membership - Miscellaneous Exp	0			10	0	10	0
6442-00 · Public Relations/Website	291	295	(4)	2,855	7,875	(5,020)	8,465
6444-00 · Trades	1,100	500	600	2,240	1,855	385	2,130
6423-00 · Membership Activities - Other	0	75	(75)	405	600	(195)	750
Total 6423-00 · Membership Activities	26,613	11,520	15,093	37,769	37,440	329	41,180
6490-00 · Classified Ads	0	70	(70)	50	632	(582)	773
6701-00 · Market Study Reports/Research	0	70	(70)	808	1,102	(294)	1,242
6730-00 · Marketing Cooperative/Media	85,500	87,333	(1,833)	1,192,106	1,197,606	(5,500)	1,411,821
6740-00 · Media/Collateral/Production	0	1,000	(1,000)	0	5,000	(5,000)	5,000
6742-00 · Non-NLT Co-Op Marketing Program							
6015-00 · Cross Country	0			0	4,000	(4,000)	4,000
6742-00 · Non-NLT Co-Op Marketing Program - Other	2,204	5,000	(2,796)	11,225	70,000	(58,775)	80,000
Total 6742-00 · Non-NLT Co-Op Marketing Program	2,204	5,000	(2,796)	11,225	74,000	(62,775)	84,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	482	2,000	(1,518)	9,340	16,000	(6,660)	20,000
6743-03 · Touch Lake Tahoe	0	3,000	(3,000)	10,506	20,000	(9,494)	20,000
6743-04 · High Notes	0	0	0	0	3,000	(3,000)	20,000
6743-05 · Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	482	5,000	(4,518)	19,846	39,000	(19,154)	80,000
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	658	180	478	1,647	1,767	(120)	2,126
52500 · Purchase Discounts	(191)	(119)	(73)	(2,278)	(1,067)	(1,210)	(1,305)
59900 · POS Inventory Adjustments	(1)	103	(104)	504	1,003	(500)	1,210
8100-00 · Cost of Goods Sold - Other	4,130	4,397	(267)	40,347	34,915	5,431	44,647
Total 8100-00 · Cost of Goods Sold	4,595	4,561	35	40,219	36,618	3,602	46,678
8200-00 · Associate Relations	0	334	(334)	1,799	3,521	(1,722)	4,309
8300-00 · Board Functions	297	858	(561)	7,512	8,171	(660)	9,888
8500-00 · Credit Card Fees	389	435	(46)	4,904	5,066	(162)	6,067
8700-00 · Automobile Expenses	447	670	(224)	3,834	5,385	(1,551)	6,556
8750-00 · Meals/Meetings	123	782	(659)	3,451	6,618	(3,167)	8,183
8810-00 · Dues & Subscriptions	350	675	(326)	6,527	11,283	(4,756)	12,636
8910-00 · Travel	0	418	(418)	2,132	8,148	(6,016)	9,085
8920-00 · Bad Debt	651	661	(11)	15,890	9,359	6,531	10,330
Total Expense	281,820	289,553	(7,733)	3,280,562	3,542,725	(262,163)	4,197,813
Net Ordinary Income	88,704	81,419	7,285	251,322	(26,241)	277,563	5,000
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			230			
Total Other Income	23			230			

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

All Departments

	<u>Apr 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Jul '17 - Apr 18</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
Other Expense							
8990-00 - Allocated	0	459	(459)	0	(2,805)	2,805	0
Total Other Expense	0	459	(459)	0	(2,805)	2,805	0
Net Other Income	23	(459)	482	230	2,805	(2,575)	0
Net Income	88,727	80,960	7,767	251,551	(23,436)	274,987	5,000

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

11 - Marketing

Accrual Basis

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	227,325	227,326	(0)	2,499,313	2,499,314	(1)	2,953,965
4350-00 · Special Events (Marketing)	0			77,628	0	77,628	0
Total Income	227,325	227,326	(0)	2,576,941	2,499,314	77,627	2,953,965
Gross Profit	227,325	227,326	(0)	2,576,941	2,499,314	77,627	2,953,965
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	1,375	0	13,750	13,750	0	16,500
5020-00 · P/R - Tax Expense	1,492	2,146	(654)	16,007	23,609	(7,602)	27,902
5030-00 · P/R - Health Insurance Expense	1,702	2,295	(593)	24,145	25,249	(1,103)	29,840
5040-00 · P/R - Workmans Comp	225	98	127	2,287	1,075	1,212	1,271
5060-00 · 401 (k)	805	807	(2)	6,343	8,876	(2,532)	10,490
5070-00 · Other Benefits and Expenses	61	152	(91)	1,260	1,673	(413)	1,977
5000-00 · Salaries & Wages - Other	23,461	22,372	1,089	195,814	246,091	(50,277)	290,834
Total 5000-00 · Salaries & Wages	29,122	29,245	(123)	259,607	320,323	(60,716)	378,813
5100-00 · Rent							
5110-00 · Utilities	129	148	(19)	1,326	1,443	(116)	1,650
5140-00 · Repairs & Maintenance	178	73	105	586	378	208	525
5150-00 · Office - Cleaning	183	215	(32)	2,103	2,071	31	2,310
5100-00 · Rent - Other	2,083	1,886	197	19,590	19,401	189	23,259
Total 5100-00 · Rent	2,573	2,323	251	23,606	23,293	313	27,744
5310-00 · Telephone							
5320-00 · Telephone	368	456	(88)	5,570	4,547	1,023	5,459
Total 5310-00 · Telephone	368	456	(88)	5,570	4,547	1,023	5,459
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	16	(16)	0	142	(142)	173
5480-00 · Mail - Fed Ex	0	20	(20)	69	203	(133)	243
5420-00 · Mail - USPS - Other	23	0	23	571	0	571	0
Total 5420-00 · Mail - USPS	23	36	(13)	640	344	296	416
5510-00 · Insurance/Bonding	50	242	(192)	1,501	2,418	(917)	2,902
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	0	0	238	0	238	0
5520-00 · Supplies - Other	93	258	(164)	2,121	2,575	(454)	3,090
Total 5520-00 · Supplies	93	258	(164)	2,359	2,575	(216)	3,090
5610-00 · Depreciation	16	38	(22)	190	381	(191)	457
5700-00 · Equipment Support & Maintenance	420	172	248	2,501	1,717	784	2,060
5710-00 · Taxes, Licenses & Fees	0	47	(47)	15	421	(406)	515
5740-00 · Equipment Rental/Leasing	277	174	103	2,749	1,713	1,037	2,060
5800-00 · Training Seminars	0	0	0	1,917	5,077	(3,160)	5,077
5810-00 · Public Outreach	0	0	0	0	1,650	(1,650)	1,650
5815 · Training Video Series	0	0	0	0	6,000	(6,000)	8,631
5820 · Sales CRM/CMS	0	0	0	0	2,000	(2,000)	2,000
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	0	0	1,220	0	1,220	0
5921-00 · Professional Fees - Other	0	0	0	42,469	0	42,469	0
Total 5900-00 · Professional Fees	0	0	0	43,689	0	43,689	0
5940-00 · Research & Planning Membership	0			0	2,870	(2,870)	2,870
5941-00 · Research & Planning	0	698	(698)	0	4,698	(4,698)	4,698
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	30,000	(30,000)	50,000
6018-00 · Business Assoc. Grants	0	0	0	10,000	10,000	0	30,000
Total 6020-00 · Programs	0	0	0	10,000	40,000	(30,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0	0	0	114,772	37,000	77,772	37,000
6421-01 · 4th of July Fireworks	0	0	0	20,000	20,000	0	20,000
6421-02 · AMGEN Tour of California	0	4,000	(4,000)	0	21,700	(21,700)	22,000
6421-03 · Barcelona Soccer	0	0	0	0	0	0	3,000
6421-04 · Broken Arrow Skyrace	0	0	0	15,000	15,000	0	15,000
6421-06 · Spartan	0	0	0	254,000	254,000	0	254,000
6421-07 · Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 · Tough Mudder	0	0	0	0	20,000	(20,000)	40,000
6421-09 · Wanderlust	0	0	0	34,043	34,000	43	37,000
6421-10 · WinterWonderGrass - Tahoe	655	0	655	16,808	19,400	(2,592)	19,400
6421-13 · Big Blue Adventure	0	0	0	0	15,000	(15,000)	15,000
6421-15 · Lake Tahoe Dance Collective	0	0	0	0	0	0	5,000
Total 6420-01 · Sponsorships	655	4,000	(3,345)	459,623	441,100	18,523	472,400
6421-00 · New Event Development	5,145	0	5,145	6,936	15,900	(8,964)	17,600
6422-00 · Event Media							
6422-03 · Human Powered Sports Campaign	0	25,000	(25,000)	74	25,000	(24,926)	25,000
Total 6422-00 · Event Media	0	25,000	(25,000)	74	25,000	(24,926)	25,000
6424-00 · Event Operation Expenses	0	0	0	98	0	98	9,000
Total 6420-00 · Events	5,800	29,000	(23,200)	466,731	482,000	(15,269)	524,000
6490-00 · Classified Ads	0			50	0	50	0

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

11 - Marketing

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
6701-00 · Market Study Reports/Research	0	0	0	808	469	338	469
6730-00 · Marketing Cooperative/Media	76,333	76,333	0	1,100,439	1,100,439	0	1,292,654
6742-00 · Non-NLT Co-Op Marketing Program							
6018-00 · Cross Country	0			0	4,000	(4,000)	4,000
6742-00 · Non-NLT Co-Op Marketing Program - Other	2,054	5,000	(2,946)	9,875	70,000	(60,125)	80,000
Total 6742-00 · Non-NLT Co-Op Marketing Program	2,054	5,000	(2,946)	9,875	74,000	(64,125)	84,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	482	2,000	(1,518)	9,340	16,000	(6,660)	20,000
6743-03 · Touch Lake Tahoe	0	3,000	(3,000)	10,506	20,000	(9,494)	20,000
6743-04 · High Notes	0	0	0	0	3,000	(3,000)	20,000
6743-05 · Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	482	5,000	(4,518)	19,846	39,000	(19,154)	80,000
8200-00 · Associate Relations	0	56	(56)	315	506	(190)	618
8500-00 · Credit Card Fees	45	0	45	110	0	110	0
8700-00 · Automobile Expenses	129	113	16	1,109	1,128	(19)	1,353
8750-00 · Meals/Meetings	45	325	(280)	2,309	2,955	(645)	3,605
8810-00 · Dues & Subscriptions	30	219	(189)	2,120	3,012	(892)	3,449
8910-00 · Travel	0	0	0	2,132	4,140	(2,008)	4,240
Total Expense	117,862	149,734	(31,871)	1,960,188	2,127,676	(167,487)	2,522,831
Net Ordinary Income	109,463	77,592	31,871	616,752	371,638	245,114	431,134
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	6			63			
Total Other Income	6			63			
Other Expense							
8990-00 · Allocated	56,873	36,336	20,537	372,158	361,343	10,814	431,134
Total Other Expense	56,873	36,336	20,537	372,158	361,343	10,814	431,134
Net Other Income	(56,867)	(36,336)	(20,531)	(372,095)	(361,343)	(10,752)	(431,134)
Net Income	52,597	41,256	11,340	244,657	10,295	234,362	0

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

30 - Conference

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	27,317	27,317	0	240,909	240,909	0	295,542
4205-00 · Conference Dues	917	0	917	9,167	7,690	1,477	7,690
4600-00 · Commissions							
4601-00 · Commissions - South Shore	545	500	45	2,917	14,121	(11,204)	15,121
4600-00 · Commissions - Other	(0)	4,377	(4,377)	48,436	90,167	(41,732)	106,771
Total 4600-00 · Commissions	545	4,877	(4,333)	51,353	104,288	(52,935)	121,892
Total Income	28,778	32,194	(3,416)	301,428	352,887	(51,459)	425,124
Gross Profit	28,778	32,194	(3,416)	301,428	352,887	(51,459)	425,124
Expense							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	921	0	921	12,849	28,685	(15,836)	31,378
5020-00 · P/R - Tax Expense	807	784	22	11,768	13,396	(1,628)	14,997
5030-00 · P/R - Health Insurance Expense	1,277	1,150	127	14,372	13,295	1,076	15,811
5040-00 · P/R - Workmans Comp	183	166	17	1,620	939	681	1,105
5060-00 · 401 (k)	431	419	13	5,535	6,413	(879)	7,263
5070-00 · Other Benefits and Expenses	42	42	0	795	578	217	779
5000-00 · Salaries & Wages - Other	11,441	12,359	(918)	124,215	121,075	3,140	138,668
Total 5000-00 · Salaries & Wages	15,103	14,919	183	171,153	184,381	(13,228)	210,001
5100-00 · Rent							
5110-00 · Utilities	64	75	(10)	659	724	(66)	827
5140-00 · Repairs & Maintenance	89	254	(165)	286	907	(621)	907
5150-00 · Office - Cleaning	92	108	(16)	1,051	1,036	16	1,154
5100-00 · Rent - Other	1,000	985	15	9,385	9,623	(238)	11,594
Total 5100-00 · Rent	1,245	1,422	(177)	11,381	12,290	(909)	14,483
5310-00 · Telephone							
5320-00 · Telephone	128	358	(230)	2,153	3,449	(1,296)	4,164
Total 5310-00 · Telephone	128	358	(230)	2,153	3,449	(1,296)	4,164
5420-00 · Mail - USPS	0	113	(113)	228	583	(355)	809
5510-00 · Insurance/Bonding	17	87	(70)	1,277	1,319	(42)	1,442
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	500	(500)	73	500	(427)	500
5520-00 · Supplies - Other	33	90	(57)	572	830	(258)	1,010
Total 5520-00 · Supplies	33	590	(557)	645	1,330	(685)	1,510
5610-00 · Depreciation	6	28	(22)	83	203	(120)	249
5700-00 · Equipment Support & Maintenance	60	133	(73)	1,101	1,335	(234)	1,600
5710-00 · Taxes, Licenses & Fees	0	0	0	0	206	(206)	206
5740-00 · Equipment Rental/Leasing	122	230	(108)	1,401	2,200	(799)	2,660
5800-00 · Training Seminars	0	0	0	0	1,750	(1,750)	3,500
5830-00 · Commission Due to Third Party	0	0	0	765	0	765	0
6730-00 · Marketing Cooperative/Media	9,167	11,000	(1,833)	91,667	97,167	(5,500)	119,167
8200-00 · Associate Relations	0	47	(47)	170	421	(251)	515
8500-00 · Credit Card Fees	0	0	0	90	0	90	0
8700-00 · Automobile Expenses	0	153	(153)	0	606	(606)	912
8750-00 · Meals/Meetings	0	150	(150)	0	550	(550)	850
8810-00 · Dues & Subscriptions	0	130	(130)	475	730	(255)	1,007
Total Expense	25,880	29,360	(3,480)	282,588	308,520	(25,932)	363,075
Net Ordinary Income	2,898	2,834	64	18,840	44,367	(25,527)	62,049
Other Income/Expense							
Other Expense							
8990-00 · Allocated	7,724	5,500	2,224	50,565	51,439	(874)	62,049
Total Other Expense	7,724	5,500	2,224	50,565	51,439	(874)	62,049
Net Other Income	(7,724)	(5,500)	(2,224)	(50,565)	(51,439)	874	(62,049)
Net Income	(4,825)	(2,666)	(2,160)	(31,725)	(7,071)	(24,653)	0

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

41 - Transportation

	Mar 18	Budget	\$ Over Budget	Jul '17 - Mar 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	0	0	0	31,550	31,550	0	31,550
Total Income	0	0	0	31,550	31,550	0	31,550
Gross Profit	0	0	0	31,550	31,550	0	31,550
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	(434)	0	(434)	1,287	766	521	766
5030-00 · P/R - Health Insurance Expense	18	0	18	224	714	(490)	714
5040-00 · P/R - Workmans Comp	0	0	0	106	30	76	30
5060-00 · 401 (k)	0	0	0	641	359	282	359
5070-00 · Other Benefits and Expenses	0	0	0	53	10	44	10
5000-00 · Salaries & Wages - Other	0	0	0	8,888	13,026	(4,138)	13,026
Total 5000-00 · Salaries & Wages	(417)	0	(417)	11,199	14,904	(3,705)	14,904
5100-00 · Rent							
5110-00 · Utilities	0	0	0	63	117	(54)	117
5140-00 · Repairs & Maintenance	0	0	0	5	99	(94)	99
5150-00 · Office - Cleaning	0	0	0	111	72	39	72
5100-00 · Rent - Other	0	0	0	646	1,923	(1,277)	1,923
Total 5100-00 · Rent	0	0	0	826	2,211	(1,385)	2,211
5310-00 · Telephone							
5320-00 · Telephone	0	0	0	448	285	163	285
Total 5310-00 · Telephone	0	0	0	448	285	163	285
5420-00 · Mail - USPS	0	0	0	48	50	(2)	50
5510-00 · Insurance/Bonding	0	0	0	55	259	(204)	259
5520-00 · Supplies	0	0	0	27	500	(473)	500
5610-00 · Depreciation	0	0	0	11	426	(416)	426
5700-00 · Equipment Support & Maintenance	0	0	0	128	494	(366)	494
5710-00 · Taxes, Licenses & Fees	0	0	0	0	124	(124)	124
5740-00 · Equipment Rental/Leasing	0	0	0	406	330	76	330
5800-00 · Training Seminars	0	0	0	0	500	(500)	500
5810-00 · Public Outreach	0	0	0	0	750	(750)	750
5940-00 · Research & Planning Membership	0	0	0	3,000	406	2,594	406
5941-00 · Research & Planning	0	0	0	1,891	1,969	(78)	1,969
8200-00 · Associate Relations	0	0	0	6	0	6	0
8500-00 · Credit Card Fees	0	0	0	5	0	5	0
8700-00 · Automobile Expenses	0	0	0	67	250	(183)	250
8750-00 · Meals/Meetings	0	0	0	81	250	(169)	250
8810-00 · Dues & Subscriptions	0	0	0	502	2,988	(2,486)	2,988
8910-00 · Travel	0	0	0	0	250	(250)	250
Total Expense	(417)	0	(417)	18,699	26,946	(8,247)	26,946
Net Ordinary Income	417	0	417	12,851	4,604	8,247	4,604
Other Income/Expense							
Other Expense							
8990-00 · Allocated	0	0	0	2,471	4,604	(2,133)	4,604
Total Other Expense	0	0	0	2,471	4,604	(2,133)	4,604
Net Other Income	0	0	0	(2,471)	(4,604)	2,133	(4,604)
Net Income	417	0	417	10,380	0	10,380	0

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

42 - Visitor Center

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	43,136	43,136	0	316,692	316,692	0	402,964
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC income	485	200	285	8,686	7,600	1,086	9,000
46000 - Merchandise Sales - Other	6,804	8,989	(2,184)	69,471	67,568	1,903	93,356
Total 46000 - Merchandise Sales	7,289	9,189	(1,899)	78,157	75,168	2,989	102,356
4720-00 - Miscellaneous	0			400			
Total Income	50,425	52,325	(1,899)	395,250	391,861	3,389	505,320
Gross Profit	50,425	52,325	(1,899)	395,250	391,861	3,389	505,320
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	674	1,324	(650)	13,084	16,180	(3,095)	19,635
5030-00 - P/R - Health Insurance Expense	173	2,135	(1,962)	15,679	23,485	(7,806)	27,755
5040-00 - P/R - Workmans Comp	669	66	602	3,202	729	2,473	861
5060-00 - 401 (k)	319	545	(226)	5,212	5,995	(782)	7,085
5070-00 - Other Benefits and Expenses	42	47	(5)	858	522	336	617
5000-00 - Salaries & Wages - Other	8,953	12,249	(3,296)	136,652	148,188	(11,536)	179,410
Total 5000-00 - Salaries & Wages	10,829	16,367	(5,538)	174,687	195,098	(20,411)	235,363
5100-00 - Rent							
5110-00 - Utilities	544	617	(74)	5,465	6,076	(611)	7,311
5140-00 - Repairs & Maintenance	578	157	421	2,754	1,417	1,338	1,731
5150-00 - Office - Cleaning	46	197	(151)	526	1,824	(1,298)	2,218
5100-00 - Rent - Other	6,500	7,751	(1,251)	64,842	75,853	(11,011)	91,356
Total 5100-00 - Rent	7,668	8,723	(1,055)	73,587	85,170	(11,583)	102,617
5310-00 - Telephone							
5320-00 - Telephone	662	534	129	4,225	3,722	504	4,789
Total 5310-00 - Telephone	662	534	129	4,225	3,722	504	4,789
5420-00 - Mail - USPS							
5470-00 - Mail - UPS	0	73	(73)	0	700	(700)	846
5480-00 - Mail - Fed Ex	0	1	(1)	51	104	(53)	106
5420-00 - Mail - USPS - Other	0	27	(27)	519	243	275	297
Total 5420-00 - Mail - USPS	0	102	(102)	570	1,047	(477)	1,250
5510-00 - Insurance/Bonding	88	173	(85)	1,878	1,714	165	2,080
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	0	82	(82)	760	1,236	(476)	1,493
5520-00 - Supplies - Other	247	265	(17)	3,416	2,690	725	3,220
Total 5520-00 - Supplies	247	347	(99)	4,176	3,927	249	4,713
5610-00 - Depreciation	131	92	38	1,281	864	417	1,049
5700-00 - Equipment Support & Maintenance	90	276	(186)	1,526	2,762	(1,236)	3,313
5710-00 - Taxes, Licenses & Fees	0	28	(28)	15	253	(238)	309
5740-00 - Equipment Rental/Leasing	245	514	(268)	2,168	4,978	(2,811)	6,106
5800-00 - Training Seminars	0	54	(54)	0	1,733	(1,733)	3,090
5815 - Training Video Series	0	1,000	(1,000)	1,058	3,000	(1,942)	5,000
5850-00 - Artist of Month - Commissions	319	227	91	3,906	2,045	1,861	2,500
6740-00 - Media/Collateral/Production	0	1,000	(1,000)	0	5,000	(5,000)	5,000
6742-00 - Non-NLT Co-Op Marketing Program	150			1,350	0	1,350	0
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	658	180	478	1,647	1,767	(120)	2,126
52500 - Purchase Discounts	(191)	(119)	(73)	(2,278)	(1,067)	(1,210)	(1,305)
59900 - POS Inventory Adjustments	(1)	103	(104)	504	1,003	(500)	1,210
8100-00 - Cost of Goods Sold - Other	4,130	4,397	(267)	40,347	34,915	5,431	44,647
Total 8100-00 - Cost of Goods Sold	4,595	4,561	35	40,219	36,618	3,602	46,678
8200-00 - Associate Relations	0	0	0	415	515	(100)	635
8500-00 - Credit Card Fees	134	240	(106)	2,468	2,828	(360)	3,487
8700-00 - Automobile Expenses	43	61	(18)	499	1,033	(535)	1,236
8750-00 - Meals/Meetings	14	92	(79)	518	713	(195)	897
8810-00 - Dues & Subscriptions	0	150	(150)	498	848	(350)	1,133
8910-00 - Travel	0	0	0	0	343	(343)	343
Total Expense	25,216	34,540	(9,325)	315,044	354,210	(39,166)	431,568
Net Ordinary Income	25,210	17,784	7,425	80,206	37,651	42,555	73,752
Other Income/Expense							
Other Expense							
8990-00 - Allocated	9,589	5,986	3,604	62,766	60,796	1,970	73,752
Total Other Expense	9,589	5,986	3,604	62,766	60,796	1,970	73,752
Net Other Income	(9,589)	(5,986)	(3,604)	(62,766)	(60,796)	(1,970)	(73,752)
Net Income	15,620	11,799	3,821	17,440	(23,145)	40,585	0

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

50 - Infrastructure

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	0	0	0	46,563	46,563	0	46,563
Total Income	0	0	0	46,563	46,563	0	46,563
Gross Profit	0	0	0	46,563	46,563	0	46,563
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	0	0	2,329	1,411	918	1,411
5030-00 · P/R - Health Insurance Expense	0	0	0	381	1,586	(1,205)	1,586
5040-00 · P/R - Workmans Comp	0	0	0	179	64	115	64
5060-00 · 401 (k)	0	0	0	942	731	211	731
5070-00 · Other Benefits and Expenses	0	0	0	115	21	94	21
5000-00 · Salaries & Wages - Other	0	0	0	17,251	21,048	(3,797)	21,048
Total 5000-00 · Salaries & Wages	0	0	0	21,198	24,861	(3,663)	24,861
5100-00 · Rent							
5110-00 · Utilities	0	0	0	114	94	20	94
5140-00 · Repairs & Maintenance	0	0	0	21	120	(99)	120
5150-00 · Office - Cleaning	0	0	0	152	120	33	120
5100-00 · Rent - Other	0	0	0	1,062	2,964	(1,902)	2,964
Total 5100-00 · Rent	0	0	0	1,349	3,297	(1,948)	3,297
5310-00 · Telephone							
5320-00 · Telephone	0	0	0	908	571	337	571
Total 5310-00 · Telephone	0	0	0	908	571	337	571
5420-00 · Mail - USPS	0	0	0	79	50	29	50
5510-00 · Insurance/Bonding	0	0	0	138	259	(121)	259
5520-00 · Supplies	0	0	0	58	500	(442)	500
5610-00 · Depreciation	0	0	0	28	426	(398)	426
5700-00 · Equipment Support & Maintenance	0	0	0	131	680	(549)	680
5710-00 · Taxes, Licenses & Fees	0	0	0	0	473	(473)	473
5740-00 · Equipment Rental/Leasing	0	0	0	1,103	2,223	(1,120)	2,223
5800-00 · Training Seminars	0	0	0	0	500	(500)	500
5810-00 · Public Outreach	0	0	0	0	2,656	(2,656)	2,656
5941-00 · Research & Planning	0	0	0	375	375	0	375
8200-00 · Associate Relations	0	0	0	15	0	15	0
8500-00 · Credit Card Fees	0	0	0	10	0	10	0
8700-00 · Automobile Expenses	0	0	0	116	500	(384)	500
8750-00 · Meals/Meetings	0	0	0	22	500	(478)	500
8810-00 · Dues & Subscriptions	0	0	0	2	1,646	(1,644)	1,646
8910-00 · Travel	0	0	0	0	250	(250)	250
Total Expense	0	0	0	25,532	39,767	(14,235)	39,767
Net Ordinary Income	0	0	0	21,031	6,796	14,235	6,796
Other Income/Expense							
Other Expense							
8990-00 · Allocated	0	0	0	4,091	6,796	(2,705)	6,796
Total Other Expense	0	0	0	4,091	6,796	(2,705)	6,796
Net Other Income	0	0	0	(4,091)	(6,796)	2,705	(6,796)
Net Income	0	0	0	16,940	0	16,940	0

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

51 - TMPI

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	3,403	3,403	0	10,210	10,210	0	17,016
Total Income	3,403	3,403	0	10,210	10,210	0	17,016
Gross Profit	3,403	3,403	0	10,210	10,210	0	17,016
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	0	140	(140)	99	489	(390)	769
5040-00 - P/R - Workmans Comp	12	5	7	37	19	18	30
5060-00 - 401 (k)	52	65	(14)	166	229	(63)	360
5070-00 - Other Benefits and Expenses	0	2	(2)	0	6	(6)	10
5000-00 - Salaries & Wages - Other	1,574	1,506	68	4,923	5,272	(349)	8,285
Total 5000-00 - Salaries & Wages	1,638	1,719	(80)	5,224	6,016	(791)	9,453
5100-00 - Rent							
5110-00 - Utilities	5			12			
5140-00 - Repairs & Maintenance	6			14			
5150-00 - Office - Cleaning	6			19			
5100-00 - Rent - Other	70	582	(512)	302	1,745	(1,443)	2,908
Total 5100-00 - Rent	87	582	(494)	347	1,745	(1,398)	2,908
5310-00 - Telephone							
5320-00 - Telephone	34			102			
5310-00 - Telephone - Other	0	58	(58)	0	173	(173)	288
Total 5310-00 - Telephone	34	58	(23)	102	173	(71)	288
5420-00 - Mail - USPS	0	10	(10)	19	30	(11)	50
5510-00 - Insurance/Bonding	5	20	(15)	15	60	(45)	100
5520-00 - Supplies	2	50	(48)	8	150	(142)	250
5610-00 - Depreciation	0			1			
5700-00 - Equipment Support & Maintenance	4	50	(46)	4	150	(146)	250
5710-00 - Taxes, Licenses & Fees	0	17	(17)	0	51	(51)	84
5740-00 - Equipment Rental/Leasing	33	30	3	113	90	23	150
8700-00 - Automobile Expenses	0	50	(50)	0	150	(150)	250
8750-00 - Meals/Meetings	1	50	(49)	1	150	(149)	250
8910-00 - Travel	0	100	(100)	0	300	(300)	500
Total Expense	1,806	2,735	(929)	5,834	9,064	(3,231)	14,533
Net Ordinary Income	1,597	668	929	4,376	1,145	3,231	2,483
Other Income/Expense							
Other Expense							
8990-00 - Allocated	1,375	500	875	3,287	1,500	1,787	2,483
Total Other Expense	1,375	500	875	3,287	1,500	1,787	2,483
Net Other Income	(1,375)	(500)	(875)	(3,287)	(1,500)	(1,787)	(2,483)
Net Income	222	168	54	1,089	(355)	1,443	0

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

60 - Membership

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 - Membership Dues	10,147	13,500	(3,353)	109,436	123,000	(13,564)	150,000
4201-00 - New Member Fees	0	0	0	75	75	0	75
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards							
4250-04 - Silent Auction	18,522	12,000	6,522	18,522	12,000	6,522	12,000
4250-05 - Sponsorships	12,440	6,500	5,940	12,440	6,500	5,940	6,500
4250-01 - Community Awards - Other	18,190	22,500	(4,310)	18,190	22,500	(4,310)	22,500
Total 4250-01 - Community Awards	49,152	41,000	8,152	49,152	41,000	8,152	41,000
4250-02 - Chamber Events	0	0	0	339	6,000	(5,661)	12,725
4250-03 - Summer/Winter Rec Luncheon	0	0	0	3,409	4,300	(891)	7,300
4251-00 - Tues AM Breakfast Club							
4251-01 - Tues AM Breakfast Club Sponsors	500	300	200	1,000	1,400	(400)	2,000
4251-00 - Tues AM Breakfast Club - Other	794	750	44	4,241	6,750	(2,509)	8,250
Total 4251-00 - Tues AM Breakfast Club	1,294	1,050	244	5,241	8,150	(2,909)	10,250
4250-00 - Revenues-Membership Activities - Other	0	175	(175)	1,274	1,575	(301)	1,925
Total 4250-00 - Revenues-Membership Activities	50,446	42,225	8,221	59,415	61,025	(1,610)	73,200
4252-00 - Sponsorships	0	0	0	1,000	0	1,000	0
4720-00 - Miscellaneous	0			15			
Total Income	60,593	55,725	4,868	169,942	184,100	(14,158)	223,275
Gross Profit	60,593	55,725	4,868	169,942	184,100	(14,158)	223,275
Expense							
5000-00 - Salaries & Wages							
5000-01 - In-Market Administration	(1,375)	(1,375)	0	(13,750)	(13,750)	0	(16,500)
5020-00 - P/R - Tax Expense	218	525	(307)	5,935	5,803	133	6,853
5030-00 - P/R - Health Insurance Expense	276	950	(674)	9,543	11,090	(1,547)	12,990
5040-00 - P/R - Workmans Comp	71	75	(4)	704	780	(76)	930
5060-00 - 401 (k)	116	320	(204)	2,323	3,145	(822)	3,785
5070-00 - Other Benefits and Expenses	3	93	(90)	132	658	(526)	844
5000-00 - Salaries & Wages - Other	3,768	7,800	(4,032)	72,417	81,950	(9,533)	97,550
Total 5000-00 - Salaries & Wages	3,077	8,388	(5,311)	77,305	89,676	(12,371)	106,452
5100-00 - Rent							
5110-00 - Utilities	18	50	(32)	434	500	(66)	600
5140-00 - Repairs & Maintenance	24	55	(31)	125	495	(370)	605
5150-00 - Office - Cleaning	25	75	(50)	695	855	(160)	1,090
5100-00 - Rent - Other	358	725	(367)	7,025	7,250	(225)	8,700
Total 5100-00 - Rent	425	905	(480)	8,280	9,100	(820)	10,995
5310-00 - Telephone							
5320-00 - Telephone	129	219	(90)	2,236	2,251	(15)	2,686
Total 5310-00 - Telephone	129	219	(90)	2,236	2,251	(15)	2,686
5420-00 - Mail - USPS	0	50	(50)	623	900	(277)	1,000
5510-00 - Insurance/Bonding	19	55	(36)	576	635	(59)	745
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	0	125	(125)	73	500	(427)	750
5520-00 - Supplies - Other	9	95	(86)	858	1,060	(202)	1,250
Total 5520-00 - Supplies	9	220	(211)	931	1,560	(629)	2,000
5610-00 - Depreciation	5	15	(10)	53	150	(97)	180
5700-00 - Equipment Support & Maintenance	17	55	(39)	642	1,215	(573)	1,325
5710-00 - Taxes, Licenses & Fees	0	0	0	1	150	(149)	200
5740-00 - Equipment Rental/Leasing	166	250	(84)	1,947	2,490	(543)	2,990
5800-00 - Training Seminars	0	0	0	0	1,250	(1,250)	1,250
6423-00 - Membership Activities							
6434-00 - Community Awards Dinner	23,897	10,000	13,897	23,919	18,500	5,419	18,500
6435-00 - Shop Local Event	0			295			
6436-00 - Membership - Wnt/Sum Rec Lunch	0	0	0	3,081	2,760	321	4,185
6437-00 - Tuesday Morning Breakfast Club	1,324	650	674	4,963	5,850	(887)	7,150
6441-00 - Membership - Miscellaneous Exp	0			10	0	10	0
6442-00 - Public Relations/Website	291	295	(4)	2,855	7,875	(5,020)	8,465
6444-00 - Trades	1,100	500	600	2,240	1,855	385	2,130
6423-00 - Membership Activities - Other	0	75	(75)	405	600	(195)	750
Total 6423-00 - Membership Activities	26,613	11,520	15,093	37,769	37,440	329	41,180
8200-00 - Associate Relations	0	25	(25)	93	225	(132)	275
8300-00 - Board Functions	0			156			
8500-00 - Credit Card Fees	210	195	15	2,061	2,190	(129)	2,580
8700-00 - Automobile Expenses	0	200	(200)	530	875	(345)	1,025
8750-00 - Meals/Meetings	0	40	(40)	0	360	(360)	440
8810-00 - Dues & Subscriptions	6	50	(44)	301	665	(364)	765
8920-00 - Bad Debt	651	661	(11)	15,890	9,359	6,531	10,330
Total Expense	31,326	22,848	8,477	149,393	160,490	(11,098)	186,418
Net Ordinary Income	29,267	32,877	(3,610)	20,549	23,610	(3,060)	36,857
Other Income/Expense							
Other Expense							
8990-00 - Allocated	4,170	2,475	1,695	27,336	26,769	566	31,857

2:25 PM

05/25/18

North Lake Tahoe Resort Association
Profit & Loss Budget Performance

Accrual Basis

60 - Membership

	<u>Apr 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Jul '17 - Apr 18</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
Total Other Expense	4,170	2,475	1,695	27,336	26,769	566	31,857
Net Other Income	(4,170)	(2,475)	(1,695)	(27,336)	(26,769)	(566)	(31,857)
Net Income	<u>25,097</u>	<u>30,402</u>	<u>(5,305)</u>	<u>(6,787)</u>	<u>(3,160)</u>	<u>(3,627)</u>	<u>5,000</u>

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

70 - Administration

	Apr 18	Budget	\$ Over Budget	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	3,572	2,561	1,011	28,150	28,172	(22)	33,295
5030-00 · P/R - Health Insurance Expense	1,096	2,586	(1,490)	11,214	28,446	(17,233)	33,618
5040-00 · P/R - Workmans Comp	339	154	186	2,656	1,690	966	1,997
5060-00 · 401 (k)	858	438	419	8,423	4,823	3,600	5,700
5070-00 · Other Benefits and Expenses	155	98	57	890	1,077	(187)	1,273
5000-00 · Salaries & Wages - Other	50,677	34,091	16,586	353,345	337,726	15,619	405,907
Total 5000-00 · Salaries & Wages	56,697	39,928	16,769	404,677	401,934	2,743	481,790
5100-00 · Rent							
5110-00 · Utilities	139	117	22	1,321	1,172	149	1,406
5140-00 · Repairs & Maintenance	558	375	184	2,965	3,522	(557)	4,271
5150-00 · Office - Cleaning	198	171	27	2,073	1,690	383	2,031
5100-00 · Rent - Other	2,469	1,807	662	21,835	17,397	4,437	21,012
Total 5100-00 · Rent	3,364	2,469	895	28,195	23,781	4,413	28,720
5310-00 · Telephone							
5320-00 · Telephone	857	1,088	(231)	7,823	10,435	(2,612)	12,611
5350-00 · Internet	0			25			
Total 5310-00 · Telephone	857	1,088	(231)	7,848	10,435	(2,587)	12,611
5420-00 · Mail - USPS	12	43	(31)	718	635	83	721
5510-00 · Insurance/Bonding	86	147	(61)	1,810	1,457	353	1,751
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	0	0	121	2,000	(1,879)	2,000
5520-00 · Supplies - Other	481	421	60	5,043	4,368	675	5,210
Total 5520-00 · Supplies	481	421	60	5,165	6,368	(1,204)	7,210
5610-00 · Depreciation	58	176	(118)	533	1,667	(1,133)	2,018
5700-00 · Equipment Support & Maintenance	3,019	311	2,708	5,443	3,218	2,225	3,840
5710-00 · Taxes, Licenses & Fees	1,197	667	530	10,206	6,907	3,300	8,240
5740-00 · Equipment Rental/Leasing	288	218	70	3,210	2,138	1,072	2,575
5800-00 · Training Seminars	0	0	0	2,644	6,180	(3,536)	6,180
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	940	1,000	(60)	8,540	8,000	540	10,000
5920-00 · Professional Fees - Accountant	5,353	2,000	3,353	23,400	22,000	1,400	22,000
5921-00 · Professional Fees - Other	6,431	0	6,431	7,931	3,750	4,181	3,750
Total 5900-00 · Professional Fees	12,724	3,000	9,724	39,871	33,750	6,121	35,750
6490-00 · Classified Ads	0	70	(70)	0	632	(632)	773
6701-00 · Market Study Reports/Research	0	70	(70)	0	632	(632)	773
8200-00 · Associate Relations	0	206	(206)	785	1,854	(1,069)	2,266
8300-00 · Board Functions	297	858	(561)	7,356	8,171	(816)	9,888
8500-00 · Credit Card Fees	0	0	0	160	48	112	0
8700-00 · Automobile Expenses	274	94	181	1,513	843	670	1,030
8750-00 · Meals/Meetings	63	125	(62)	521	1,141	(620)	1,391
8810-00 · Dues & Subscriptions	314	127	187	2,629	1,394	1,235	1,648
8910-00 · Travel	0	318	(318)	0	2,865	(2,865)	3,502
Total Expense	79,731	50,336	29,395	523,284	516,052	7,232	612,675
Net Ordinary Income	(79,731)	(50,336)	(29,395)	(523,284)	(516,052)	(7,232)	(612,675)
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	17			167			
Total Other Income	17			167			
Other Expense							
8990-00 · Allocated	(79,731)	(50,336)	(29,395)	(522,674)	(516,052)	(6,622)	(612,675)
Total Other Expense	(79,731)	(50,336)	(29,395)	(522,674)	(516,052)	(6,622)	(612,675)
Net Other Income	79,747	50,336	29,411	522,841	516,052	6,789	612,675
Net Income	17	0	17	(443)	0	(443)	0



MEMORANDUM

Date: May 24, 2018
TO: Board of Directors
FROM: Amber Burké
RE: Community Marketing Grant – West Shore Association

Action Requested:

Review and approve recommended \$10,000 Community Marketing Grant for the West Shore Association.

Background:

The West Shore Association (WSA) presented a recap of how they utilized the 16.17 Community Marketing Grant funds of \$10,000. They utilized the funds for a social media campaign, to update their website and for an e-blast campaign along with some targeted advertising to promote signature events on the West Shore. Through these efforts they had many successes including increasing their Facebook fans by 16%, their Instagram fans by 21% and their newsletter database by 6,369%. They also saw increased engagement across channels.

WSA also requested the \$10,000 Community Marketing Grant for the 17.18 fiscal year and presented their spending plan. The intention is to utilize the funds in a similar manner to continue to grow their email list, maintain scheduled emails promoting happenings and promotional giveaways. A small portion of this funds will be directed toward content creating for the eblasts including, gathering content from WSA members, blog writing that focuses on the area and other engaging content. Social media ads and website updates continue to remain a focus and they plan on allocating a large portion to that avenue. They also intend to continue assisting signature West Shore events with marketing.

The BACC unanimously approved WSA's proposal and \$10,000 grant.

Fiscal Impact:

The \$10,000 grant is already in the budget and allocated for this program.



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

WELCOME TO THE MAGICAL WEST SHORE.

Spend a day or two on the West Shore and you'll understand immediately why it's called the "Magical West Shore". Known for its beauty, history, and outdoor activities, there is so much to see and do on Lake Tahoe's Magical West Shore...you may never want to leave!

Lead by a volunteer board The West Shore Association is an organization of West Shore businesses and individuals working together to promote the "Magical West Shore" to residents and visitors. WSA represents our members as a voice to all of our various government agencies.

2016 – 2017 BACC Grant Request Review

WSA Social Media Campaign, Website and eBlast Campaign **\$6,500**

Update: With the funds provided by last year's grant request WSC created a new email account through MailChimp and began encouraging visitors to sign up via our website and social media. In addition we created a winter contest to drive email sign ups – anyone who submitted their email address was entered in a West Shore Getaway Drawing which was successful in obtain 841 email addresses. In addition two different email templates were created, one for members and one for visitors.

			Allocated	Spent
Social Media	Andria Gutierrez	Social M. Proposal	\$3,900.00	\$3,900.00
		Facebook & Instagram Ads	\$1,200.00	\$1,200.00
Website Updates		Member/Event updates	\$750.00	\$750.00
eBlast Campaigns		Template Creation	\$150.00	\$150.00
		Quarterly Newsletters	\$500.00	\$500.00

WSA Advertising Campaigns **\$3,000**

Update: The WSA continues to push Opening Day at the Lake by utilizing print advertising. Funds were also allocated to Tahoe Music Festival and Tahoe Dance Collective to help cover some cost of advertising. These two events have become West Shore staples over the last few years.

		Allocated	Spent
Opening Day/Lake	Local Media Placements including: The Weekly Moonshine Ink, Sierra Nevada Media	\$1,000	\$1,000
Tahoe Music Festival	Local Media Placements including: The Weekly Moonshine Ink	\$1,000	\$1,000
Tahoe Dance Collective	Local Media Placements Including: Sierra Nevada Media, The Weekly,	\$1,000	\$1,000



West Shore Association

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WSA Non Profit Support - Tahoe Maritime Museum Brochure Allocated \$500 **Spent \$500**
Update: The WSA did allocate the funds to the Maritime Museum to help produce their brochure which was then distributed throughout the area to help bring in guests. The Maritime Museum continues to be a large part of the West Shore culture.

Total Ask **\$10,000**

Social Media & Website Recap

	5/16 – 5/17	5/17 – 4/18	%	Total
FANS				
Facebook	6,978	8,062	16%	8,062
Instagram	13,400	16,200	21%	16,200
Twitter	1,297	1,370	6%	1,370
FACEBOOK				
CLICKS TO WEBSITE (from google analytics)	1,932	1,053	-45%	3,112
TOTAL LINK CLICKS (tahoewsa.com and other West Shore promoted links)	5,285	4,098	-22%	10,756
NEWSLETTER SIGN UP	13	841	6369%	854
REACH (TOTAL)				
Organic + Viral	3,702,500	3,986,700	8%	9,168,433
Paid	497,900	206,600	-59%	830,100
IMPRESSIONS (TOTAL)				
Organic + Viral	6,631,700	7,096,500	7%	16,522,500
Paid	500,600	210,300	-58%	837,500
ENGAGED USERS				
	302,400	353,700	17%	774,400



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ENGAGEMENT RATE	6.70%	7.84%	7.13%	7.13%
PAGE VIEWS	3,131	3,224	3%	7,949
				0
FACEBOOK + INSTAGRAM ADVERTISING				0
TOTAL SPEND	\$1,218.00	\$555.75	-54%	2,097
LIKES (SPEND)	\$376.00	\$0.00	-100%	476
Page Likes	1,518	0	-100%	2,019
Cost per Like	\$0.25	\$0.00	-100%	-
INSTAGRAM AD (SPEND)	\$787.00	\$264.94	-66%	1,239
Engagements	16,664	5,447	-67%	24,304
Cost per Website Click	\$0.05	\$0.05	0%	-
ENGAGEMENT (SPEND)	\$55.00	\$290.81	429%	382
Engagements	3432	4492	31%	8,143
Cost per Engagement	\$0.02	\$0.06	304%	-
TWITTER				
CLICKS TO WEBSITE	44	39	-11%	122
TOTAL LINK CLICKS (tahoews.com and other West Shore promoted links)	244	587	141%	1,066
IMPRESSIONS (TOTAL)	139,300	141,500	2%	397,900
Organic	77,141	141,500	83%	318,396
Paid	62,159	0	-100%	79,504
ENGAGEMENT RATE	1.35%	1.80%	33%	-
RETWEETS	181	245	35%	682
LIKES	662	1,367	106%	3,080
INSTAGRAM				
CLICKS TO WEBSITE	210	751	258%	987



West Shore Association

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LIKES	52,116	61,000	17%	142,393
Average LIKE per post	543	642	18%	1,381
WEBSITE				
Sessions	12,522	15,397	23%	32,932
Users	10,761	13,321	24%	28,453
Page Views	25,438	29,440	16%	66,231

2017 – 2018 BACC Grant Request

WSA Social Media Campaign, Website and eBlast Campaign

\$6,500

Our plan is to continue to grow our email list and send, at the minimum, biannual emails to our visitor list promoting happenings on the West Shore. In addition we plan on running a summer giveaway, similar to our winter giveaway, to encourage sign ups. A small portion of this fund will be directed toward content creating for the eblasts including, gathering content from WSA members, blog writing that focuses on the area and other engaging content. Social media ads and website updates continue to remain a focus for us and we plan on allocating a large portion of our money to this avenue.

Social Media	Andria Gutierrez	Social M. Proposal		\$3,500.00
		Facebook & Instagram Ads		\$1,550.00
Website Updates		Member/Event updates		\$750.00
eBlast Campaigns		Content Creation		\$200.00
		Quarterly Newsletters		\$500.00

WSA Advertising Campaigns

\$3,500

Similar to the previous year, the WSA will continue focusing print advertising towards marquee West Shore events such as Opening Day at the Lake, Lake Tahoe Music Festival and Lake Tahoe Dance Festival.

Opening Day at the Lake – Memorial Day Weekend

Opening Day at the Lake is a West Shore tradition, an official summer “kick off” that lets visitors know that shops are open and to stop by the West Shore. Advertising focuses on businesses that host deck opening parties and other events around Memorial Day.

Lake Tahoe Music Festival – August 21 – 26, 2018

The Lake Tahoe Music Festival 20-Piece Academy Orchestra is comprised of elite student musicians from across the United States under the direction of Maestro Timm Rolek. Five concerts are held over days during the month of August and consist of music, ballet, food, and wine.

Tahoe Dance Collective – Annual Lake Tahoe Dance Festival

The Lake Tahoe Dance Festival is a presentation of the Lake Tahoe Dance Collective, a 501c3 organization, whose mission is to promote classical, modern and contemporary dance of the finest quality in the Lake Tahoe area through performance, education and outreach, enriching the community as a whole and as a cultural destination. <http://www.laketahoeandancefestival.org/>



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Opening Day/Lake	Local Media Placements including: The Weekly Moonshine Ink, Sierra Nevada Media	\$1,000
Tahoe Music Festival	Local Media Placements including: The Weekly Moonshine Ink	\$1,000
Tahoe Dance Collective	Local Media Placements Including: Sierra Nevada Media, The Weekly,	\$1,000

WSA Non Profit Support - Tahoe Maritime Museum Brochure Allocated \$500 **Spent \$500**

The WSA plans on providing the Tahoe Maritime Museum with these funds to print a brochure focused on their offerings. This brochure will be distributed throughout the area to attract visitors to their location and the West Shore region.

Maritime Museum Mission: To stimulate an interest in, increase knowledge of, and maintain watercraft and marine artifacts significant in Lake Tahoe's maritime history through the highest standards of historic preservation, innovative interpretation and public education.

Total Ask **\$10,000**



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 5.23.18

TO: NLTRA Board of Directors
Finance Committee

FROM: Cindy Gustafson, CEO

RE: Budget Adoption FY 2018-2019

Action Requested:

Board of Directors' approval of attached FY 2018-2019 Budget - \$4.1 million.

Background:

Each year, at the beginning of April NLTRA receives a proposed TOT budget number from Placer County. This year we received a proposed amount of \$3,800,671 which was similar to last year's funding for marketing and promotions increased by 3%. In addition to the TOT funding, the budget includes revenue from memberships, merchandise sales, and commissions from conference sales - for a proposed budget total of \$4.1 million.

In developing this year's proposed budget, staff have spent extensive time evaluating last year's work plan, and results, as well as reviewing opportunities for changes and efficiencies. The attached draft budget will be reviewed in detail at your meeting Wednesday, May 30. We will have also have feedback from the Finance Committee, who meet on Tuesday May 29.

Fiscal Impact:

Direction of expenditures including: \$3.8 million of TOT funding, \$199,000 of Membership Funding and \$109,000 of other revenue toward operations and services of the NLTRA.

NLTRA

Proposed July 2018 - June 2019 TAHOE TOT BUDGET

Attachment C

TOURISM and VISITOR INFORMATION		TOURISM MASTER PLAN IMPLEMENTATION		TOTAL of Tourism & Visitor Information and TMPi CONTRACT	
	7/1/2017 - 6/30/2018		7/1/2017 - 6/30/2018		7/1/2017 - 6/30/2018
RESORT ASSOCIATION CONTRACT:				RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	\$ 824,178	Personnel/Overhead Cap - Direct Costs	\$ 9,453	Personnel/Overhead Cap - Direct Costs	\$ 833,631
G+A Cap - Indirect Costs	\$ 803,393	G+A Cap - Indirect Costs	\$ 7,563	G+A Cap - Indirect Costs	\$ 810,956
Research and Planning	\$ 7,250			Research and Planning	\$ 7,250
Direct Marketing/Programs	\$ 1,703,650			Direct Marketing/Programs	\$ 1,703,650
Special Event Funding	\$ 244,000			Special Event Funding	\$ 244,000
Community Marketing Fund	\$ 70,000			Community Marketing Fund	\$ 70,000
TOTAL - RESORT ASSOC CONTRACT	\$ 3,652,471		\$ 17,016	TOTAL - RESORT ASSOC CONTRACT	\$ 3,669,487

TOURISM and VISITOR INFORMATION	PROPOSED
	7/1/2018 - 6/30/2019
RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	865,266
G+A Cap - Indirect Costs	856,382
Research and Planning	5,000
Direct Marketing/Programs	1,589,823
Special Event Funding	513,225
Community Marketing Fund	80,000
<i>Less Other Revenues</i>	<i>(109,025)</i>
TOTAL - RESORT ASSOC CONTRACT	\$ 3,800,671

TOTAL CONTRACT	PROPOSED
	7/1/2018 - 6/30/2019
RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	865,266
G+A Cap - Indirect Costs	856,382
Research and Planning	5,000
Direct Marketing/Programs	1,589,823
Special Event Funding	513,225
Community Marketing Fund	80,000
<i>Less Other Revenues</i>	<i>(109,025)</i>
TOTAL - RESORT ASSOC CONTRACT	\$ 3,800,671

County Proposal for 7/1/18-6/30/19	\$ 3,800,670	\$ 3,800,670
Variance	\$ (1)	\$ (1)

Comparison to only Tourism & Visitor information portion of funding:

TOURISM and VISITOR INFORMATION	PROPOSED
	Budget FY 17/18
Marketing	2,622,654
Conference	297,050
VIC	340,705
Admin	565,697
<i>Admin Allocation to Membership</i>	<i>(25,436)</i>
TOTAL - RESORT ASSOC CONTRACT	\$ 3,800,670

	Projected FY17/18	Budget FY17/18
	2,426,073	2,522,831
	262,395	233,492
	298,150	329,211
	617,611	611,131
\$	3,604,229	\$ 3,696,665

	Actual 16/17
	2,311,377
	232,598
	278,081
	483,854
\$	3,305,910

ATTACHMENT A-2
FY 2018-19 LAKE TAHOE TOURISM MARKETING BUDGET
5/23/2018- DRAFT

NLTRA Budget Income	Marketing	Conference	Visitor Info	TOTALS
Placer County TOT Revenue	3,036,376	353,359	410,936	3,800,671
Other revenue		59,900	49,125	109,025
Total revenue	\$ 3,036,376	\$ 413,259	\$ 460,061	\$ 3,909,696

NON PROGRAM EXPENSES				
Personnel/Overhead Cap - Direct Costs	429,879	209,720	225,667	865,266
G+A Cap - Indirect Costs	541,668	80,320	234,394	856,382
SUBTOTAL	\$ 971,547	\$ 290,040	\$ 460,061	\$ 1,721,648

PROGRAM EXPENSES				
Research and Planning	5,000			5,000
Marketing Cooperative/Media	1,336,604	123,219		1,459,823
Community Marketing Programs (Grant Funding)	80,000			80,000
SUBTOTAL	\$ 1,421,604	\$ 123,219		\$ 1,544,823

SPECIAL EVENTS (See list below)	513,225			513,225
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OTHER PROGRAMS				
BACC Program Funding	80,000	-	-	80,000
Non Coop Marketing Programs	50,000	-	-	50,000
SUBTOTAL	130,000	-	-	130,000

TOTAL	\$ 3,036,376	\$ 413,259	\$ 460,061	\$ 3,909,696
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Special Events Breakdown	
Spartan	254,500
Autumn Food & Wine	37,375
Wanderlust	37,700
Tough Mudder	35,550
Tahoe Lacrosse Tournament	5,000
4th of July Fireworks	20,300
Freeride Festival	15,000
Hot August Nights Squaw Event	10,000
MTS - Mountain Travel Symposium	5,000
Broken Arrow Skyrace	20,000
Event Operations	8,000
No Barriers	12,400
Winter Wondergrass	19,400
New Event Development	33,000
\$ 513,225	

FY 2017/18 Annual NLT Marketing Coop Budget	
Revenue Sources	
NLTRA	1,459,823
IVCBVB	950,000
TOTAL	\$ 2,409,823

COOPERATIVE DIRECT EXPENSES	
Public Relations/Social Media	305,680
Leisure Sales	236,551
Conference Sales	294,320
Website Content Management	45,000
Website Maintainance	20,000
Consumer Marketing	1,159,048

COOPERATIVE PROGRAM EXPENSE	
Research	45,000
Regional Air Service Committee	100,000
DestiMetrics	33,350
CRM Subscription	10,000
Cooperative Programs(VLT.com)	51,000
Opportunistic/Content Campaigns	19,000
Film Festival	15,000
Fulfillment	13,000
Misc (Mileage, Tahoe Cam, HSVC, Entertai	17,874
Coop Event Sponsorship	45,000
TOTAL	\$ 2,409,823

North Lake Tahoe Resort Association Profit & Loss Budget Overview

July 2018 through June 2019

	11 - Marketing	30 - Conference	42 - VIC	60 - Membership	70 - Administration	TOTAL
	Jul '18 - Jun '19	Jul '18 - Jun '19	Jul '18 - Jun '19	Jul '18 - Jun '19	Jul '18 - Jun '19	Jul '18 - Jun '19
Ordinary Income/Expense						
Income						
4200-00 - Membership Dues				128,000.00		128,000.00
4205-00 - Conference Dues		9,900.00				9,900.00
4250-00 - Revenues-Membership Activities						
4250-01 - Community Awards						
4250-04 - Silent Auction				19,000.00		19,000.00
4250-05 - Sponsorships				13,000.00		13,000.00
4250-01 - Community Awards - Other				18,000.00		18,000.00
Total 4250-01 - Community Awards				50,000.00		50,000.00
4250-02 - Chamber Events				2,500.00		2,500.00
4250-03 - Summer/Winter Rec Luncheon				8,000.00		8,000.00
4251-00 - Tues AM Breakfast Club						
4251-01 - Tues AM Breakfast Club Sponsors				3,050.00		3,050.00
4251-00 - Tues AM Breakfast Club - Other				6,960.00		6,960.00
Total 4251-00 - Tues AM Breakfast Club				10,010.00		10,010.00
Total 4250-00 - Revenues-Membership Activities				70,510.00		70,510.00
4600-00 - Commissions						
4601-00 - Commissions - South Shore		20,000.00				20,000.00
4600-00 - Commissions - Other		30,000.00				30,000.00
Total 4600-00 - Commissions		50,000.00				50,000.00
46000 - Merchandise Sales						
4502-00 - Non-Retail VIC Income			9,500.00			9,500.00
46000 - Merchandise Sales - Other			95,000.00			95,000.00
Total 46000 - Merchandise Sales			104,500.00			104,500.00
Total Income	0.00	59,900.00	104,500.00	198,510.00		362,910.00
Gross Profit	0.00	59,900.00	104,500.00	198,510.00		362,910.00
Expense						
5000-00 - Salaries & Wages						
5000-01 - In-Market Administration	16,500.00			-16,500.00		0.00
5010-00 - Sales Commissions		7,600.00				7,600.00
5020-00 - P/R - Tax Expense	22,712.00	13,977.00	17,550.00	6,566.00	25,978.00	86,783.00
5030-00 - P/R - Health Insurance Expense	48,960.00	19,590.00	21,672.00	10,656.00	31,812.00	132,690.00
5040-00 - P/R - Workmans Comp	2,268.00	2,065.00	5,193.00	87.00	2,298.00	11,911.00
5060-00 - 401 (k)	12,978.00	6,657.00	6,924.00	3,145.00	13,322.00	43,026.00
5070-00 - Other Benefits and Expenses	2,008.00	1,004.00	1,225.00	792.00	2,000.00	7,029.00
5000-00 - Salaries & Wages - Other	324,453.00	158,827.00	173,103.00	78,636.00	333,048.00	1,068,067.00
Total 5000-00 - Salaries & Wages	429,879.00	209,720.00	225,667.00	83,382.00	408,458.00	1,357,106.00
5100-00 - Rent						
5110-00 - Utilities	1,620.00	840.00	7,650.00	605.00	1,476.00	12,191.00
5140-00 - Repairs & Maintenance	14,033.00	517.00	27,500.00	300.00	4,500.00	46,850.00
5150-00 - Office - Cleaning	2,700.00	1,223.00	2,847.00	1,177.00	2,497.00	10,444.00
5100-00 - Rent - Other	23,805.00	11,433.00	84,297.00	9,826.00	26,107.00	155,468.00
Total 5100-00 - Rent	42,158.00	14,013.00	122,294.00	11,908.00	34,580.00	224,953.00
5310-00 - Telephone						
5320-00 - Telephone	8,040.00	2,472.00	0.00	3,036.00	12,000.00	25,548.00
5310-00 - Telephone - Other			5,535.00			5,535.00
Total 5310-00 - Telephone	8,040.00	2,472.00	5,535.00	3,036.00	12,000.00	31,083.00
5420-00 - Mail - USPS	900.00	500.00	1,744.00	1,000.00	1,059.00	5,203.00
5510-00 - Insurance/Bonding	2,028.00	1,377.00	1,753.00	775.00	205.00	6,138.00
5520-00 - Supplies						
5525-00 - Supplies- Computer <\$1000	3,600.00	0.00	1,500.00	500.00	2,000.00	7,600.00
5520-00 - Supplies - Other	5,000.00	618.00	7,375.00	1,000.00	7,500.00	21,493.00
Total 5520-00 - Supplies	8,600.00	618.00	8,875.00	1,500.00	9,500.00	29,093.00
5610-00 - Depreciation	240.00	94.00	1,049.00	96.00	650.00	2,129.00
5700-00 - Equipment Support & Maintenance	3,500.00	1,685.00	3,600.00	672.00	3,955.00	13,412.00
5710-00 - Taxes, Licenses & Fees	0.00	96.00	155.00	200.00	12,500.00	12,951.00
5740-00 - Equipment Rental/Leasing	3,780.00	1,856.00	5,150.00	2,990.00	3,950.00	17,726.00
5800-00 - Training Seminars	4,500.00	0.00	5,000.00	1,950.00	5,000.00	16,450.00
5850-00 - Artist of Month - Commissions			5,500.00			5,500.00
5900-00 - Professional Fees						
5910-00 - Professional Fees - Attorneys	1,500.00				7,500.00	9,000.00
5920-00 - Professional Fees - Accountant					25,000.00	25,000.00
5921-00 - Professional Fees - Other	5,000.00			1,500.00	19,500.00	26,000.00
Total 5900-00 - Professional Fees	6,500.00			1,500.00	52,000.00	60,000.00
5941-00 - Research & Planning	5,000.00					5,000.00
6020-00 - Programs						
6016-00 - Special Event Partnership	50,000.00					50,000.00
6018-00 - Business Assoc. Grants	30,000.00					30,000.00
Total 6020-00 - Programs	80,000.00					80,000.00
6420-00 - Events						
6420-01 - Sponsorships						
6023-00 - Autumn Food & Wine	37,375.00					37,375.00

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

July 2018 through June 2019

	11 - Marketing	30 - Conference	42 - VIC	60 - Membership	70 - Administration	TOTAL
	Jul '18 - Jun 19	Jul '18 - Jun 19	Jul '18 - Jun 19	Jul '18 - Jun 19	Jul '18 - Jun 19	Jul '18 - Jun 19
6421-01 · 4th of July Fireworks	20,300.00					20,300.00
6421-04 · Broken Arrow Skyrace	20,000.00					20,000.00
6421-05 · No Barriers	12,400.00					12,400.00
6421-06 · Spartan	254,500.00					254,500.00
6421-07 · Tahoe Lacrosse Tournament	5,000.00					5,000.00
6421-08 · Tough Mudder	35,550.00					35,550.00
6421-09 · Wanderlust	37,700.00					37,700.00
6421-10 · WinterWonderGrass - Tahoe	19,400.00					19,400.00
6421-16 · Mountain Travel Symposium	5,000.00					5,000.00
Total 6420-01 · Sponsorships	447,225.00					447,225.00
6421-00 · New Event Development	58,000.00					58,000.00
6424-00 · Event Operation Expenses	8,000.00					8,000.00
Total 6420-00 · Events	513,225.00					513,225.00
6423-00 · Membership Activities						
6434-00 · Community Awards Dinner				27,500.00		27,500.00
6436-00 · Membership - Wnt/Sum Rec Lunch				5,000.00		5,000.00
6437-00 · Tuesday Morning Breakfast Club				7,150.00		7,150.00
6442-00 · Public Relations/Website				5,628.00		5,628.00
Total 6423-00 · Membership Activities				45,278.00	0.00	45,278.00
6730-00 · Marketing Cooperative/Media	1,336,604.00	123,219.00				1,459,823.00
6742-00 · Non-NLT Co-Op Marketing Program	50,000.00					50,000.00
6743-00 · BACC Marketing Programs						
6743-01 · Shop Local	20,000.00					20,000.00
6743-03 · Touch Lake Tahoe	20,000.00					20,000.00
6743-04 · High Notes	20,000.00					20,000.00
6743-05 · Peak Your Adventure	20,000.00					20,000.00
Total 6743-00 · BACC Marketing Programs	80,000.00					80,000.00
8100-00 · Cost of Goods Sold			49,875.00			49,875.00
8200-00 · Associate Relations	1,600.00	300.00	700.00	800.00	4,000.00	7,400.00
8300-00 · Board Functions					4,500.00	4,500.00
8500-00 · Credit Card Fees	0.00		3,658.00	3,000.00	0.00	6,658.00
8600-00 · Additional Opportunit	32,000.00				5,600.00	37,600.00
8700-00 · Automobile Expenses	1,500.00	0.00	750.00	933.00	3,000.00	6,183.00
8750-00 · Meals/Meetings	3,600.00	0.00	800.00	1,800.00	1,440.00	7,640.00
8810-00 · Dues & Subscriptions	3,500.00	1,000.00	2,000.00	420.00	3,300.00	10,220.00
8910-00 · Travel	5,500.00		1,100.00		0.00	6,600.00
Total Expense	2,622,654.00	356,950.00	445,205.00	161,240.00	565,697.00	4,151,746.00
Net Ordinary Income	-2,622,654.00	-297,050.00	-340,705.00	37,270.00	-565,697.00	-3,788,836.00
Other Income/Expense						
Other Expense						
8990-00 · Allocated	413,721.58	56,309.21	70,230.73	25,435.48	-565,697.00	0.00
Total Other Expense	413,721.58	56,309.21	70,230.73	25,435.48	-565,697.00	0.00
Net Other Income	-413,721.58	-56,309.21	-70,230.73	-25,435.48	565,697.00	0.00
Net Income	-3,036,375.58	-353,359.21	-410,935.73	11,834.52	0.00	-3,788,836.00



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 5.23.18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: Placer County Contract – FY 2018-2019

Action Requested:

Board of Directors' approval of Placer County Contract including Scope of Work and other attachments.

Background:

Since our founding in 1996, the NLTRA has received funding from Placer County for tourism promotions, visitor support services and infrastructure projects to enhance the built environment in eastern Placer County communities.

Last year, changes to our scope of work and services were negotiated through three separate contracts. The final 5-month contract was focused on tourism promotions, visitor support services and Tourism Master Plan Implementation. This contract for FY 2018-2019 continues the services as amended last year and begins the implementation of Placer County's Performance Based Contracting procedures through the attached Scope of Work.

Fiscal Impact:

Approval of this Contract includes attachments indicating previous item's budget approvals. Changes in the contract may result in incremental staff time and resources.

Attachments:

1. Draft Placer County Contract
Including:
 - *Attachment A – Scope of Work
 - *Attachment A-2 – Tourism Budget
 - *Attachment B – Payment Schedule
 - *Attachment C – Budget
 - *Attachment E – Reporting Schedule

*Attachments will be posted online and emailed prior to meeting



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 5.23.18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: Revisions to North Lake Tahoe Marketing Cooperative Participation Agreement

Action Requested:

Board of Directors' approval of attached North Lake Tahoe Marketing Cooperative Participation Agreement (Coop Agreement).

Background:

In October 2006, the North Lake Tahoe Resort Association entered into a cooperative effort with Lake Tahoe Incline Incline Village Crystal Bay Visitors Bureau for the purposes of marketing and promotion of the entire North Lake Tahoe region, including both Placer County, CA and Washoe County, NV.

Since that time, both organizations have contributed a significant proportion of their funding into a cooperative effort that is overseen per the attached Coop Agreement. The Coop has combined the marketing and promotions funding to enable much broader reach, more efficient use of funds, and increased opportunities.

During last year's negotiations with Placer County, the Board of Directors agreed to a task within the Scope of Work requiring changes in this agreement. The change requested was a revision to the procurement procedures to include that the Board of Directors of each organization approve expenditures. This change, as well as several others, are included in the attached document. The revisions include changes to:

- Procurement Process
- Equity Measurements
- Dispute Resolution
- other grammatical and clarification modifications.

Fiscal Impact:

There are no direct fiscal costs for these revisions. There may be incremental additional staff time and resources to comply with the revised procurement process.

Attachments:

1. Proposed agreement in final form.
2. Redline of existing agreement with changes.

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for July 1, 2018 - June 30, 2019

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services will include:

1. Organization Management/Administration and Support for Tourism Master Plan Implementation
2. Tourism Development Plan Implementation
3. Tourism Development Programs
4. Visitor Information Services

1. ORGANIZATION MANAGEMENT AND ADMINISTRATION

GOAL: Provide management and administrative functions for the organization.

Tasks:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
5. Implement new NLTRA.org website.
6. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community involvement in process and programs.
7. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan.
8. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.

Performance Indicators:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
 - a. Achieve full compliance with County contract, utilizing written memorandums to clarify contract and reporting requirements.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.

- a. Successful implementation of organizational goals and achievement of performance indicators in most cost-effective manner.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
 - a. Implementation of initial revisions to NLTRA's procedures to meet Placer County Performance Standards (two-year project).
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
5. Implementation of new NLTRA.org website.
 - a. Conduct RFP and full vetting procedure for creation of new website that includes functionality with Chambermaster and allows for ease of use by partners
6. Implementation of new committee organization.
7. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community involvement in process and programs.
 - a. Business community participation in CAP committee meetings and processes.
 - b. Achieve general business community support for CAP Committee review and recommendations to the Board of Supervisors.
8. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan including consideration of: increases in sales tax, increases in transient occupancy tax, and the establishment of a regional tourism business improvement district.
 - a. Funding strategy acceptance by governmental and business leaders for implementation of Tourism Master Plan priorities.
 - b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.
9. Proposed additional funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval by March, 2019.

2. TOURISM DEVELOPMENT

GOAL: In accordance with the strategic Tourism Development Plan, develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

Tourism Development Tasks:

1. Position North Lake Tahoe as a year-round/four season destination
2. Increase visitation during Spring and Fall, targeting Bay Area/Sacramento using events as a key driver
3. Increase mid-week visitation
4. Increase length of stay and visitor spending year-round
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
6. Increase the number of conference leads and bookings
7. Increase stakeholder communication and partnership opportunities
8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.

Performance Indicators:

1. Position North Lake Tahoe as a year-round/four season destination
 - a. Create two evergreen content articles per season that align with pillars identified in the Tourism Development Plan
 - b. Create new meetings and sales collateral showcasing year-round activities
 - c. Publish 2 blog posts per month to align with key themes and pillars
 - d. Create a destination video that highlights all offerings around North Lake Tahoe
 - e. Utilize sponsored event partnerships to extend reach of destination messaging
 - f. Develop a sales kit for tour operator and travel agent use
 - g. Develop and execute two trade marketing collaboratives in a tier 1 or tier 2 market

2. Increase visitation during Spring and Fall, targeting Bay Area/Sacramento using events as a key driver
 - a. Provide summary of sponsored events with ROI including report on event attendance, overnight stays and media exposure
 - b. Sponsor events that meet 3 of the 4 following criteria:
 - i. Number of room nights generated – greater than 100
 - ii. Average night stay – at least/greater than 2.5
 - iii. Media/PR value – greater than \$25,000
 - iv. Meet at least one of the brand pillars (wellness, arts/culture, culinary, outdoor recreation)
 - c. Host 2 group media FAMS one in spring and one in fall – 3-4 journalists each
 - d. Increase website visitation and social media followers from the Bay Area/Sacramento by 5%
 - e. Host at least 2 travel trade FAMs per year with targeted markets referenced in the Tourism Development plan in the fall and spring

3. Increase mid-week visitation

- a. Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
 - b. Increase ad equivalency of media placement in targeted International markets by 7%
 - c. Using Destimetrics data increase midweek lodging occupancy by 5%
 - d. Increase website visitation and time on site from flight markets by 5%
4. Increase length of stay and visitor spending year-round
- a. Conduct 15 leisure sales site inspections/sales missions
 - b. Increase product placement with receptive operators and brochure placement with international and domestic tour operators by 5%
 - c. Increase international spend in North Lake Tahoe (tracking by Visa Vue data) by 2%
 - d. Host at least two digital influencer FAMs that align with long haul destinations
 - e. Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
- a. Host at least two media FAMs per year from new markets, each one aligning to a specific season
 - b. Obtain at least one media placement in publication that is targeted to emerging markets identified in the Tourism Development Plan
 - c. Have presence at one event in a direct flight market
6. Increase the number of conference leads and bookings
- a. Increase total bookings over FY 17/18
 - b. Increase room nights generated through leads over FY 17/18
 - c. Increase leads in markets identified in the Tourism Development plan by 10%
 - d. Create a destination video specific to meetings industry
 - e. Attend at least 2 trade shows or events in emerging markets
 - f. Book one major industry event in North Lake Tahoe (CalSAE ELEVATE, Connect CA, etc.)
7. Increase stakeholder communication and partnership opportunities
- a. Create at least 4 opportunities where industry stakeholders can participate in a program they could otherwise not do on their own
 - b. Create and distribute monthly email and/or newsletter that highlights research insights, group bookings, social media metrics, travel trade insights and other pertinent information to interested parties
 - c. Host monthly partner calls during winter months to align communication efforts and strategies
 - d. Implement partnership funding program to increase exposure for local events

- e. Distribute international market information such as: market profiles, trends and state opportunities to industry members
8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.
 - a. Implement advertising effectiveness and ROI study
 - b. Create surveys to distribute during 4 events throughout the year – targeting each season
 - c. Continue using Destimetrics to forecast lodging occupancy data
 - d. Utilize Visa Vue data to inform target market priorities
- Quarterly progress report and schedule consistent with revised performance indicators.
 - Delivery of an annual report showcasing plan implementation and results
 - Complete an evaluation of the Conference department in Q1 to better understand shifts in technologies relating to reduced commissions and direct leads to best serve our lodging businesses

Annual Performance indicators can be amended with Placer County approval based on:

- Travel/Tourism industry best practices
- Prior year research results
- Consumer Marketing best practices
- Shifts when metrics are not achieved or as warranted based on market and/or product changes

4. VISITOR INFORMATION SERVICES

GOAL: Provide comprehensive information to visitors to eastern Placer County, as part of the North Lake Tahoe region, to enhance the visitor experience, reduce visitor impacts, encourage longer stays, return visitation, and increased economic activity.

Tasks:

1. Provide 364 days of operation of the Tahoe City Visitors Center.
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
7. Increase net revenue for Visitor Center.
8. Ensure proper signage and décor is in place to entice visitation at the Visitors Center

Performance Indicators:

1. Provide 364 days of operation of the Tahoe City Visitors Center.
 - a. Provide 3 new programs to increase visitors served in visitor information centers over FY2017-2018.
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
 - a. Increase days of operations at Kings Beach State Recreation Area (summer season) to seven days per week.
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide.
 - a. Increase distribution of Visitors Guide by including in various gift bags and at events; kiosks within regional airports.
 - b. Maintain information kiosk in the RSCVA (downtown Reno) and determine costs for adding a kiosk in the Reno-Tahoe International Airport and Sacramento International Airport.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
 - a. Develop bi-annual training programs in the Visitors Center.
 - b. Update or change, publish and distribute eastern Placer County, as part of the North Lake Tahoe region, Neighborhood Maps.
5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
 - a. Develop updated training videos for front line hospitality staff
 - b. Provide a final report on hospitality training which includes number of staff who have completed the training and their feedback on content.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
 - a. Develop a customer service survey for guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.
 - b. Complete report on customer survey results; prepare recommendations.
7. Increase net revenue for Visitor Center.
 - a. Evaluate sales from Mobile VIC Units (Kings Beach; Booth)
 - b. Review, change inventory, and product mix to increase net revenue for Visitor Center by 3% over FY 2017-18.
 - c. Evaluate inventory and determine sales strategy to increase revenue
 - d. Identify retail training opportunities.
8. Ensure proper signage and décor is in place to entice visitation at the Visitors Center

- a. Amplify experiential offerings, signage, swag and beautification of the mobile booth; add POS component to increase off-site sales
- b. Enhance Visitors Center with larger conference/meeting/event space, appropriately designed retail space and film features to entice customers to stay longer and engage with visitor information.

3. TOURISM DEVELOPMENT PROGRAMS

GOAL: Develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

a) Public / Media Relations

Tasks:

- Increase public and media awareness of eastern Placer County, as part of the North Lake Tahoe region, as a premier year-round active and family travel destination.
- Support business partner initiatives around seasonal and year-round efforts.
- Generate editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips.
- Provide assistance to journalists on assignment in eastern Placer County, as part of the North Lake Tahoe region.
- Frequently update content for the media center and blog on GoTahoeNorth.com.
- Remain up to date on consumer travel trends to revise and update media relations plan as needed and appropriate.

Performance Indicators:

- Increased dollar impact of media year over year.
- Increased number of media outlets contacted year over year.
- Increase advertising equivalency of public relations efforts by 7% over prior year same period.
- Increase number of media contacts and press releases downloaded from GoTahoeNorth.com by 5% over prior year same period. Increase references to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe by 10% over prior year same period.

b) Social Media

Tasks:

- Increase public awareness of eastern Placer County, as part of the North Lake Tahoe region.
- Increase followers and engage viral community.

Performance indicators:

- Increase number of social media followers by 15% over prior year same period.
- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to prior year same period.

- c) Website - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of eastern Placer County, as part of the North Lake Tahoe region.

Tasks:

- Regularly update GoTahoeNorth.com with content designed to engage travelers and inspire year-round and mid-week visitation to eastern Placer County, as part of the North Lake Tahoe region.
- Include information that a visitor would need to book a trip to eastern Placer County, as part of the North Lake Tahoe region, and find information to enhance their visit while in market.

Performance indicators:

- Increase total annual unique visitors to website by 5% over prior year.
- Increase average length of stay on the website by 10% over prior year.
- Increase number of lodging referrals by 5% over prior year.

- d) Group and Conference Sales:

The program shall include a focus on increasing awareness in the national and regional meetings industry of eastern Placer County, as a part of the North Lake Tahoe region, as a premier meeting, conference and sporting destination.

Tasks:

- Increase the number of group meetings and conferences held at North Lake Tahoe each year.
- Promote eastern Placer County, as part of the North Lake Tahoe region at industry trade shows and events.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets.
- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.
- Increase awareness in new markets identified in Tourism Development plan.

Performance Indicators:

- Increase total leads by 10% over FY 2016-17.
- Increase booked revenue by 5% over FY 2016-17.
- Increase number of request for proposals submitted through GoTahoeNorth.com website by 10% over in FY 2016-17.
- Contract with at least one major meetings industry customer event to eastern Placer County, as part of the North Lake Tahoe region. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers.
- Increase leads in new markets identified in Tourism Development Plan by 10% over FY 2016-17.
- Increase total room nights over FY 2016-17.
- Increase room nights generated through leads over FY 2016-17.

e) Leisure Sales

The program shall focus on building national and international tourism business for eastern Placer County, as part of the North Lake Tahoe region, through trade shows, familiarization tours, promotional programs and training for travel/reservation agents.

Tasks:

- Identify opportunities among multiple distribution channels to promote eastern Placer County as part of the North Lake Tahoe region including: 1) direct to consumer vacations; 2) travel agent vacation products; and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.
- Host at least two travel trade FAMs per year with markets we have targeted, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.
- Strengthen relationships with international offices to drive tourism year round and mid-week during winter and summer seasons.
- Monitor brochure information and online information to ensure year round messaging.
- Increase eastern Placer County lodging contracts with 3rd party re-sellers in order to generate more incentive for long term visitation.

Performance Indicators:

- Conduct (10) Leisure Sales site inspections and sales missions promoting North Lake Tahoe.

- Increase newsletter database of travel agents located outside the four hour drive market by 10% over FY 2016/2017.
- Update the leisure sales tracking program with selected OTA's and domestic wholesale tour operators quarterly in order to track peak and non-peak room nights.
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase travel industry database by 10% over FY 2016/2017.

f) Special Events & Communications

These programs will support the development, implementation, promotion and communications of special events held in eastern Placer County, as part of the North Lake Tahoe region, and will attract new events to the destination. The programs shall focus on attracting events that take place within the identified strike zones and are tied to initiative areas. Staff will assist in communicating the local impacts of each event.

Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional benefits are received.
- Communicate to event producers of sponsored events what permits are required and the appropriate submission deadlines, at least 90 days prior to event date.
- Assist event producers in completion of final event report including tracking measurements necessary to determine event ROI for all sponsored special events.
- Assist in facilitating event surveys for the duration of this contract.
- Coordinate visitor information booths at regional sponsored events when applicable/appropriate.
- Administer, oversee and execute the Special Event Partnership Funding program.
- Research and bring information to the Marketing Committee and Board of Directors on options to revise the current Special Event Strategy.

Performance Indicators:

- Implementation of new Special Event Partnership Funding program.
- Summary of sponsored events in October 2017 – March 2018 with ROI including report on event attendance, overnight stays and media exposure.
- Revised and Board approved Special Events Strategy

Communications Tasks:

- Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
- Create and distribute a toolkit for event producers including local and regional media information, North Lake Tahoe social handles and hashtags, and destination information.

- Develop and manage a centralized organizational media resource library.
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of Business Association and Chamber Collaborative marketing campaigns.

Performance Indicators:

- Distribute event notifications after sponsorships are approved by the Resort Association Board of Directors and on a quarterly basis via email.
- Produce and distribute Toolkit for use by event producers.

**NORTH LAKE TAHOE MARKETING COOPERATIVE
PARTICIPATION AGREEMENT**

This NORTH LAKE TAHOE MARKETING COOPERATIVE PARTICIPATION AGREEMENT ("**Agreement**") dated as of the first day of July 2018 is entered into by, between and among the Participants (as defined below).

RECITALS:

WHEREAS, the Participants are comprised of public non profit corporations which receive Transient Occupancy Tax ("**TOT**") funds from their respective local political jurisdictions for the purposes of marketing the North Lake Tahoe (Exhibit A) region and desire to join together to contribute funds to market and position the region as one tourism destination through a North Lake Tahoe Marketing Cooperative ("**NLTMC**").

WHEREAS, the Participants desire to develop and implement on the terms and conditions set forth herein a NLTMC marketing plan to support the North Lake Tahoe hospitality industry by establishing an overall resort destination identity.

WHEREAS, to develop and implement this marketing plan the Participants agree to establish a Cooperative Marketing Committee ("**CMC**") and to elect representatives to serve on the CMC to coordinate this cooperative effort.

NOW, THEREFORE, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Participants agree as follows:

AGREEMENT:

1. DEFINITIONS.

1.1 Participants: The term "**Participants**" shall refer to the following organizations:

(i) The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, a Nevada non-profit corporation ("**LTIVCBVB**");

(ii) North Lake Tahoe Resort Association, a California public benefit non profit corporation ("**NLTRA**");

1.2 North Lake Tahoe Marketing Cooperative: The NLTMC as established by the Participants as a cooperative agreement.

1.3 Cooperative Marketing Committee: The committee established by the Participants to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize a Regional Cooperative Marketing Plan ("Plan") and oversee Plan implementation, using the budget resources identified and approved by the Participants. The CMC shall oversee the Plan by providing direction and oversight to the Plan Administrators. The Plan shall not be effective unless and until approved by the Boards of each Participant.

Subject to Section 8, below, each Participant will select four individuals to serve as voting members of the CMC ("**Voting Member**") CMC meetings shall be noticed and conducted in accordance with the Nevada Open Meeting Law and in accordance with those requirements of NLTRA's agreement with Placer County, and held at least once each quarter, or as needed, at the discretion of the CMC Chairperson, based on marketing initiatives or programs requiring CMC discussion, direction, or action in the form of a vote.

1.4 CMC Chair & Vice-Chair: The Chair ("**Chair**") and Vice-Chair ("**Vice-Chair**") shall be elected on an annual basis by a majority of the voting members of the CMC, subject to conditions in Section 9, Paragraph 1.

1.5 Co-Plan Administrators. Participants shall each designate a representative to serve as NLTMC Co-Plan Administrators ("Plan Administrators") throughout the term of this Agreement, at the discretion of the CMC. The Plan Administrators shall manage the CMC approved Plan implementation. The Plan Administrators shall update the CMC at all regularly scheduled meetings and provide additional updates as required, depending on programs or as directed by the CMC Chair. The Plan Administrators shall be responsible for (i) identifying and retaining the services of such persons, firms and organizations to provide creative and other necessary support to develop and implement the Mission Statement and the Plan; (ii) identifying and implementing sales and marketing projects to achieve the goal of the Mission Statement and Plan and set forth in sections 2 and 3 of this Agreement, respectively; (iii) identifying and supporting strategies, organizations and businesses that are cooperative with, or further the Mission Statement and the Plan. In addition, the Plan Administrators shall authorize invoices and payments consistent with the Plan and ensure financial accountability to both the CMC and the Participants.

1.6 Co-Budget Administrators Participants shall each designate a representative to act as NLTMC Co-Budget Administrators ("Budget Administrators") at the discretion of the CMC. The role of the Budget Administrators is to (i) ultimately authorize payments in accordance with the approved CMC Budget subsequent to plan administrators' approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC. The NLTRA will

perform all bookkeeping and accounting services and an annual independent review of the NLTMC financial accounts.

1.7 Limited Partners. New Limited Partners (LP) may be accepted at any time upon the approval of all existing Participants in the NLTMC, provided that the new LP agrees in writing to terms and conditions as specified by existing participants and as warranted by the extent of financial contributions.

2. MISSION STATEMENT. The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. REGIONAL COOPERATIVE MARKETING PLAN The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. FUND CONTRIBUTION. Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds.

5. TERM. This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term. Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be maintained at a level of at least 75% of the contribution, of each Participant, at the time

of notice of intent to cancel. It is further agreed by the Participants that either party hereto may request a review/modification of this agreement upon a 60 day written notice to the other.

6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of Directors of each Participant, to include the Executive Director ("CEO") of each Participant, at least one (1) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant Board of Directors.

9. **VOTING AND VOTING PROCEDURES.** All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members of which a minimum of two (2) people will be present from each participating organization. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 **Chair.** The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. The Vice-Chair shall assist the Chair in duties as directed by the Chair and the CMC Board. The term of the Chair and Vice-Chair shall be one (1) year. The Chair and Vice-Chair position shall be filled by one member from each Participant. The Chair and Vice-Chair positions shall rotate between Participants on a yearly basis.

10. **MISCELLANEOUS.**

10.1 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 **Entire Agreement.** This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 **Governing Law.** This Agreement will be governed by, interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 **Severability.** The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

10.5 Counterpart. This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

The Participants have executed this Agreement to be effective as of the date first written above.

10.6 NRS Compliance This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

10.7 Precedence In Conflicting Documents. It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

10.8 Partner Equity . Participants agree to develop, measure and report performance of all marketing and promotions efforts through mutually-agreed upon criteria. Such performance measures may be adjusted and augmented as new technology and information becomes available. These agreed upon performance measures will continue the current Conference Equity measurements and add consideration of other mutually-agreed criteria to ensure fair and equitable representation of both Participants' interests.

10.9 Procurement. Participants understand that they operate under different reporting and procurement requirements from their respective funding agencies. In order for NLTMC to effectively operate, the Participants agree that the most restrictive requirements of either of the Participants' funding agencies will be met. As of the date of this Agreement, NLTRA's requirements from Placer County are more restrictive; therefore, to the extent Placer County TOT funding is expended by the NLTMC, the procurement procedures identified in NLTRA's contract with Placer County and specified in NLTRA's Supplemental Operating Procedures Competitive Bidding Policy (Attachment A) will be followed by the NLTMC. If LTIVCBVB's requirements change or if there is a conflict between LTIVCBVB's procurement procedures and NLTRA's requirement, both Participants agree to meet and confer to resolve the issues and determine the appropriate procedures to follow.

10.9A Local Vendor Opportunity

The North Lake Tahoe Marketing Cooperative shall procure goods and services in a manner that ensures the best value for the organization,

considering cost and quality (or expertise in the case of professional services), giving opportunities whenever possible to vendors and businesses that are based within the local geographic region.

10.9B Urgency Procurement Processes

From time to time, opportunities or situations arise that may require an expedited procurement process. In these situations, the Participants agree that the CEO's of each organization will work with their respective Chairs and NLTMC committee members to authorize funds not to exceed \$25,000 of Placer County TOT funds. If more than \$25,000 of Placer County TOT funds is required, both Participants agree that the Executive Committees of both Participants will be authorized to review and approve such expenditures and report back to their respective Boards. The use of this process is understood to be infrequent and only used as it is determined that time is of the essence.

10.10 Governance. Representatives from the respective marketing committees and boards who are elected to serve on the NLTMC will have responsibility and authority to represent their respective constituents in regards to marketing direction and expenditures. It will be the responsibility of those NLTMC board members to fully represent the perspective of their constituents and to report back to their respective committees and boards of any action taken on their behalf. If there is majority disagreement with any particular representative regarding votes taken or decisions made, then that representative may be asked to step down from their position on the NLTMC board with a majority vote of their representative body.

10.11 Dispute Resolution. The parties agree that in the event of a dispute or claim arising between them out of this Agreement or any resulting transaction they shall first undertake the dispute resolution procedures set forth herein.

10.11.1 Informal Dispute Resolution. In order to initiate the informal dispute resolution process, the CEO of the aggrieved party shall provide notice of the dispute or claim to the CEO of the other party and request resolution of the dispute or claim pursuant to this dispute resolution procedure.

(1) Within five (5) days of receipt of notice of a dispute or claim by either party, the parties' CEOs shall meet to attempt to resolve the dispute.

(2) In the event the CEOs fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall, within five (5) days of the CEOs meeting, provide a written notice to the other party requesting that the executive committees of each party meet and attempt to resolve the dispute. The executive committees of each party shall meet within five (5) days of receipt of the notice.

(3) In the event the executive committees fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall within five (5) days of

the CEOs meeting, provide a written notice to the other party requesting that the Board of Directors of each party meet and attempt to resolve the dispute. The Board of Directors shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of the notice.

10.11.2 Formal Dispute Resolution. The parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the informal dispute resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive Nevada law. In all other respects, the arbitration shall be conducted in accordance with Nevada Mediation and Arbitration Act, NRS §§ 38.015 et seq. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The parties shall have the right to discovery in accordance with Nevada Revised Statute § 38.087 and Part V, Subpart A of the Nevada Supreme Court Rules (Nevada Arbitration Rules). The award may be vacated or corrected on appeal to a court of competent jurisdiction for any error in applying substantive Nevada law. The arbitration shall take place in Tahoe City or Incline Village, to be determined by the party who received the initial notice of dispute, unless the parties agree to a different location.

**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT
VB ASSOCIATION**

By: _____

By: _____

Its: _____

Its: _____

Date: _____

Date: _____

ATTACHMENT A

Procurement Policy

The following is the official NLTRA Procurement Policy, adopted by the Board of Directors.

Competitive Bidding Process

To the extent monies received for projects and programs are expended by the North Lake Tahoe Resort Association (NLTRA), or a third party under contract/grant from the NLTRA, for service and support in any amount greater than \$25,000, the NLTRA or third party shall utilize a competitive bidding or procurement process, and provide documentation of process to include award determination. This process is intended to ensure that the work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the projects and programs are accomplished in the most cost-effective manner. The applicability of this policy includes consecutive or phased projects and programs where services are provided by a single entity. This is also applicable to products or services that exceed the \$25,000 threshold in aggregate over the course of a fiscal year.

The competitive bidding process requires a minimum of two quotes or bids in writing for a similar product or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. Or, in the case of third party contractors/ vendors, the process must be thoroughly defined if different criteria are being used than NLTRA uses.

Considerations for competitive bidding selection may include but not be limited to:

- Thoroughness and accuracy of submitted proposal
- Geographic distance leading to higher costs for out of area vendor
- Familiarization with scope of work and appropriate demonstrated skills
- Quality of references from prior customers
- Qualification for local vendor preference
- Timing and schedule to perform services
- Cost proposal for provision of requested services or goods
- Acceptable criteria being used by contractor/vendor for selection of any subcontractors/third-party vendors.

Exceptions to Competitive Bidding Process

NLTRA will always strive to purchase and contract competitively, however, except as otherwise directed by law or Placer County, competitive bidding is not required for the following purchases:

- Sole source procurement, defined as an award for a service or commodity which can only be purchased from one supplier/vendor, usually because of its technological, specialized, unique character or proprietary nature.
- When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to renew a contract award from the previous contract period, based on satisfactory service and reasonable prices, to avoid the interruption of business and/or based on good business sense.
- When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to extend an existing service or contract within direction

of original scope of work/contract. This would require an amendment to the scope of work and contract.

- Training, seminars or classes.
- Information technology, telecommunications, and reprographic parts, services and equipment, software, installation, maintenance and training except as otherwise directed by law.
- Whenever State law expressly authorizes execution of professional services contracts for expert and professional services involving extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training acquired by course of study or equivalent experience such as but not limited to accountants, attorneys, planners, architects, surveyors, and engineers.

When applying this determination for exemption to competitive bidding process, a written determination must be completed and included in the contract of the NLTRA or the contractor/vendor acting as a third party contractor. A determination form is included in this policy.

This policy is not applicable when the project, program, service and/or support are being provided directly by a government entity or non-profit public benefit corporation that does not compete with other potential service providers.

However, if the government entity or non-profit benefit corporation sub-contracts any portion of the contract to a third party entity, a competitive bidding process shall be utilized as stated within the parameters of this policy. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work with milestones for completion and contract. Contract language referring to the above will be inserted in all contracts by NLTRA or contractor/vendor acting as a third party contractor, and will be included in all funding application criteria.

This policy is not applicable to the following membership/ partnership organizations: Regional Air Service Corporation and Sierra Ski Marketing Council.

Sample Contract Language

"In participating in this Funding Agreement, we would like to clarify that to the extent Placer County TOT funding is expended by the NLTRA or by a third party under contract/grant from the NLTRA to provide project, program, service and/or support in any amount greater than \$25,000, the NLTRA shall utilize and require any third party to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.

The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the

NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work, including milestones for completion, and inserted in all contracts prepared by NLTRA and/or contractor/vendor acting as a third party contractor. This provision is applicable to a government entity/non-profit benefit corporation, under contract with NLTRA to provide a project, program, service, and/or support, that sub-contracts any portion of the contract to a third party entity. It is not applicable to NLTRA cooperative programs with membership/partnership organizations, such as RASC, SSAC, and Ski Lake Tahoe which qualify for competitive bid exemptions. For additional information, please refer to the NLTRA *Supplemental Operating Procedures and Policies.*”

Determination for Possible Competitive Bidding Exemption

Contractor/Vendor Information

Business _____ Contact _____
Address _____ E-mail _____
Phone _____

NLTRA Information

Department _____ Staff _____
Third Party Contractor Yes _____ No _____ NLTRA Contractor _____

NLTRA and its contractors will always strive to purchase and contract competitively, however, except as otherwise directed by law or Placer County, competitive bidding may be exempted for the following purchases and services: (please mark all that apply)

_____ Sole source procurement being defined as an award for a service or commodity which can only be purchased from one contractor/vendor, usually because of its technological, specialized, unique character or proprietary nature.

_____ When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to renew a contract award from the previous contract period, based on satisfactory service and reasonable prices, to avoid the interruption of business and/or based on good business sense.

_____ When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to extend an existing service or contract within direction of original scope of work/contract. This would require an amendment to the scope of work and contract.

_____ For Training, seminars or classes.

_____ For Information technology, telecommunications, and reprographic parts, services and equipment, software, installation, maintenance and training except as otherwise directed by law.

_____ Whenever State law expressly authorizes execution of professional services contracts for expert and professional services involving extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training acquired by course of study or equivalent experience such as but not limited to accountants, attorneys, planners, architects, surveyors, and engineers.

Provide an explanation below for any of the items checked above, and attach any necessary documentation:

Signature of Department Staff/Date

Signature of Supervisor/Date

REDLINE

**NORTH LAKE TAHOE MARKETING COOPERATIVE
PARTICIPATION AGREEMENT**

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subsequent to plan administrators' approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC. The NLTRA will perform all bookkeeping and accounting services and an annual independent -review of the NLTMC financial accounts.

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2. **MISSION STATEMENT.** The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. **REGIONAL COOPERATIVE MARKETING PLAN** The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. **FUND CONTRIBUTION.** Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. ~~Each Participant agrees to annually contribute a minimum of 45% of their total marketing budgets. This percentage is subject to review and adjustment on an annual basis to coincide with the budgeting process for both participants.~~ The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds.

5. **TERM.** This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term.

Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be maintained at a level of at least 75% of the contribution, of each Participant, at the time of notice of intent to cancel. It is further agreed by the Participants that either party hereto may request a review/modification of this agreement upon a 60 day written notice to the other.

6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of

Directors of each Participant, to include the Executive Director ("CEO") of each Participant, at least one (1) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant Board of Directors.

9. VOTING AND VOTING PROCEDURES. All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members of which a minimum of two (2) people will be present from each participating organization. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 Chair. The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. ~~The term of the Chair shall be one (1) year. The position shall rotate between the participants on a yearly basis. The Vice-Chair shall assist the Chair in duties as directed by the Chair and the CMC Board. The term of the Chair and Vice-Chair shall be one (1) year. The Chair and Vice-Chair position shall be filled by each by with one member from each Participant. The Chair and Vice-Chair positions shall rotate between Pparticipants on a yearly basis.~~

10. MISCELLANEOUS.

10.1 Binding Effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 Entire Agreement. This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 Governing Law. This Agreement will be governed by,

interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 Severability. The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

10.5 Counterpart. This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

The Participants have executed this Agreement to be effective as of the date first written above.

10.6 NRS Compliance This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

10.7 Precedence In Conflicting Documents. It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

~~10.8 Partner Conference Equity . Participants agree to develop, measure and report performance of all marketing and promotions efforts through mutually-agreed upon criteria. Such performance measures may be adjusted and augmented as new technology and information becomes available. These agreed upon performance measures criteria will continue the current Conference Equity measurements and add consideration of other mutually-agreed criteria to ensure fair and equitable representation of both Participants' interests.~~

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~~10.7.1 Conference Equity. To meet concerns voiced by Placer County staff and lodging properties, the NLTRA board has agreed to measure certain criteria annually and provide this information as contractually determined to Placer County. The conference equity calculation agreed upon by NLTRA and Placer County is as follows:~~

- ~~1. Conference room nights booked by County will be used as the basis for determining expense parity. This accounts for the natural disparity in room inventory and fluctuations in room rates;~~
- ~~2. A three year rolling average of Conference Expense to Conference Revenue Percentage experienced by County as~~

well as a three-year rolling average of Conference Expense to Room Revenue will be calculated.

3. If the results of the calculations fall within one standard deviation, based on a statistical inference, parity is achieved. If a lack of parity continues for a period of three years, then an expanded data set will be tested to include four years back and one year forward. If a lack of parity is determined for the expanded test data, then NLTRA and Placer County staff will meet to determine next steps.

10.98 Procurement. Participants understand that they operate under different reporting and procurement requirements from their respective funding agencies. In order for NLTMC to effectively operate, the Participants agree that the most restrictive requirements of either of the Participants' funding agencies will be met. As of the date of this Agreement, NLTRA's requirements from Placer County are more restrictive; therefore, so that to the extent Placer County TOT funding is expended by the NLTMC, the procurement procedures identified in NLTRA's contract with Placer County and specified in NLTRA's Supplemental Operating Procedures Competitive Bidding Policy (Attachment A) will be followed by the NLTMC. If LTIVCBVB's requirements change or if there is a conflict between LTIVCBVB's procurement procedures and NLTRA's requirement, both Participants agree to meet and confer to resolve the issues, and determine the appropriate procedures to follow.

10.9A Local Vendor Opportunity

The North Lake Tahoe Marketing Cooperative shall procure goods and services in a manner that ensures the best value for the organization, considering cost and quality (or expertise in the case of professional services), giving opportunities whenever possible to vendors and businesses that are based within the local geographic region.

10.9BA Urgency Procurement Processes

From time to time, opportunities or situations arise that may require an expedited procurement process. In these situations, the Participants agree that the CEO's of each organization will work with their respective Chairs and NLTRMC committee members to authorize funds not to exceed \$25,000 of Placer County TOT funds. If more than \$25,000 of Placer County TOT funds is required, both Participants agree that the Executive Committees of both Participants will be authorized to review and approve such expenditures and report back to their respective Boards. The use of this process is understood to be infrequent and only used as it is determined that time is of the essence.

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10.1098 Governance. Representatives from the respective marketing committees and boards who are elected to serve on the NLTMC will have responsibility

and authority to represent their respective constituents in regards to marketing direction and expenditures. It will be the responsibility of those NLTMC board members to fully represent the perspective of their constituents and to report back to their respective committees and boards of any action taken on their behalf. If there is majority disagreement with any particular representative regarding votes taken or decisions made, then that representative may be asked to step down from their position on the NLTMC board with a majority vote of their representative body.

10.110 Dispute Resolution. The parties agree that in the event of a dispute or claim arising between them out of this Agreement or any resulting transaction they shall first undertake the dispute resolution procedures set forth herein.

10.110.1 Informal Dispute Resolution. In order to initiate the informal dispute resolution process, the CEO of the aggrieved party shall provide notice of the dispute or claim to the CEO of the other party and request resolution of the dispute or claim pursuant to this dispute resolution procedure.

(1) Within five (5) days of receipt of notice of a dispute or claim by either party, the parties' CEOs shall meet to attempt to resolve the dispute.

(2) In the event the CEOs fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall, within five (5) days of the CEOs meeting, provide a written notice to the other party requesting that the executive committees of each party meet and attempt to resolve the dispute. The executive committees of each party shall meet within five (5) days of receipt of the notice.

(3) In the event the executive committees fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall within five (5) days of the CEOs meeting, provide a written notice to the other party requesting that the Board of Directors of each party meet and attempt to resolve the dispute. The Board of Directors shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of the notice.

10.110.2 Formal Dispute Resolution. The parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the informal dispute resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive Nevada law. In all other respects, the arbitration shall be conducted in accordance with Nevada Mediation and Arbitration Act, NRS §§ 38.015 et seq. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The parties shall have the right to discovery in accordance with Nevada Revised Statute § 38.087 and Part V, Subpart A of the Nevada Supreme Court Rules (Nevada Arbitration Rules). The award may be vacated or corrected on appeal to a

court of competent jurisdiction for any error in applying substantive Nevada law. The arbitration shall take place in Tahoe City or Incline Village, to be determined by the party who received the initial notice of dispute, unless the parties agree to a different location.

**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT
VB ASSOCIATION**

By: _____

By: _____

Its: _____

Its: _____

Date: _____

Date: _____

EXHIBIT A

"North Lake Tahoe" Geographic definition

The North Lake Tahoe Marketing Cooperative will brand "North Lake Tahoe" which will encompass the specific and general areas encompassing the following communities:

Incline Village
Crystal Bay
Kings Beach
Tahoe Vista
Carnelian Bay
Tahoe City
West Shore
Squaw Valley
Northstar
Greater Truckee
Alpine Meadows
Donner Summit



north lake tahoe

Chamber | CVB | Resort Association

Tourism Development Two-Year Strategy Update

Date: 5/30/18

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Tourism Development Update

Action Requested:

Review and Approval of the Two-Year Tourism Development Strategic Plan

Background:

The Tourism Development Planning process kicked off at the end of January with a workshop that involved committee members and community businesses having a working dialogue that would help shape the strategy of the plan going forward. Additionally, staff and agencies met for a half-day planning session to formulate specific strategies in the following areas: Conference Sales, Leisure Sales, Events, PR/Content, Consumer Marketing. The workshop and the planning session resulted in great feedback that was incorporated into the draft of the Two-Year Tourism Development Plan to follow along with the Tourism Master Plan that culminates in 2020.

NLTRA staff has met with staff members from properties and resorts in each specific strategy in their area of expertise to members of working groups. To date meetings have been held with staff members of the following organizations:

- Hyatt – Susan Redding and Chris Skelding
- Ritz-Carlton – Jodi Demko
- JVP Communications – Jessica VanPernis Weaver
- Tahoe Luxury Properties – Judith Kline
- Squaw Valley/Alpine Meadows – Leisel Hepburn and Christine Horvath
- Northstar California – Dan Dorr and Stephanie Meyers
- Resort at Squaw Creek – Terra Calegari and Kristy Olk
- Village at Squaw – Adam Feehan
- Squaw Valley Lodge – Becky Moore
- Agate Bay Realty – Brett Williams
- Mourelatos Lakeshore Resort – Alex Mourelatos
- NTBA– Joy Doyle
- TCDA - JT Chevalier
- Tahoe Biltmore – Tyler Gaffaney

- Tahoe Mountain Lodging – Nicole Reiter
- PlumpJack – Amy Decko
- Map Events - Melissa Panico

Additionally, feedback has been requested in numerous meetings with both the Board of Directors and the Tourism Development Committee. The document provided incorporates feedback received and reviewed by staff.

Based on all feedback, the strategies did not change, but a few clarifications have been made and the document reduced in length for an easier read through. Highlights of the changes include:

- Adding a marker that indicates “new” elements,
- Re-moving some of the research elements that were not as relevant
- Increasing explanation around the “Industry Partnership” section
- Adding how the “Competitive Destinations” influenced the overall plan
- Adding measurements throughout the specific programs vs. just at the end
- Cleaning up formatting to ensure each section is consistent with information

As you review, please focus on the Strategic Objectives (page 5) and the specific program areas (page 29-56). Any further changes or questions will be addressed based on discussion at the 5/30/18 Board Meeting. If no changes requested, the plan will be adopted.

As a reminder, the review timeline has been as follows:

- Tourism Development Committee Feedback Due – 5/4/18
- Board of Directors Feedback Due – 5/11/18
- Revised Plan Created Based on All Feedback – 5/11-5/21
- Final Plan Sent for Approval to Tourism Development Committee – 5/22
- Approval by Board of Directors – 5/30
- Adoption from Board of Supervisors in conjunction with County Contract – 6/26

Attachments:

Two-Year Tourism Development Strategic Plan

Fiscal Impact:

No direct fiscal impact



north lake tahoe

Chamber | CVB | Resort Association

SMARI Research Proposal Approval Request

Date: 5/30/18

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: SMARI Research Proposal

Action Requested:

Review and Approve Ad Effectiveness and ROI Study Proposal from SMARI

Background:

Best practices in the tourism industry indicate a need for accurate research that indicates effectiveness of advertising measures as well as provides meaningful feedback that can help shape marketing decisions.

Staff contacted two vendors SMARI and Destination Analysts regarding completing an annual study to measure ad effectiveness. Proposals were received with Destination Analysts being higher cost. Staff determined based on qualifications and references that SMARI was the best to go with for this survey.

SMARI has extensive qualifications within the market research space and have conducted research for travel and tourism related organizations since 1990. They offer personalized consultation and develop a plan based on the organization's needs. Additionally, they have worked with Visit California providing the ROI metrics for the state for over the last 16 years.

Once approved by the Board of Directors and the Marketing Coop Committee, the start of the research will take place throughout June, providing the ability to have insights available in August. This will create a baseline to measure ROI going forward and glean insights from our perspective visitors' perception of the destination.

Attachments:

SMARI Ad Effectiveness and ROI Proposal, Destination Analysts Proposal

Fiscal Impact:

Funds allocated in the Marketing Coop - \$24,000



north lake tahoe

Advertising Effectiveness & ROI

Submitted by Strategic Marketing & Research Insights

March 2018

Overview of Proposed Research

North Lake Tahoe invests in paid media to influence both leisure travelers and meeting planners in the journey to purchase. Through investment in digital, print, radio, paid social and outdoor advertising, North Lake Tahoe invests nearly \$1 million during the fiscal year to influence both leisure and business travel.

Digital metrics can provide up-to-the moment insights into performance of digital and social media, but they cannot provide an understanding of how they work with other investment and if the advertising ultimately influences travel.

Strategic Marketing & Research Insights (SMARInsights) has developed a procedure for measuring the effectiveness of marketing efforts and providing meaningful feedback. We use survey research to determine recall of the various ad vehicles (through aided recall measures) and subsequent travel to the destination.

While being exposed to advertising is key to impact, it is not enough. Many people are already planning to visit a destination, so ad awareness alone is not enough to claim impact. We focus on incremental travel – the level of travel that would not have occurred but for the



advertising. This is determined by comparing the level of travel among those with no advertising recall to the level of travel among those who have ad recall. This isolates the impact of the marketing and measures the additional travel that was generated.

The survey also gathers a wealth of other data that can help assess and refine marketing efforts. The details of these concepts are included in the following thorough research discussion.

Ad Effectiveness & ROI Research Overview

For a DMO, the impact of the advertising occurs *throughout* the travel decision process. It is critical to understand the impact at each stage of the process, and our research addresses this:

Campaign Goal:

SMARInsights' measure:

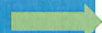
EXPOSURE



ADVERTISING AWARENESS

Before advertising can influence travel, potential visitors have to see it. Online surveys enable us to expose respondents to ads to accurately determine advertising recall. Recall of different types of ads is quantified to determine which media are most effective and most efficient.

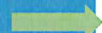
MESSAGING



CREATIVE EVALUATION

Reaching the audience is only meaningful if the message is relevant and persuasive. Evaluating creative is difficult, since consumers are not always aware of what motivates them. SMARInsights measures whether ads communicate the key themes they were designed to communicate, motivate consumers to gather more information, and generate interest in visiting the destination.

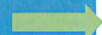
SHIFT IN ATTITUDES



IMPACT ON PERCEPTIONS

If the advertising is “working,” those who have seen the ads are likely to be more positive about the destination. Respondents rate the destination on a series of image attributes, enabling a review of differences in perceptions between those with and without ad awareness.

BUILD INTEREST



IMPACT ON INFORMATION GATHERING

SMARInsights' research determines whether ad awareness results in more efforts to gather information about the destination, and whether those who have seen the ads indicate that they are more likely to visit the destination in the future.

GENERATE TRAVEL



INCREMENTAL TRAVEL

Incremental travel is the level of travel that would not have occurred without the advertising. To determine this, the level of travel among those without advertising recall is used as a baseline and represents the travel that would have occurred without advertising efforts. Additional travel above the baseline level is considered incremental or influenced by the advertising.

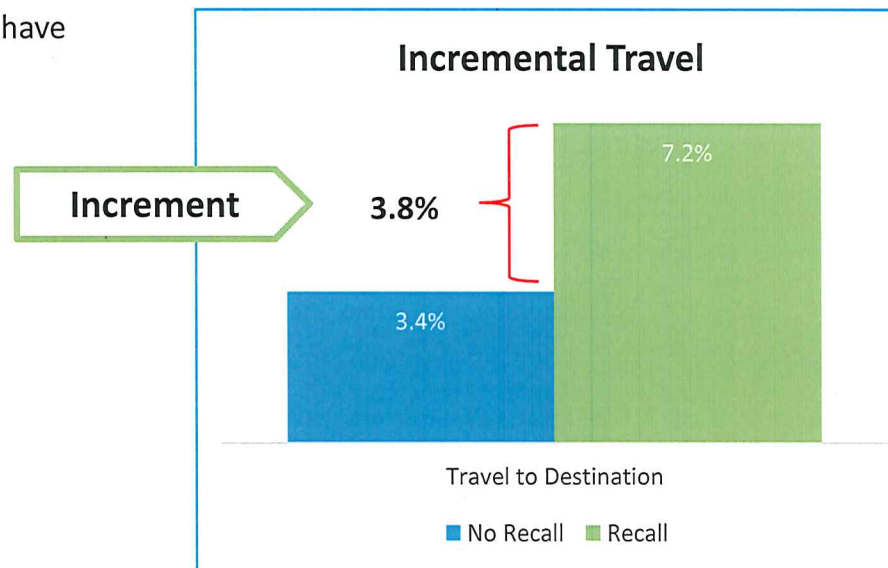
Incremental Travel Methodology

The basis of SMARInsights' advertising effectiveness methodology is measuring the differences in opinions and behaviors between those who have seen the advertising and those who have not. This *incremental travel* provides a good option for determining the additional travel that was generated as a result of the advertising. Those who have not seen the advertising act as a "control group" and provide insight into what would have happened if no advertising was used. By comparing the behaviors of the control group to those who have seen the advertising, the incremental impact can be derived.

This methodology assumes that people will visit North Lake Tahoe even when there is no advertising. The level of travel among those who are unaware of the advertising is the baseline – the level we assume would have occurred anyway.

Additional travel among those with ad awareness is attributed to the ads and is considered incremental travel.

The basis of the calculations relating to the impact of the advertising is the amount of incremental travel.



Data Collection & Questionnaire Development

To provide an accurate measure of advertising awareness, SMARInsights conducts surveys online to allow respondents to view/listen to the advertising and indicate whether they recall the ads. This process for measuring advertising awareness is more accurate than merely unaided recall (asking travelers if they remember any North Lake Tahoe advertising) and ensures that the impact measured relates to the specific advertising run by the bureau. This includes all types of advertising, as well as social channels. While some specific efforts can be difficult to track, we make every effort to get an accurate measure of recall across various media types.

While SMARInsights has a standard process for evaluating the effectiveness and impact of DMO advertising, each project is customized to meet the needs of the client. One of the key areas of customization is the questionnaire development. While we start with a standard framework, we adjust the questionnaire based on feedback and consultation with the client.

In addition to ad recall, respondents are asked to rate the ads on how well they communicate key messages or generate interest in visiting North Lake Tahoe. This information can help identify opportunities to fine tune the media buy or the creative executions. The survey also gathers information about trips to North Lake Tahoe, activities, motivations, spending and other details that are critical in evaluating the current efforts and planning for the future. One issue that we have also addressed for many clients is the “halo” effect of their advertising and how the tourism advertising can help with other community development efforts.

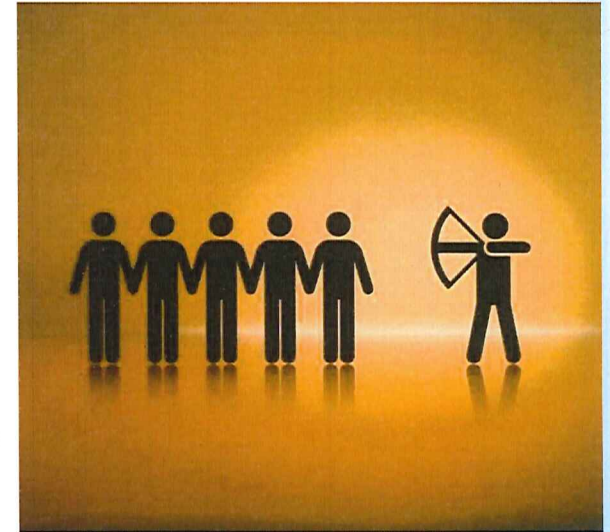
Surveying takes place after the advertising has run and enough time has elapsed for travel to occur. While North Lake Tahoe has the heaviest investment in paid media to influence winter travel, the bureau is interested in evaluating the influence of the media placed throughout the fiscal year. By interviewing in June, the influence of travel throughout the fiscal year can be captured.

Sampling Considerations

A major issue in any research effort is determining the appropriate sample target and sample size – in other words, how many interviews are needed to provide an accurate result. Sample size drives both accuracy and cost, and there is a trade-off between the two.

Having conducted advertising effectiveness research for Visit California for a number of years, SMARInsights estimates travel to the area is around 7% in North Lake Tahoe's target markets. . The goal is to have enough surveys to measure travel and differences between aware and unaware consumers. SMARInsights recommends a survey sample size of 1,400 in the target markets of Los Angeles, New York, Austin, San Francisco and Sacramento. While quotas will not be established for individual markets, this sample size will allow for evaluation of markets in terms of the influence on perceptions and interest in visiting.

Survey respondents are screened to be travel decision makers who regularly take leisure trips. But in addition, given the target of the North Lake Tahoe winter marketing, half the respondents will also be screened as winter leisure travelers in that they have taken a snow-focused trip in the past or are willing to do so. SMARInsights' methodology makes use of national online panels wherein an email with the survey link is sent to a qualified list of potential participants and they are asked to complete the survey.



Analysis & Reporting

One of the key benefits of using SMARInsights is our ability to provide context to your findings through our national benchmarks. We have measured the effectiveness of hundreds of DMO marketing campaigns, and as a result we have developed national benchmarks to help you understand how well you are doing. Our benchmarks tell you how your results compare to other destinations and whether your efforts are superior to other DMOS.

The following outlines the key issues that will be addressed in the report:

Advertising Awareness/Exposure: Advertising awareness, awareness of individual ads and types of media, and cost per aware household reached. This provides information on how different media are performing, as well as the synergies among different media options. This includes national benchmarks for reach based on budget, as well as the efficiency of the media buy.

Advertising Evaluation: Respondents would evaluate the campaign for key messages. In addition, advertising effectiveness would be evaluated based on differences in the image of the destination as well as intent to travel between ad-aware and non-aware respondents. We have national benchmarks for both communication and impact for creative to help identify your competitive position and performance.

Market Perceptions: An assessment of how respondents view the area and identification of specific perceptions that are linked to increased interest in traveling. This can include both traditional tourism measures as well as broader measures relating to business development, desirability as a place to live and others.

Incremental Visitation: Difference in the level of visitation among those who have seen the ads and those who have not.

Economic Impact: The additional spending linked to the incremental travel generated.

Return on Investment/Return on Tax Investment: A comparison of the cost of the campaign to the spending and tax revenues generated by incremental travel to the area.

Conclusions and recommendations relative to the overall effectiveness of the advertising and options for improvement.

Timing & Price

In order to evaluate North Lake Tahoe's entire fiscal year of paid media, SMARInsights recommends interviewing in June. While most of the media placements focus on the winter travel season, this will allow for the capturing of shoulder season travel as well and account for an entire fiscal year's budget.

Activity	Timing
Questionnaire Development	Week 1
Survey Programming & Testing	Weeks 2 & 3
Data Collection	Weeks 4 & 5
Data Analysis	Weeks 6 & 7
Report Delivered	Week 8

1,400 surveys	Price
Five target markets: Los Angeles, New York, Austin, San Francisco and Sacramento	\$21,500
In-person presentation of results	\$2,500

MEETING PLANNERS

Meeting Planner Methodology

In addition to targeting leisure travelers, North Lake Tahoe also makes media placements to influence the meetings and convention market. With print and digital buys in trade outlets, the approach to measuring the impact on the meetings business in North Lake Tahoe is similar to that of the leisure methodology.

However, having worked to measure the impact on meeting planners with other destination marketing organizations, the audience can be difficult to reach using national sample vendors. Because of this, SMARInsights recommends meeting planner sample come from both North Lake Tahoe's internal database of planners as well as purchased sample of meeting decision makers.

With the two sample sources, SMARInsights estimates being able to complete 400 interviews with targeted meeting planners. Rather than generating a return on investment, the results would center around the impact of the advertising on the image of North Lake Tahoe as a meeting destination and likelihood to book in the future.

Because meeting planners are more difficult to reach, the cost is considerably different than leisure consumers. The sample from national sample vendors is more than four times that to reach leisure consumers. And even those planners coming from the North Lake Tahoe database will be provided incentive to complete the survey.

400 surveys	Price
200 from North Lake Tahoe's database of planners; 200 from national sample vendors	\$18,000

VENDOR OVERVIEW

SMARInsights at a Glance

Decades of Experience:

Company has 35 years of research experience

27 years of experience in travel and tourism research

- SMARInsights' researchers have conducted research for travel and tourism-related organizations since 1990. In the last year alone we have conducted marketing effectiveness studies for 15 states and more than 20 local DMOs.

Location:

SMARInsights
135 N. Pennsylvania St.
Suite 1330
Indianapolis, IN 46204
Telephone: (317) 574-7760
Fax: (888) 509-3980

Primary Contact:

Alisha Valentine
Account Supervisor
avalentine@smarinsights.com
(317) 574-7721



We could profile our organization through an iteration of capabilities and past experience – and we do provide these for your reference.

But that is not what we are about. We are researchers who recognize what is important is that research be timely and meaningful and

client focused. Our focus is our clients and their needs, not our products and processes.

This means we have to think and change and tailor what we do every day. And every day we give you our best.



Thinking. Partnering. Customizing. Specializing.

Thinking. Partnering. Customizing. Specializing.

North Lake Tahoe needs a **research partner** who can bring together diverse sources of information across a multiplicity of channels to produce relevant and **meaningful marketing intelligence**.

- A partner who can **innovate** as necessary and access multiple measurement tools
- A partner who **understands** the DMO world and the demands of that world
- A partner who can draw **insights** across studies – and over time
- A partner who can maintain **connectivity** with the past while addressing the needs of the future

We can be that partner. Our concept is to synthesize and integrate data from:

- ongoing surveys
- targeted surveys
- web analytics
- secondary information
- innovative methodologies
- media data

Results: Deliverables that provide an integrated reporting and analysis and marketing intelligence.


Innovation

Innovation and creativity are essential ingredients in developing and maintaining relevant and actionable research programs in a changing environment.

New tools and metrics need to be constantly identified, tested and employed while recognizing that the resultant findings are comparable, projectable, and reliable.

As a full-service research consulting firm **specializing in travel and tourism**, we are not locked in to any singular approach or technique, panel or platform.

Instead we continually **choose the ones that work the best** for the situation. And when considering new techniques and technologies we review them critically:

- 
- Do they work?
 - Are they representative?
 - What are the limitations?
 - What is the value for the money?
 - How do they apply to a DMO?

Grounded in Research and Tourism

Strategic Marketing & Research Insights (SMARInsights) has extensive qualifications in terms of market research generally and destination-related research specifically. In addition to being qualified researchers, we have **extensive experience in tourism marketing**. We have worked with many tourism organizations and destinations and understand the issues they are facing.

SMARInsights' researchers have conducted research for travel and tourism-related organizations since 1990. In the last year alone we have conducted marketing effectiveness studies for 15 states and more than 20 local DMOs.

Given the scope of our work in marketing effectiveness **we are continually looking forward to innovate** with new solutions and methodologies, but we ground these efforts on our understanding of the tourism product and the organization's goals in promoting it. We understand that new is not always better and that the credibility of the numbers and the organization are paramount.

Our mission is to provide each client with **personalized consultation based on fully integrated marketing research services**. We endeavor to distinguish ourselves by exceeding our clients' expectations with a combination

of high quality, industry-specific marketing consultation, primary research, and analytical expertise at competitive prices.

SMARInsights is a **full-service research company**, and our staff coordinates all aspects of each research program. We manage the research needs of our clients from beginning to end. We develop the research plan and implement the project, including data collection and analysis.

By offering a full range of in-house services, **we maintain quality control and ensure that every step of the research process is implemented correctly, accurately, on time, and within budget**. We bring our experience to the research design and analysis process to ensure that the results are meaningful and actionable. We also understand your tight deadlines and your need to have information in real time. Finally, our research findings are not laced with research jargon, thus making them easier to understand and implement.

References



Greater Palm Springs Convention and Visitors Bureau

Bob Thibault
Vice President of Marketing
70100 highway 111
Rancho Mirage, CA 92270
760-969-1339
bthibault@gpscvb.com



Los Angeles Tourism & Convention Board

Wendy Kheel
Vice President Consumer Insights
333 S. Hope St., 18th Floor
Los Angeles, CA 90071
213-236-2321
wkheel@LATourism.org



Visit California

Tia Hoang
Research Manager
555 Capitol Mall, Suite 1100
Sacramento, CA 95814
916-444-4429
thoang@visitcalifornia.com

Tourism Clients Since 2011

Visit Albuquerque

Client since 2017

2016-2017 Advertising Effectiveness



Arizona Office of Tourism

Client since 2000

2011-12 Advertising Effectiveness & ROI

2013 Image & Positioning

2013 Concept Testing

2014-17 Ad Effectiveness

2017 Creative Concept Testing

2017 Creative Image Testing

Arkansas Department of Parks & Tourism

Client since 2017

2017 Market Potential Research

2017 Advertising Effectiveness Research

2017 Visitor Profile Research

Asheville (N.C.) Convention & Visitors Bureau

2013 Brand & Market Analysis

2013 Market Assessment Research

2016 Ad Effectiveness Research

Visit Bloomington (Ind.)

2018 Visitor Profile

Branson Convention & Visitors Bureau

Client since 2014

2014 Advertising Creative Testing

2014 Website Evaluation Web Labs

2014 Branding

2015 + 2017 Creative Testing FGs



California Tourism (Visit California)

Client since 2002

2012 Web Evaluation & Integrated ROI

2012-17 Domestic Ad Effectiveness & ROI

2012-17 Canadian Ad Effectiveness & ROI

2012-17 Australia Ad Effectiveness & ROI

2012-17 UK Ad Effectiveness & ROI

2013 Point of View Advertising Research
Summary

2013 Global Creative Testing

2013-15 Domestic Tracking Research

2013-14 Canada Tracking Research

2013-14 UK Tracking Research

2013-14 Australia Tracking Research

2013-14 Domestic Website Satisfaction

2014-17 China Ad Effectiveness & ROI

2014-17 Mexico Ad Effectiveness & ROI

2014-15 Domestic Web Evaluation & ROI

2014 Domestic Business Travel ROI

2016 Super Affluent Ad/Website Tagging-
US/UK/Canada

2017 Global ROI



Chicago Convention & Visitors Bureau

Client since 2012

2012-17 Winter Ad Effectiveness & ROI

2012-17 Non-winter Ad Effectiveness &
ROI

2013 Texas Market Ad Testing

2017 Creative Testing

2017 International Tagline Testing

2017 Theater Campaign

Chickasaw Nation

2015 Chickasaw Ad Effectiveness –
Awareness and Travel

2016 Chickasaw Adventure Road Ad
Effectiveness – Awareness



Colorado Tourism Office

Client since 2012

2012-17 Ad Effectiveness & ROI Research

2014 Market Analysis

2014 Requestor Evaluation Research

Summer Awareness & ROI

2018 Creative Testing

Continued on next page

Tourism Clients Since 2011



BIG THINGS HAPPEN HERE

Dallas Convention & Visitors Bureau

Client since 2013

2013-17 Ad Effectiveness & ROI

2017 Focus Groups

Gatlinburg Convention and Visitors Bureau

Client since 2013

2013-17 Ad Effectiveness & ROI

2013-16 ZIP Code Analysis

2016 Phone App Evaluation

2017 Wildfire Impact



Georgia Department of Economic Development (Tourism)

Client since 2011

2011-17 Ad Effectiveness & ROI

2015 Ad Effectiveness Benchmark Aware

2016 Image and Film Research



Visit Greenville (SC)

Client since 2015

2015-18 Ad Effectiveness & Conversion

2017 Washington, DC, Airport Study



Hamilton County (Ind.) Tourism

Client since 2002

2011 Visitor Profile Research

2012-14 Ad Effectiveness Research

2013 Web Lab Focus Groups

2013 Logo Testing Research

2013 Names Testing Research

2014 Conversion Research

2015 Visitor Profile Pilot

2015 Chicago ROI

2016 Potential Product Testing

2017 November Meeting Facilitation

2018 Hamilton County Parks

Indiana Office of Tourism Development

Client since 1995

2014-17 Ad Effectiveness and ROI



Los Angeles Tourism & Convention Board

Client since 2012

2012, 2017 Creative Testing Research

2013-17 Ad Effectiveness & ROI

2012 Canadian Market Research

2012 Kissimmee Holiday Ad Awareness Research

2014 Ad Concept Testing

2014 Market Potential Model

2014 Ad Concept Testing

2016 China Efforts with California

Mammoth Lakes, Calif.

Client since 2013

2013-2018 Ad Effectiveness & ROI

2016, 2018 Visitor Profile

2016, 2018 Air Service Study

2016, 2018 Visitor Volume Estimate

Continued on next page

Tourism Clients Since 2011

Miami Convention & Visitors Bureau
2017 Advertising Effectiveness Study

Pure Michigan
2017 Advertising Effectiveness



Missouri Division of Tourism
Client since 1997

2005 Canadian Visitor Research
2006-11 Advertising/Creative Testing
2008, 2010 Website Development Testing
2005-17 Ad Effectiveness & ROI
2011 Branding Research
2011 Print Ad Creative Testing
2012 Missouri Branding Focus Groups
2012 Missouri Ad Concept Focus Groups
2014 Segmentation Research
2015 Digital Media Effectiveness
2015 Ad Testing Focus Groups
2017 Missouri Market Potential Model



Monterey County Convention & Visitors Bureau

Client since 2009
2009-2018 Ad Effectiveness & ROI
2009 Visitor Profiling Research
2013 Initial Segmentation Review
2013 Market Segments Qualitative Testing
2013 Conference Center Research
2014 Segmentation Research

Mount Hood Territory, Oregon
2013 Mount Hood Ad Effectiveness & Branding
2016 Mount Hood Ad Effectiveness, Trending & Visitor Profile



New Hampshire Division of Travel & Tourism Development

Client since 2016
2016 Ad Eff - Awareness and ROI
2016 Image & Positioning
2016 Visitor Profiling
Economic Impacts, Legislative Breakouts, Lodging Reports



North Dakota Tourism Division
Client since 2012

2012-17 Overnight and Day Visitor Research
2013 Canadian Overnight & Day Travel Assessment
2016-17 Ad Eff & Visitor Profile Research
2017 Lodging Reports
2017 Economic Impact
2017 Visitor Volume
2017 Adara Integration
2016-17 Website Effectiveness
2017 Creative Copy Testing

Greater Palm Springs (Calif.) Convention & Visitors Bureau

Client since 2013
2013 Advertising Testing Research
2013 Print Creative Research
2013-18 Ad Effectiveness & ROI
2014,15 Creative Testing
2018 Image Study

Park City (Utah) Chamber/Convention & Visitors Bureau

2012,16 Winter Resort & Luxury Consumer Comparison
2016 Creative Validation
2017 Winter Ad Effectiveness & ROI

Continued on next page

Tourism Clients Since 2011

St. Louis Convention & Visitors Association

Client since 1996

- 2005 - 2014 Conversion & Ad Effectiveness Research
- 2015 Image & Creative Testing Focus Groups
- 2015 Image Research – Chicago
- 2015-17 Summer Ad Effectiveness
- 2015 Airport Study
- 2017 Washington DC Media Effectiveness

San Antonio Convention & Visitors Bureau

- 2014 Advertising Effectiveness Research
- 2015 Awareness & Image Study
- 2017 Awareness & Image - Domestic
- 2017 Awareness & Image - Mexico
- 2017 Awareness & Image - Canada

SEAWORLD PARKS & ENTERTAINMENT.

SeaWorld Entertainment

Client since 2011

- 2011 Busch Gardens – Williamsburg Research
- 2012 Aquatica Pass/Local Research
- 2012 SeaWorld – San Antonio Research
- 2013 Busch Gardens – Tampa Research
- 2014 SeaWorld Discovery Cove Awareness

- 2014-16 Consumer Offer Testing
- 2015 BGT Howl-O-Scream Position Testing
- 2017 SeaWorld San Diego Attraction Communication Testing Research
- 2017 SeaWorld Orlando Attraction Communication Testing Research
- 2017 SeaWorld Busch Gardens Williamsburg Summer Event
- 2018 SeaWorld Park to Planet



South Carolina Department of Parks, Recreation & Tourism

Client since 1998

- 2011 Visitor Profile Research
- 2011 Film Commission Research
- 2011-17 Ad Effectiveness
- 2012 Film & Print Advertising Testing
- 2012 SCRPT Park Visitor Profile
- 2012 SCRPT Website Visitor Profile
- 2012 Film Impact – Focus Groups and Quantitative Research
- 2012 Website Intercept
- 2012 Welcome Center Research
- 2013 CY Advertising Effectiveness - Leisure, Golf & PR
- 2015 Welcome Center Focus Groups
- 2017 Total Eclipse Research
- 2017 Creative Test
- 2017 In-State Test

Sweetwater County (Wyo.) Travel & Tourism

- 2015-17 Conversion Research

Tennessee Department of Tourist Development

- Client since 2015*
- 2015, 2017 Ad Effectiveness & ROI



It's like a whole other country.

Texas Tourism

Client since 2009

- 2012 Texas Tourism Ad Testing
- 2012-14 Ad Effectiveness, Conversion & Website Impact Research
- 2014 International Baseline Research
- 2014-18 Mexico & Canada Ad Effectiveness & Visitor Profile Research
- 2014 Spot Market Ad Effectiveness
- 2014 Market Potential
- 2018 Creative Ad Online FG Test

Continued on next page

Tourism Clients Since 2011



Utah Office of Tourism

Client since 2006

2006-17 Winter Ad Tracking & ROI
2007-17 Non-winter Ad Tracking & ROI
2012-15 Integrated ROI
2013 Image Research

Go Wichita

Client since 2015

2015 Creative Testing
2015 Meeting Planner Creative Testing
2015 Holiday Creative Testing
2015-16 Summer Ad Effectiveness
2015 Meeting Planner Ad Effectiveness
2015-17 Holiday Ad Effectiveness
2016 Summer Creative Testing
FY2016-17 Ad Effectiveness

Wisconsin Dells

2006 Website Survey
2006 Conversion Research
2006, 11, 14-17 Ad Effectiveness Research
2006 Advertising Testing Research
Door County CVB Focus Groups
2016 Meeting Planner Research



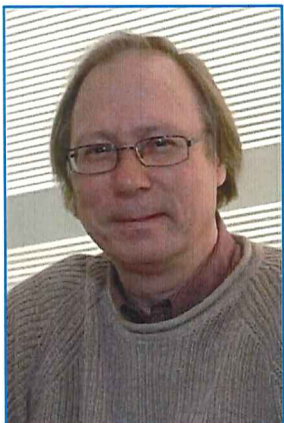
Wyoming Travel & Tourism

Client since 2006

2006-12 Ad Tracking & ROI Research
2006-11 Visitor Profiling Research
2012-17 Integrated Ad & Website ROI
2012-16 Overnight Visitor Profile & ROI
2012-14 Sweetwater County Travel
Council Conversion Research
2013, 16 Cheyenne Frontier Days Website
Evaluation Research
2013 Cheyenne CVB Website Evaluation
Research
2014 Wyoming Visitor Segmentation
Research

RESEARCH TEAM

David Seiferth, Ph.D., founder



PROFESSIONAL PROFILE

Dr. Seiferth is a central contributor to the development and use of new methodologies to enhance the value of research while minimizing costs and continues to improve the firm's analytical product.

He has helped develop new options for image and positioning research, advertising effectiveness, visitor segmentation, visitor profiling, product development for tourism destinations and market targeting, and helped develop methodologies to identify key visitation motivators.

He has been the leader in developing the methodology for the integrated tourism ROI that incorporates multiple elements of a DMO's marketing program.

WORK EXPERIENCE

Founder and President of Strategic Marketing & Research Insights (SMARInsights), 2014 – present

Founder and Executive Vice President of Strategic Marketing & Research, Inc., 1985 – 2013

President of Market Search, 1984 – 1985

VP of MZD Advertising, 1983 – 1984

Research Director at MZD Advertising, 1980 – 1983

RELEVANT RESEARCH EXPERIENCE

- Serves as Senior Consultant for many clients, and is involved in the research design and analysis for conversion, visitor profiling, competitive analysis, customer awareness, product development, and database research.
- Lead consultant on SMARInsights' Internet and mobile initiatives – development and implementation of web surveys for many clients across multiple industries.
- Developed and implemented numerous research programs with a focus on understanding consumer behavior and their decisions in several industries, including tourism, utilities, banking, restaurants and retail development.

EDUCATION

Ph.D. Indiana University, 1979

B.A. Ithaca College, 1975

Denise Miller, Executive Vice President



PROFESSIONAL PROFILE

Denise has a solid track record of 30 years experience and accomplishment in marketing and research.

She was the director of two convention and visitors' bureaus in Indiana, and served for three years as the State Travel Director in Indiana.

By combining her marketing and research expertise, she brings valuable insight to developing new consumer programs and refining the marketing and implementation of existing programs.

WORK EXPERIENCE

Executive Vice President of Strategic Marketing & Research Insights, 2014 – present

Vice President of Strategic Marketing & Research, Inc., 1998 – present

Research Analyst at Strategic Marketing & Research, Inc., 1992 – 1998

Director of Indiana Department of Tourism, 1989 – 1992

Director of Bloomington Convention & Visitors Bureau, 1984 – 1989

Director of South Bend Convention & Visitors Bureau, 1977 – 1984

RELEVANT RESEARCH EXPERIENCE

- Designed and conducted numerous studies among leisure travelers, meeting planners and group tour operators, including perception studies, destination selection, satisfaction and advertising.
- Designed and implemented Advertising Effectiveness and ROI research for numerous clients.
- Conducted hundreds of group discussions for clients relating to positioning, advertising, decision-processes and others. Has conducted groups both in-person and online.

OTHER PROFESSIONAL ACTIVITIES

- Served as President of Travel and Tourism Research Association International and Hamilton County (Ind.) Tourism
- Served as President of the Association of Indiana Convention & Visitors Bureaus
- Held the offices of Vice President, President & Chairman of the Board of the CenStates Chapter of the Travel and Tourism Research Association

EDUCATION

B.A. University of Notre Dame, 1976

Alisha Valentine, Account Supervisor



PROFESSIONAL PROFILE

Alisha brings the perspective of a destination marketer to her role in data analysis and reporting. As a former marketing director for a state travel organization, she understands the kinds of actionable information tourism clients need. She plays an integral role in client contact; ensuring projects keep moving through development, data collection, analysis and reporting.

Since joining SMARInsights, Alisha has been the lead analyst on advertising effectiveness projects and heading the website qualitative testing process.

WORK EXPERIENCE

Research Analyst, Strategic Marketing & Research Insights, 2007-present

Director of Communications and Development, Coalition for Homelessness Intervention and Prevention, 2005-2007

Marketing Manager, Indiana Office of Tourism, 2001-2004

RELEVANT RESEARCH EXPERIENCE

Responsible for questionnaire development, analysis, and reporting on the following projects, among others:

- Advertising Effectiveness and ROI

- Travel Guide and Website Conversion and Integrated ROI
- Advertising Testing (Quantitative and Qualitative)
- Market Assessment
- Website Testing Qualitative Focus Groups

RELEVANT RESEARCH EXPERIENCE

Responsible for questionnaire development, analysis, and reporting on the following projects, among others:

- VISIT FLORIDA Advertising Effectiveness & ROI
- Wyoming Travel & Tourism Advertising Effectiveness & ROI
- Colorado Tourism Advertising Effectiveness & ROI (Winter and Summer)

OTHER PROFESSIONAL ACTIVITIES

- Chair of the Board, CenStates Chapter of the Travel & Tourism Research Association, 2014-2016.
- President, CenStates Chapter of the Travel & Tourism Research Association, 2012-2014.
- Board of Directors, CenStates Chapter of TTRA, 2007-2016

EDUCATION

B.A. – Franklin College

Shelly Lindley, Project Manager



PROFESSIONAL PROFILE

Shelly's role is to provide the "glue" that holds each research project together during implementation. Shelly coordinates with other SMARInsights staff such as data collection and data processing to deliver information in a timely manner and to track the availability of results. She provides documentation and updates of both progress and budget information.

In addition, Shelly handles details such as sample management, administrative information, and billing. She ensures project timelines are maintained throughout the research effort and results are available when promised.

Shelly brings not only a wealth of experience and attention to detail, but also a strong orientation and background in customer satisfaction systems designed to provide ongoing feedback to our clients.

WORK EXPERIENCE

Project Coordinator & Director at Strategic Marketing & Research Insights, 1994 – present
Call Center Manager & Account Manager, Sky Alland Research (isky), 1990 – 1994
Operator Services Supervisor & Marketing Manager, Indiana Bell, 1988 - 1990

RELEVANT RESEARCH EXPERIENCE

- Ad Effectiveness and Creative Testing Research
- Name and Image Research
- Web Testing & Concept Testing Research
- Website & Segmentation Research
- Ad Effectiveness & Creative Testing Research
- Creative Testing, Image & Positioning & Ad Effectiveness Research
- Visitor Profile Research

EDUCATION

B.S. Marian College

North Lake Tahoe Resort Association Advertising Effectiveness & ROI Study

RESEARCH PROPOSAL
April 2018

Destination  Analysts

Research Overview

- Quantitatively measure and evaluate the impact of the North Lake Tahoe Resort Association's advertising and marketing efforts' to the local economy
- Online survey of a representative sample of adults targeted by these advertising and marketing efforts
- ROI estimates—both for direct visitor spending in the destination and the taxes generated by this spending—will ultimately be produced



Primary Objectives

- Determine the reach of the advertising by examining areas such as brand and ad awareness and likelihood to visit
- Measure the incremental visits generated by the advertising and the direct visitor spending created as a result of these visits, including tax revenues generated—towards the production of ROI metrics (\$X in visitor spending produced per \$1 invested in the campaign)
- Provide data to drive future campaign strategy by comparing the effectiveness of the various media tools



Secondary Objectives

- Evaluation of the advertising creative, including ability to affect likelihood to visit
- Response to the brand positioning and brand messaging
- Detailed media consumption behavior
- Travelers' response to potential ideas and concepts of interest to North Lake Tahoe Resort Association
- Motivators for repeat visitation and/or visitation in non-peak seasons
- Benchmark of earned media reach

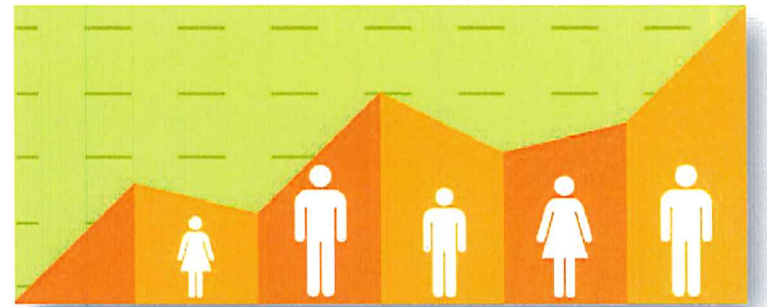
Research Methodology

- Online survey of a representative sample of adults targeted by the advertising. **The questionnaire is custom designed to address the study's objectives.**
- Benefits of an online survey methodology:
 - Ideal way to present creative and gather more reliable data on aided/unaided awareness
 - Allows for complex branching and question presentation in a smooth respondent experience
 - Efficient way to collect survey sample
 - Sample stratification is simplified and much more effective



Survey Sampling Plan

- Overall sample size will be based on the markets targeted by the ad campaign
- Total sample will allow for reliable sub-samples of “ad-aware” respondents and “ad-aware respondents who visited destination.” The proportion of the population exposed to the ads typically ranges between 10-30 percent
- Stratified random sample drawn from each market/area studied, based on the demographic variables of age, income and gender. However data will also be weighted after collection based on U.S. Census population data for each market



Survey Sampling Plan—Recommendation

Based on the markets in which the North Lake Tahoe Resort Association advertises, Destination Analysts recommends the following sampling plan for this study. However, this plan can be modified based on future discussions with the Association.

Note: Sample Size=Number of completed surveys

Market (DMA)	Sample Size
Los Angeles	600
New York	600
Austin	600
San Francisco Bay Area	600
Sacramento	400
Rest of California	600
TOTAL	3,400

Determining Conversion

- 1) Identify “ad-aware” and “non ad-aware” survey respondents via aided recall questions. Ad creative units from the campaign will be shown by media type and respondents will be asked if they recall these.
- 2) Both types of respondents will be asked if they have visited the North Lake Tahoe area for leisure during the period since the first of the ads in the campaign dropped. If a respondent reports having visited, further questioning will ask length of stay, place of stay (to determine hotel room nights/TOT tax generated), travel party size and estimated in-market spending.



Determining Conversion

3) Visitation metrics will be developed for “ad-aware” and “non ad-aware” respondents.

The primary metrics used will be the average number of trips taken, the number of nights spent in-market, and spending per-person, per-day. This data will be used to estimate incremental visitation to destination.

Those who **recall seeing the advertising and who visited North Lake Tahoe** during the advertising period will be asked their point in the travel decision process when they saw the advertising (i.e. whether they had already made up their mind to take the trip) and whether the advertising influenced their decision to visit.

Incremental visitation will be defined as the percent of “ad-aware” respondents who were **subject to influence** when they were exposed to the advertising (i.e. had not made up their mind to) and who state that the **advertising had some importance in their decision to visit North Lake Tahoe.**

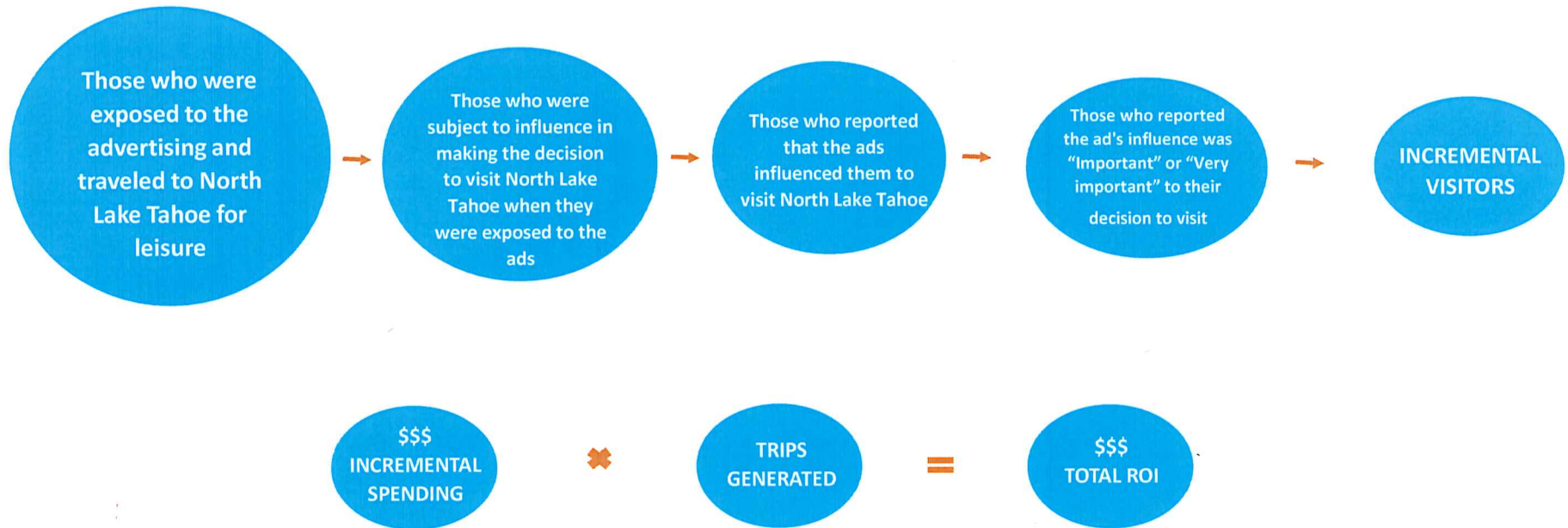
Determining Conversion

4) Estimates of per-person, per-day visitor spending. This will put a value to the economic impact of the incremental visitation generated by the program. The sample sizes should allow for a large enough sub-sample of “aware” travelers to make spending estimates.

5) Metrics to further evaluate the effectiveness of the marketing/advertising program. Future expected travel will be addressed in the survey. As much travel planning occurs far in advance, we will be able to get a glimpse of the level of travel that the advertising will generate in the future.



ROI Calculation Summary



*Secondary data sources such as TOT collections, tax rates, occupancy and more will be used in the economic model

Data Needs for the Economic Impact Model

Destination Analysts requests secondary data sources from the North Lake Tahoe Resort Association for the economic impact model. The following data will be used to estimate visitation to the area, which will then be used as an input in the economic impact model. Destination Analysts will work closely with the North Lake Tahoe Resort Association to obtain the following:

- Total number of hotel rooms and lodging units in the North Lake Tahoe area
- Occupancy rates for the period of study (e.g., June 2017 – July 2018)
- TOT collections



Image of Carlsbad. Courtesy of [Instagram.com/VisitCarlsbad](https://www.instagram.com/VisitCarlsbad).

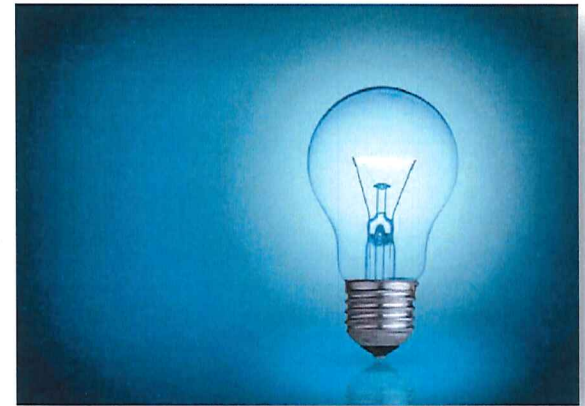
Determining Marketing Reach

- Aided and unaided awareness questions about the brand messaging and specific advertising/marketing efforts
- U.S. Census data used to make estimates of the reach of the campaign



Destination Brand Perceptions and Brand Lift

- Questions that will examine:
 - Perceptions of North Lake Tahoe as a travel destination
 - Likelihood to visit in the near future
 - Likelihood to recommend the North Lake Tahoe area as a travel destination



Other Added Analyses

- Media Efficiency – Efficiency on reach, and cost per conversion by media type/channel
- Earned Media Benchmarking - Exposure to destination messaging through earned media—social, television, print and other media
- Use of other North Lake Tahoe Resort Association marketing assets - visitors guide, social media accounts, website, etc.
- Assessment of what would motivate past visitors to return and/or visit during non-peak seasons



Deliverables

- Comprehensive final report of findings, including:
 - Graphical representations and written analysis
 - Executive Summary
 - “Quick Fact” sheet on the campaign’s ROI/Economic Impact
 - Infographic Summary
- Presentation of findings in-person or via video conference



Project Timeline

This research can be completed within 10-14 weeks, assuming the following timeline:

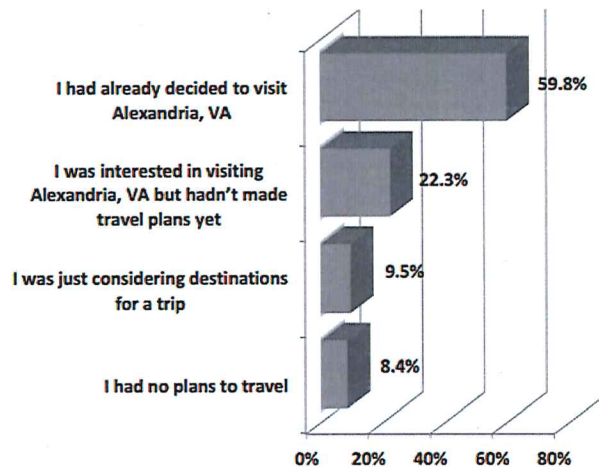
- Discovery/Planning: 1-2 weeks
- Questionnaire Development and Programming: 1-2 weeks
- Survey Fielding: 1-3 weeks
- Analysis & Report Development: 4-5 weeks

Costs

Destination Analysts can complete this research for a total project fee of \$36,400. This is inclusive of all survey sample and deliverables detailed in this proposal.

Sample Key Insight: Point in Travel Decision when Exposed to Advertising

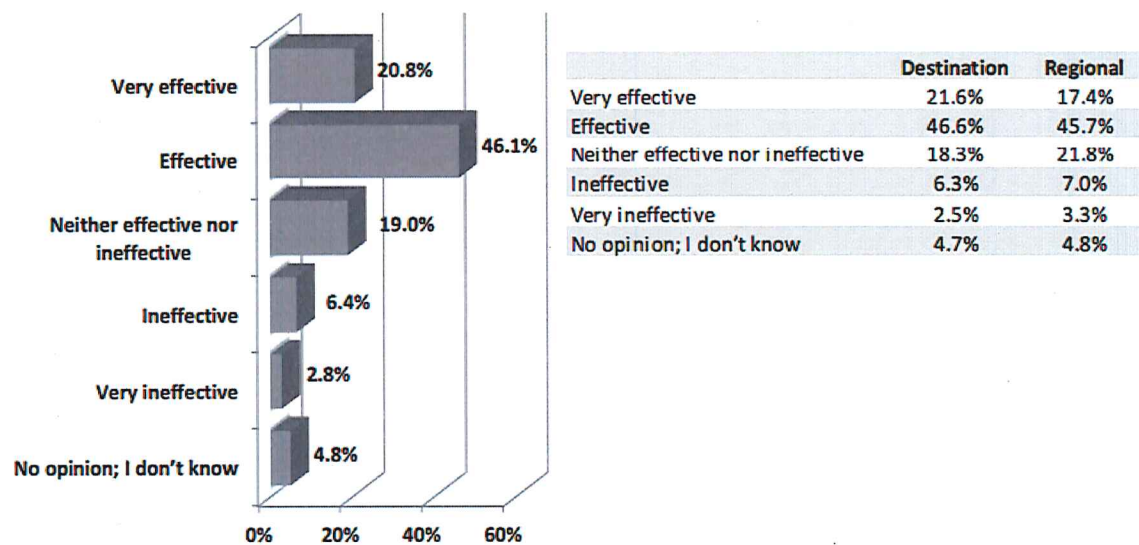
Figure 5.36 - When you saw the advertisement(s) for Alexandria, VA, where were you in the process of deciding to travel? Please select the one option that best describes where you were in your travel decision.



	Destination	Regional
I had already decided to visit Alexandria, VA	59.0%	60.4%
I was interested in visiting Alexandria, VA but hadn't made travel plans yet	26.9%	13.2%
I was just considering destinations for a trip	4.7%	18.9%
I had no plans to travel	9.4%	7.5%

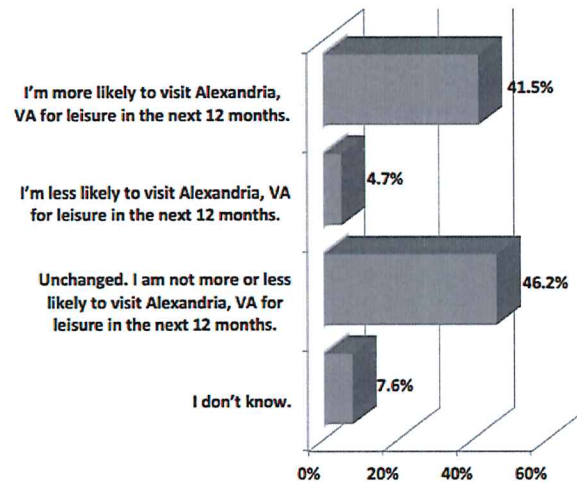
Sample Key Insight: Advertising Effectiveness

Figure 5.32: After viewing this series of advertisements, overall, how effective do you think these advertisements are in portraying Alexandria, VA as a place you would enjoy visiting for leisure reasons? (Select one)



Sample Key Insight: Likelihood to Visit

Figure 5.34: How did the advertisements you viewed today affect your likelihood to visit Alexandria, VA for leisure in the next 12 months? (Select one)



	Destination	Regional
I'm more likely to visit Alexandria, VA for leisure in the next 12 months.	42.5%	38.3%
Unchanged. I am not more or less likely to visit Alexandria, VA for leisure in the next 12 months.	44.8%	51.8%
I'm less likely to visit Alexandria, VA for leisure in the next 12 months.	4.7%	4.3%
I don't know.	8.0%	5.6%



About Destination Analysts

Destination  Analysts

Destination Analysts is a market research company focused on **actionable marketing intelligence** for the travel & tourism industry.

Our team of **travel industry experts** has extensive, hands-on experience working with some of the world's greatest **destination brands**.

We were **founded in 2003** by two DMO veterans and are based in San Francisco, with additional staff in Seattle and Los Angeles.

In addition, Destination Analysts conducts the quarterly "The State of the American Traveler," and the annual "The State of the International Traveler"—**the industry's premier studies** for tracking traveler sentiment and **global destination brand performance** for U.S. destinations.



Sample Clients and Partnerships

States/National



City/Regional



Agencies/Associations



Sample Advertising Effectiveness & ROI Study Clients



MONTANA





Thank You

We appreciate the opportunity to present this proposal and hope to work with you on generating these important metrics and insights.

Destination  Analysts

Executive Summary

Data based on a sample of up to 8 properties in the North Lake Tahoe destination, representing up to 1101 Units ('DestiMetrics Census*') and 34.10% of 3229 total units in the North Lake Tahoe destination ('Destination Census**')

Last Month Performance: Current YTD vs. Previous YTD		2017/18	2016/17	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Apr) changed by (-16.3%)	Occupancy (Apr) :	41.0%	49.0%	-16.3%
North Lake Tahoe ADR for last month (Apr) changed by (-0.5%)	ADR (Apr) :	\$ 214	\$ 215	-0.5%
North Lake Tahoe RevPAR for last month (Apr) changed by (-16.8%)	RevPAR (Apr) :	\$ 88	\$ 105	-16.8%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (May) changed by (11.6%)	Occupancy (May) :	34.3%	30.7%	11.6%
North Lake Tahoe ADR for next month (May) changed by (4.1%)	ADR (May) :	\$ 212	\$ 204	4.1%
North Lake Tahoe RevPAR for next month (May) changed by (16.3%)	RevPAR (May) :	\$ 73	\$ 63	16.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-9.9%)	Occupancy	43.1%	47.8%	-9.9%
North Lake Tahoe ADR for the past 6 months changed by (-2.4%)	ADR	\$ 309	\$ 317	-2.4%
North Lake Tahoe RevPAR for the past 6 months changed by (-12.0%)	RevPAR	\$ 133	\$ 151	-12.0%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (4.1%)	Occupancy	31.3%	30.1%	4.1%
North Lake Tahoe ADR for the future 6 months changed by (2.3%)	ADR	\$ 351	\$ 343	2.3%
North Lake Tahoe RevPAR for the future 6 months changed by (6.5%)	RevPAR	\$ 110	\$ 103	6.5%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Apr 30, 2018 vs. Previous Year				
Rooms Booked during last month (Apr,18) compared to Rooms Booked during the same period last year (Apr,17) for all arrival dates has changed by (-14.4%)	Booking Pace (Apr)	5.6%	6.6%	-14.4%

* 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 April 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 17/18</u>	<u>FY 16/17</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/18:	\$2,128,502	\$3,131,476	-32%
Forecasted Commission for this Revenue:	\$55,857	\$109,040	-49%
Number of Room Nights:	12140	16946	-28%
Number of Delegates:	59604	17353	243%
Annual Revenue Goal:	\$2,500,000	\$3,000,000	-17%
Annual Commission Goal:	\$70,000	\$135,000	-48%

<u>Monthly Detail/Activity</u>	<u>April-18</u>	<u>April-17</u>	
<u>Number of Groups Booked:</u>	1	5	
Revenue Booked:	\$9,639	\$139,231	-93%
Projected Commission:	\$0	\$4,751	-100%
Room Nights:	52	692	-92%
Number of Delegates:	90	3290	-97%
		3 Corp, 1 CA	
Booked Group Types:	1 Corp.	Assoc., 1 Smf	
Lost Business, # of Groups:	6	3	100%

<u>Arrived in the month</u>	<u>April-18</u>	<u>* Est. April-17</u>	
Number of Groups:	1	3	
Revenue Arrived:	\$93,408	\$133,231	-30%
Projected Commission:	\$0	\$4,356	
Room Nights:	220	902	-76%
Number of Delegates:	120	405	-70%
		2 Corp, 1 CA	
Arrived Group Types:	1 Smf	Assoc.	

<u>Monthly Detail/Activity</u>	<u>March-18</u>	<u>March-17</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$55,650	\$20,234	175%
Projected Commission:	\$0	\$450	-100%
Room Nights:	350	136	157%
Number of Delegates:	70	64	9%
		1 Assoc., 1 Corp, 1 Non-Profit	
Booked Group Types:	1 Assoc.		
Lost Business, # of Groups:	2	6	-67%

<u>Arrived in the month</u>	<u>March-18</u>	<u>March-17</u>	
Number of Groups:	3	2	
Revenue Arrived:	\$59,152	\$15,734	276%
Projected Commission:	\$0	\$0	
Room Nights:	373	116	222%

Number of Delegates:	100	50	100%
Arrived Group Types:	2 Corp., 1 SMF	1 Corp., 1 Assoc.	

Monthly Detail/Activity

	<u>February-18</u>	<u>February-17</u>	
<u>Number of Groups Booked:</u>	4	0	
Revenue Booked:	\$133,480	\$0	
Projected Commission:	\$2,569	\$0	
Room Nights:	957	0	
Number of Delegates:	10315	0	
	1 Smf, 1 Film		
Booked Group Types:	Crew, 2 Corp.		
Lost Business, # of Groups:	0		

	<u>February-18</u>	<u>February-17</u>	
<u>Arrived in the month</u>	6	1	
Number of Groups:	6	1	
Revenue Arrived:	\$118,220	\$104,490	13%
Projected Commission:	\$2,545	\$0	
Room Nights:	275	900	-69%
Number of Delegates:	291	250	16%
	5 Corp., 1 Film		
Arrived Group Types:	Crew	1 Assoc.	

Monthly Detail/Activity

	<u>January-18</u>	<u>January-17</u>	
<u>Number of Groups Booked:</u>	13	2	
Revenue Booked:	\$518,936	\$178,405	191%
Projected Commission:	\$2,146	\$0	
Room Nights:	2845	845	237%
Number of Delegates:	1153	1600	-28%
	7 Corp, 6 Assoc.	1 Corp., 1 non-profit	
Booked Group Types:	Assoc.		
Lost Business, # of Groups:	0	8	

	<u>January-18</u>	<u>January-17</u>	
<u>Arrived in the month</u>	3	0	
Number of Groups:	3	0	
Revenue Arrived:	\$86,645	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	275	0	
Number of Delegates:	89	0	
	1 Corp, 2 Assoc.		
Arrived Group Types:	Assoc.		

Monthly Detail/Activity

	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	1	4	
Revenue Booked:	\$4,500	\$142,936	-97%
Projected Commission:	\$0	\$6,683	-100%
Room Nights:	28	837	-97%
Number of Delegates:	30	358	-92%
	1 Smerf	2 Corp., 2 Assoc..	
Booked Group Types:	1 Smerf	Assoc..	
Lost Business, # of Groups:	4	0	

<u>Arrived in the month</u>	<u>December-17</u>	<u>December-16</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$137,651	
Projected Commission:	\$0	\$5,818	
Room Nights:	0	562	
Number of Delegates:	0	1125	
Arrived Group Types:		1 Corp., 1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>November-17</u>	<u>November-16</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$13,868	\$2,862	385%
Projected Commission:	\$551	\$0	
Room Nights:	76	14	443%
Number of Delegates:	34	14	143%
Booked Group Types:	1 Corp, 1 CA Assoc.	1 Corp.	
Lost Business, # of Groups:	10	6	

<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</u>	
Number of Groups:	0	5	
Revenue Arrived:	\$0	\$130,205	-100%
Projected Commission:	\$0	\$6,139	-100%
Room Nights:	0	990	-100%
Number of Delegates:	0	1264	-100%
Arrived Group Types:		3 Corp, 1 Smf, 1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>October-17</u>	<u>October-16</u>	
<u>Number of Groups Booked:</u>	5	6	
Revenue Booked:	\$221,137	\$557,045	-60%
Projected Commission:	\$5,257	\$2,245	134%
Room Nights:	1099	2716	-60%
Number of Delegates:	437	11999	-96%
Booked Group Types:	2 Corp, 1 Assoc, 2 Smf	3 Corp, 1 Smf, 1 Non-Profit, 1 Incentive	
Lost Business, # of Groups:	12	6	

<u>Arrived in the month</u>	<u>October-17</u>	<u>October-16</u>	
Number of Groups:	6	5	
Revenue Arrived:	\$531,593	\$187,132	184%
Projected Commission:	\$15,631	\$6,209	152%
Room Nights:	1586	978	62%
Number of Delegates:	597	10110	-94%
Arrived Group Types:	2 Corp, 3 Assoc, 1 Govt.	4 Corp, 1 Smf	

<u>Monthly Detail/Activity</u>	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	5	3	

Revenue Booked:	\$45,964	\$113,630	-60%
Projected Commission:	\$2,568	\$2,245	14%
Room Nights:	307	962	-68%
Number of Delegates:	139	987	-86%
	3 Corp, 1 Smf,	1 Corp, 1	
Booked Group Types:	1 Film Crew	Assoc, 1 Smf	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>September-17</u>	<u>September-16</u>	
Number of Groups:	7	10	
Revenue Arrived:	\$200,332	\$788,598	-75%
Projected Commission:	\$5,673	\$6,209	-9%
Room Nights:	650	4148	-84%
Number of Delegates:	438	1757	-75%
Arrived Group Types:	4 Corp, 1	4 Corp, 3	

Monthly Detail/Activity	<u>August-17</u>	<u>August-16</u>	
<u>Number of Groups Booked:</u>	2	4	
Revenue Booked:	\$58,220	\$112,497	-48%
Projected Commission:	\$2,560	\$892	187%
Room Nights:	409	715	-43%
Number of Delegates:	165	275	-40%
	1 Corp, 1	2 Assoc, 1	
Booked Group Types:	Assoc.	Corp, 1 Govt.	
Lost Business, # of Groups:	6	0	

<u>Arrived in the month</u>	<u>August-17</u>	<u>August-16</u>	
Number of Groups:	4	6	
Revenue Arrived:	\$59,921	\$223,487	-73%
Projected Commission:	\$1,068	\$16,620	-94%
Room Nights:	274	1052	-74%
Number of Delegates:	152	257	-41%
	2 Corp, 1	4 Corp, 1	
Arrived Group Types:	Assoc, 1 Non-profit	Assoc, 1 Film Crew	

Monthly Detail/Activity	<u>July-17</u>	<u>July-16</u>	
<u>Number of Groups Booked:</u>	7	2	
Revenue Booked:	\$638,565	\$84,736	654%
Projected Commission:	\$20,074	\$0	
Room Nights:	3689	655	463%
Number of Delegates:	4680	425	1001%
Booked Group Types:	4 Corp, 2	1 Corp, 1 Govt.	
Lost Business, # of Groups:	1	3	

<u>Arrived in the month</u>	<u>July-17</u>	<u>July-16</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$294,470	\$712,929	-59%
Projected Commission:	\$13,840	\$39,282	
Room Nights:	1299	3175	-59%
Number of Delegates:	645	1551	-58%

Arrived Group Types:	4 Corp.	2 Assoc, 1 Govt, 1 Corp and 1 Seminar
	<u>Current Numbers</u>	<u>Goals</u>
For 2018/19:	\$997,726	\$750,000
For 2019/20:	\$276,406	\$250,000

NUMBER OF LEADS Generated as of 4/30/18:	243
YTD 4/30/17:	214
YTD 4/30/16:	163

Total Number of Leads Generated in Previous Years:

2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report April 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>17/18</u>	<u>16/17</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/18:	\$380,076	\$406,856	-7%
Forecasted Commission for this Revenue:	\$6,148	\$12,270	-50%
Number of Room Nights:	2790	3218	-13%
Number of Delegates:	1310	1111	18%
Annual Commission Projection:	\$10,000	\$15,000	-33%

<u>Monthly Detail/Activity</u>	<u>April-18</u>	<u>April-17</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$59,700	\$3,105	1823%
Projected Commission:	\$0	\$155	-100%
Room Nights:	300	21	1329%
Number of Delegates:	140	40	250%
Booked Group Types:	1 Assoc., 1 Smf	1 Corp.	

<u>Arrived in the month</u>	<u>April-18</u>	<u>* Est.</u>	<u>April-17</u>	
Number of Groups:	4		4	
Revenue Arrived:	\$131,562		\$162,262	-19%
Projected Commission:	\$3,673		\$2,751	34%
Room Nights:	1031		890	16%
Number of Delegates:	225		225	0%
Booked Group Types:	4 Assoc.		4 Corp.	

<u>Monthly Detail/Activity</u>	<u>March-18</u>	<u>March-17</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$12,935	\$15,968	-19%
Projected Commission:	\$647	\$2,201	-71%
Room Nights:	72	145	-50%
Number of Delegates:	50	65	-23%
Booked Group Types:	1 Corp.	3 Corp.	

<u>Arrived in the month</u>	<u>March-18</u>	<u>March-17</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$17,447	\$162,262	-89%
Projected Commission:	\$513	\$2,751	-81%
Room Nights:	140	890	-84%
Number of Delegates:	65	225	-71%
Booked Group Types:	1 Smf, 1 Corp.	4 Corp.	

<u>Monthly Detail/Activity</u>	<u>February-18</u>	<u>February-17</u>	
<u>Number of Groups Booked:</u>	4	1	

Revenue Booked:	\$75,687	\$12,000	531%
Projected Commission:	\$547	\$648	-16%
Room Nights:	755	40	1788%
Number of Delegates:	435	20	2075%
Booked Group Types:	1 Corp, 2 Assoc.	1 Corp.	

<u>Arrived in the month</u>	<u>February-18</u>	<u>February-17</u>	
Number of Groups:	2	3	-33%
Revenue Arrived:	\$11,001	\$37,687	-71%
Projected Commission:	\$0	\$1,040	
Room Nights:	149	324	-54%
Number of Delegates:	80	178	-55%
Booked Group Types:	2 Corp.		

Monthly Detail/Activity	<u>January-18</u>	<u>January-17</u>	
<u>Number of Groups Booked:</u>	8	4	
Revenue Booked:	\$253,116	\$107,412	136%
Projected Commission:	\$8,928	\$5,370	66%
Room Nights:	1304	606	115%
Number of Delegates:	603	228	164%
Booked Group Types:	2 Smf, 4 Corp, 2 Assoc.	3 Corp, 1 Assoc.	

<u>Arrived in the month</u>	<u>January-18</u>	<u>January-17</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$3,597	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	23	0	
Number of Delegates:	80	0	
Booked Group Types:	1 Smf		

Monthly Detail/Activity	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$9,240	\$177,828	-95%
Projected Commission:	\$0	\$0	
Room Nights:	60	866	-93%
Number of Delegates:	250	240	4%
Booked Group Types:	1 Wedding	1 Corp., 1 Assoc.	

<u>Arrived in the month</u>	<u>December-17</u>	<u>December-16</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$1,580	\$0	
Projected Commission:	\$79	\$0	
Room Nights:	20	0	
Number of Delegates:	12	0	
Booked Group Types:	1 Govt.		

Monthly Detail/Activity	<u>November-17</u>	<u>November-16</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$47,480	\$2,228	2031%
Projected Commission:	\$2,374	\$334	611%
Room Nights:	196	12	1533%
Number of Delegates:	162	6	2600%

Booked Group Types:	1 Corp, 1 Govt.	1 Corp.
<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</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-17</u>	<u>October-16</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$5,547
Projected Commission:	\$0	\$0
Room Nights:	0	45
Number of Delegates:	0	45
Booked Group Types:	0	1 Assoc.

<u>Arrived in the month</u>	<u>October-17</u>	<u>October-16</u>
Number of Groups:	2	1
Revenue Arrived:	\$53,520	\$10,842
Projected Commission:	\$0	\$0
Room Nights:	611	78
Number of Delegates:	380	25
Booked Group Types:	1 Assoc., 1 Govt.	1 Corp.

Monthly Detail/Activity	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,000	\$45,255	-16%
Projected Commission:	\$5,700	\$0	
Room Nights:	380	420	-10%
Number of Delegates:	200	160	25%
Booked Group Types:	1 Assoc.	1 Corp.	

<u>Arrived in the month</u>	<u>September-17</u>	<u>September-16</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$32,371	\$47,420	-32%
Projected Commission:	\$0	\$2,263	
Room Nights:	146	416	-65%
Number of Delegates:	70	160	-56%
Booked Group Types:	1 Assoc.	1 Corp., 1 Smf	

Monthly Detail/Activity	<u>August-17</u>	<u>August-16</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$50,490	\$7,209	600%
Projected Commission:	\$0	\$1,081	
Room Nights:	488	70	597%
Number of Delegates:	175	35	400%
Booked Group Types:	1 Assoc.	1 Corp.	

<u>Arrived in the month</u>	<u>August-17</u>	<u>August-16</u>
Number of Groups:	1	0

Revenue Arrived:	\$32,350	\$0
Projected Commission:	\$1,617	\$0
Room Nights:	82	0
Number of Delegates:	20	0
Booked Group Types:	1 Corp.	0

Monthly Detail/Activity	<u>July-17</u>	<u>July-16</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$26,320
Projected Commission:	\$0	\$3,948
Room Nights:	0	244
Number of Delegates:	0	529
Booked Group Types:		2 Corp.

<u>Arrived in the month</u>	<u>July-17</u>	<u>July-16</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$19,384
Projected Commission:	\$0	\$0
Room Nights:	0	48
Number of Delegates:	0	30
Booked Group Types:		1 Corp.

Accounts Receivable Summary

Invoices With Apply Dates Through April 30, 2018

Aged as of Monday, April 30, 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	0.00	0.00	0.00	0.00	0.00	0.00
Community Awards 2018- Employee Award		0.00	280.00	0.00	0.00	0.00	0.00	280.00
Community Awards 2018- Employee Spous		0.00	65.00	0.00	0.00	0.00	0.00	65.00
Community Awards 2018- Golden Spotlight		0.00	4,800.00	0.00	0.00	0.00	0.00	4,800.00
Community Awards 2018- Luminary Award		0.00	2,400.00	800.00	0.00	0.00	0.00	3,200.00
Community Awards 2018- Silver Beacon Sp		0.00	700.00	0.00	0.00	0.00	0.00	700.00
Community Awards 2018- Table of 8		0.00	1,360.00	0.00	0.00	0.00	0.00	1,360.00
Community Awards 2018- Ticket		0.00	510.00	255.00	0.00	0.00	0.00	765.00
Community Awards 2018- Volunteer Award		0.00	120.00	0.00	0.00	0.00	0.00	120.00
Dues		0.00	6,065.00	955.00	1,100.00	18,550.00	1,045.00	27,715.00
Live Auction- Awards Dinner		0.00	1,400.00	0.00	0.00	0.00	0.00	1,400.00
TMBC - Annual		0.00	0.00	0.00	0.00	315.00	0.00	315.00
TMBC - Ticket		0.00	30.00	0.00	0.00	0.00	0.00	30.00
TMBC Sponsorships		0.00	500.00	0.00	0.00	0.00	0.00	500.00
Total Open Invoices		0.00	18,230.00	2,010.00	1,100.00	18,865.00	1,045.00	41,250.00

**Unapplied Payments With Payment
Dates Prior to and Including
04/30/2018**

15.00

Pre-Payments: Payments Made Prior to 04/30/2018 on Invoices With Apply Dates After 04/30/2018

Total Pre-Payments

Net Accounts Receivable (Open Invoices Less Unapplied Payments Less Pre-Payments)

41,235.00

KEY METRICS FOR April 30, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru April 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2010 - 2011	3,242,663	2,107,554	3,776,990	1,361,343	\$ 10,488,550
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	2,145,655	3,569,535	1,751,001	\$ 11,992,073
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	5,438,618	5,349,067	\$ 19,535,152
2016 - 2017	5,505,641	3,353,829	6,120,919	3,348,308	\$ 18,328,697
2017 - 2018	6,260,314	3,421,608	4,571,984	110	\$ 14,254,016

updated

Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru April 2018)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Tahoe City:					
Walk In	33,365	33,620	32,268	35,244	9.22%
Phone	2,144	2,175	2,793	2,582	-7.55%
Email		191	296	317	7.09%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	3,054	4,945	4,454	-9.93%
Total	42,009	47,649	44,228	50,480	14.14%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (as of Mar 2018, (Q3) 6 mth lag)					
Quarter	2014	2015	2016	2017	YOY % Change
First (Jan - Mar)	\$ 589,226	\$ 573,778	\$ 699,157	\$ 816,089	16.72%
Second (Apr - May)	\$ 521,965	\$ 495,699	\$ 559,589	\$ 728,774	30.23%
Third (Jun - Aug)	\$ 885,368	\$ 875,768	\$ 943,574	\$ 984,653	4.35%
Fourth (Sep - Dec)	\$ 557,614	\$ 596,985	\$ 629,807	\$ -	-100.00%
Total	\$ 2,554,173	\$ 2,542,230	\$ 2,832,127	\$ 2,529,516	-10.68%

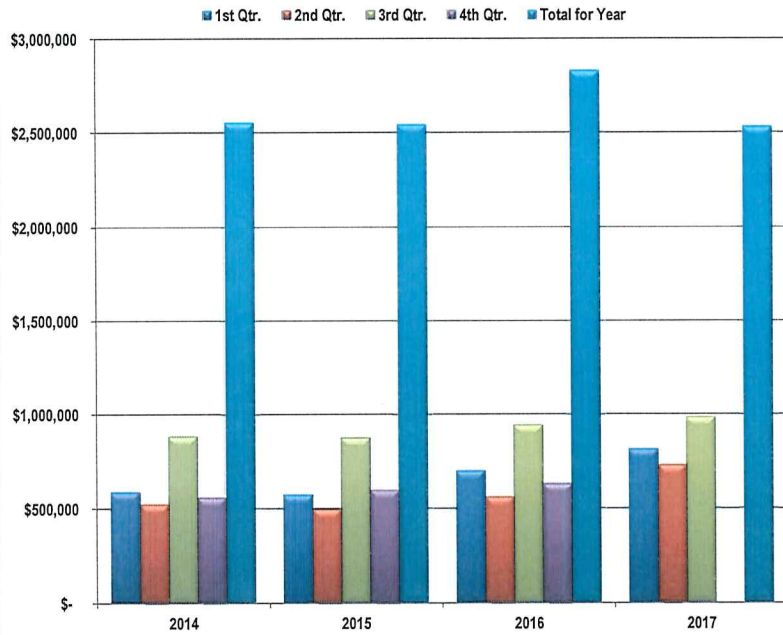
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Apr 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.2%
Placer County (367,309)	6.0%	5.2%	4.7%	2.9%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	2.8%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.2%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.0%

Destimetrics Reservations Activity	FYTD 16/17	FYTD 17/18	YOY % Change
Occupancy	49.0%	41.0%	-16.3%
ADR (Average Daily Rate)	\$ 215	\$ 214	-0.5%
RevPAR (Rev per Available Room)	\$ 105	\$ 88	-16.8%
Occupancy 1 Mth Forecast	30.7%	34.3%	11.6%
ADR 1 Mth Forecast	\$ 204	\$ 212	4.1%
RevPAR 1 Mth Forecast	\$ 63	\$ 73	16.3%
Occupancy (prior 6 months)	47.8%	43.1%	-9.9%
ADR (prior 6 months)	\$ 317	\$ 309	-2.4%
RevPAR (prior 6 months)	\$ 151	\$ 133	-12.0%
Occupancy (next 6 months)	30.1%	31.3%	4.1%
ADR (next 6 months)	\$ 343	\$ 351	2.3%
RevPAR (next 6 months)	\$ 103	\$ 110	6.5%

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

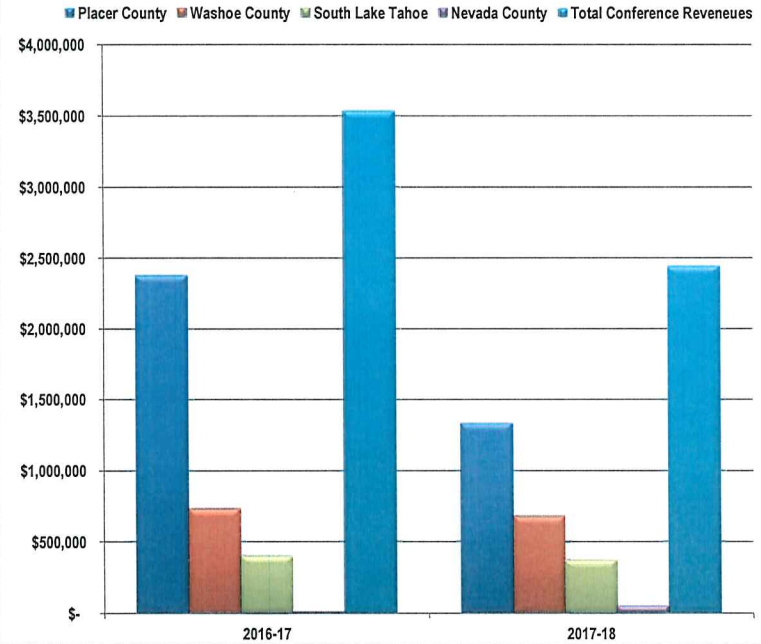
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 4/30/2018						
	2016-17	2016-17	2017-18	YOY %		
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Change		
Total Revenue Booked	\$3,964,368	\$ 3,538,333	\$ 2,447,560	-30.83%		
Commission for this Revenue	\$ 129,375	\$ 119,493	\$ 61,234	-48.76%		
Number of Room Nights	21,352	20,164	14,935	-25.93%		
Number of Bookings	79	68	61	-10.29%		
Conference Revenue And Percentage by County:						
	16-17	17-18				
Placer	67%	55%	\$2,506,277	\$ 2,382,534	\$ 1,337,579	-43.86%
Washoe	21%	28%	\$764,192	\$ 736,825	\$ 684,058	-7.16%
South Lake	11%	15%	\$411,781	\$ 406,856	\$ 375,635	-7.67%
Nevada	0%	2%	\$12,118	\$ 12,118	\$ 50,288	314.99%
Total Conference Revenue	100%	100%	\$3,694,368	\$ 3,538,333	\$ 2,447,560	-30.83%
CURRENT						
NLT - Annual Revenue Goal		\$ 3,000,000	\$ 2,500,000	-16.67%		
Annual Commission Goal		\$ 135,000	\$ 70,000	-48.15%		

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



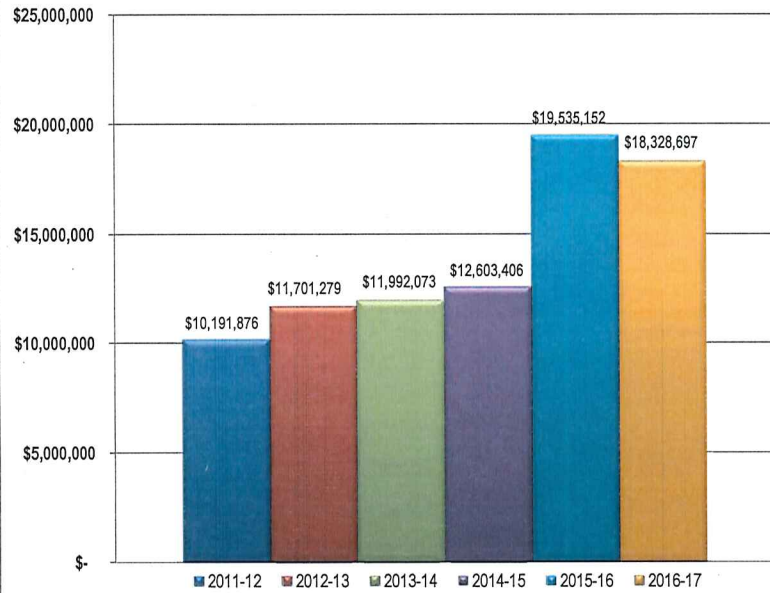
Quarter	2014	2015	2016	2017	YOY % Change
First (Jan - Mar)	\$ 589,226	\$ 573,778	\$ 699,157	\$ 816,089	16.72%
Second (Apr - May)	\$ 521,965	\$ 495,699	\$ 559,589	\$ 728,774	30.23%
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Fourth (Sep - Dec)	\$ 557,614	\$ 596,985	\$ 629,807	\$ -	-100.00%
Total	\$ 2,554,173	\$ 2,542,230	\$ 2,832,127	\$ 2,529,516	-10.68%

Conference Revenue Statistics & Revenue Share by County



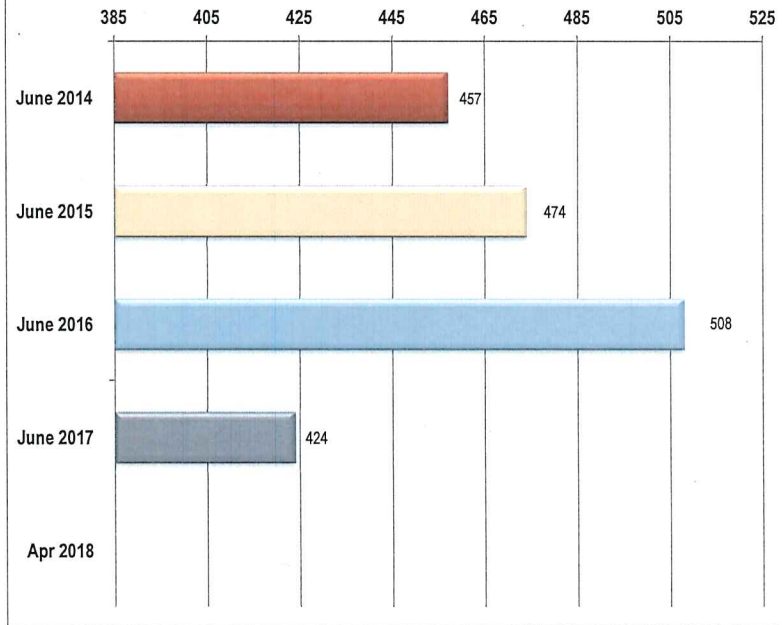
	2016-17	2017-18	YOY %
FORWARD LOOKING			
	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 3,538,333	\$ 2,447,560	-30.83%
Commission for this Revenue	119,493	61,234	-48.76%
Number of Room Nights	20,164	14,935	-25.93%
Number of Bookings	68	61	-10.29%
CURRENT			
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Nevada	\$ 12,118	\$ 50,288	314.99%
Total Conference Revenue	\$ 3,538,333	\$ 2,447,560	-30.83%

5-Year Annual TOT Collections (Fiscal Year Basis)



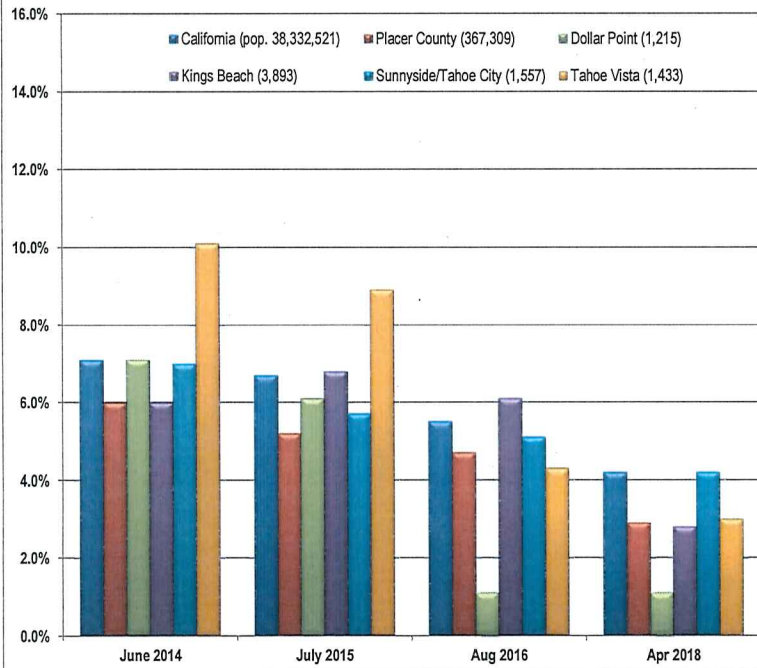
Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru April 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
2013 - 2014	\$ 4,525,882	\$ 2,145,655	\$ 3,569,535	\$ 1,751,001	\$ 11,992,073
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	\$ 5,438,618	\$ 5,349,067	\$ 19,535,152
2016 - 2017	\$ 5,505,641	\$ 3,353,829	\$ 6,120,919	\$ 3,348,308	\$ 18,328,697
2017 - 2018	\$ 6,260,314	\$ 3,421,608	\$ 4,571,984	\$ 110	\$ 14,254,016

Chamber Membership (# of Members)



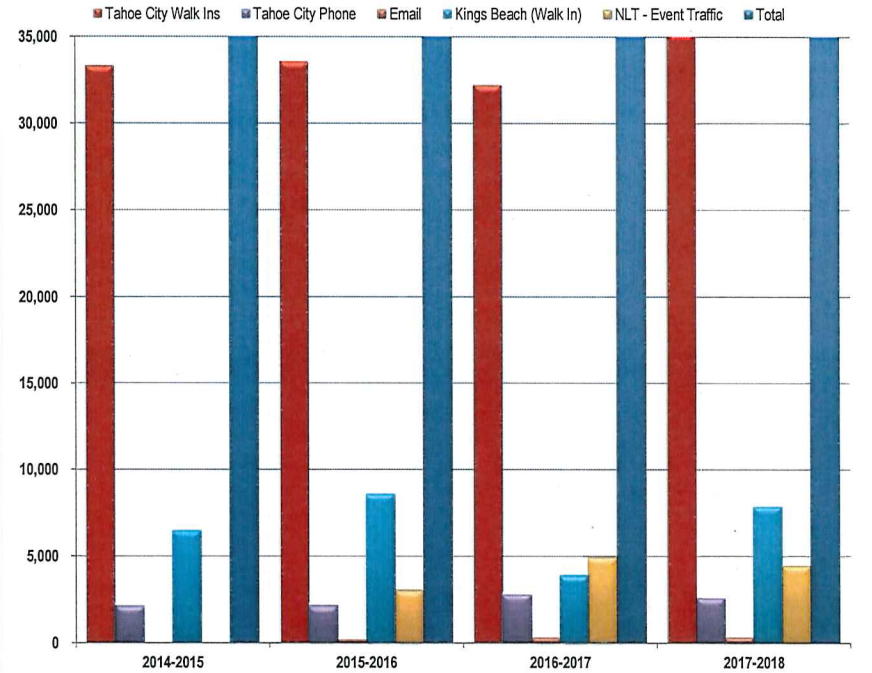
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Apr 2018	378

Unemployment Rates by Region



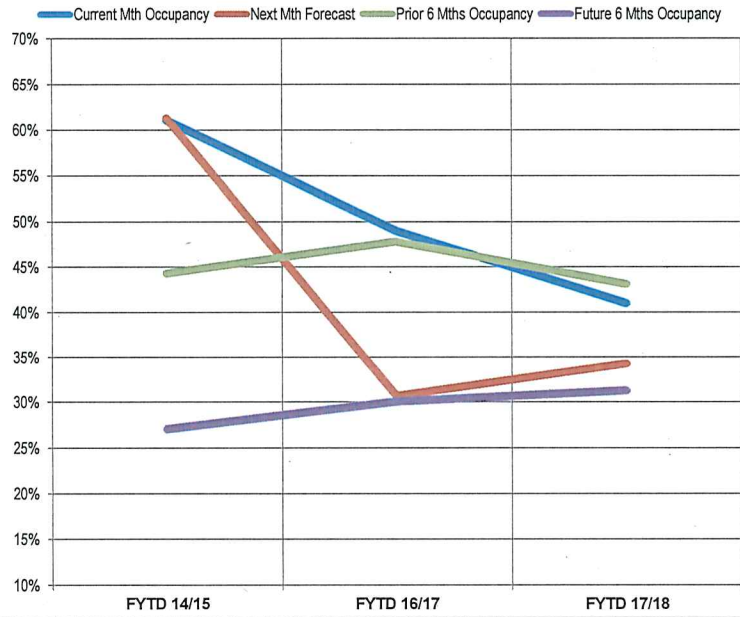
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Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.0%

Visitor Information - FYTD YOY



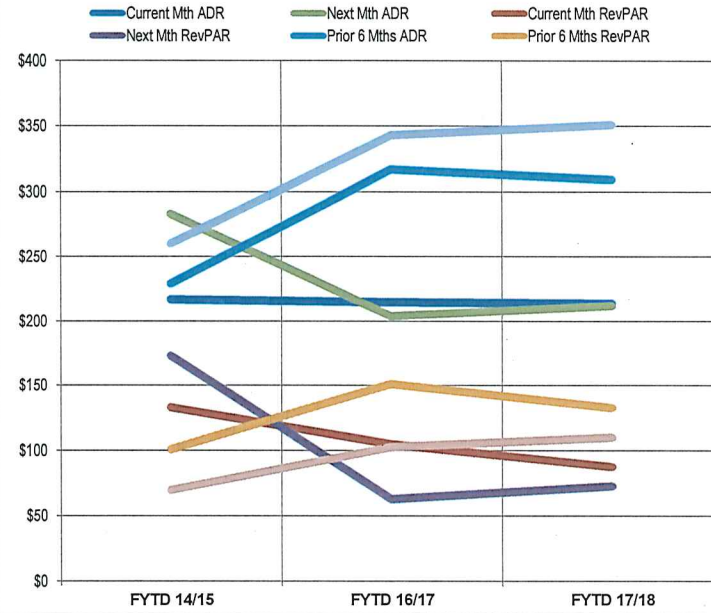
Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru April 2018)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Tahoe City:					
Walk In	33,365	33,620	32,268	35,244	9.22%
Phone	2,144	2,175	2,793	2,582	-7.55%
Email	-	191	296	317	7.09%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	3,054	4,945	4,454	-9.93%
Total	42,009	47,649	44,228	50,480	14.14%

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
Occupancy	61.1%	49.0%	41.0%	-16.3%
Occupancy 1 Mth Forecast	61.3%	30.7%	34.3%	11.6%
Occupancy (prior 6 months)	44.3%	47.8%	43.1%	-9.9%
Occupancy (next 6 months)	27.1%	30.1%	31.3%	4.1%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$215	\$214	-0.5%
RevPAR (Rev per Available Room)	\$133	\$105	\$88	-16.8%
ADR 1 Mth Forecast	\$283	\$204	\$212	4.1%
RevPAR 1 Mth Forecast	\$173	\$63	\$73	16.3%
ADR (prior 6 months)	\$229	\$317	\$309	-2.4%
RevPAR (prior 6 months)	\$101	\$151	\$133	-12.0%
ADR (next 6 months)	\$260	\$343	\$351	2.3%
RevPAR (next 6 months)	\$70	\$103	\$110	6.5%

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month*Yr April 2018
 Employee Cindy Gustafson

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
4.6.18	A	Silent Auction Pro	2856	Credit Card readers for check out at dinner	140.00		6434-00-60	✓
4.9.18	B	Adobe	8246	Adobe Acrobat Software - monthly bill	14.99		8810-00-70	✓
4.11.18	C	Tahoe House	9940	Coffee with Daphne, Katie Barnes and Cindy - Destimetrics	17.19		8750-00-11	✓
4.11.18	D	Crown Awards	J033	Awards Dinner - Awards	1,141.41		6434-00-60	✓
4.11.18	E	Crown Awards	9316	Awards Dinner - Awards	25.66		6434-00-60	✓
4.13.18	F	Stormtech	3528	VIC Inventory	1,093.20		12100-00	✓
4.13.18	G	Crown Awards	2919	Awards Dinner - Awards	53.18		6434-00-60	✓
4.13.18	H	Crown Awards	6482	Awards Dinner - Awards	27.04		6434-00-60	✓
4.16.18	I	Crown Awards	P4OX	Awards Dinner - Awards	102.96		6434-00-60	✓
4.17.18	J	Amazon	X5XH	Coffee Creamer - VIC Coffee station	19.18		12100-00	✓
4.18.18	K	Amazon	V7K5	K-Cup Coffee - VIC Coffee Station	64.00		12100-00	✓
	Z							
MILEAGE REIMBURSEMENT								
	Attach 1		Mileage	See Attached Mileage Report		119.79	8700-00-70	✓
				Mileage Reimbursed Through Payroll				
TOTAL - CREDIT CARD EXPENSES					2,698.81			✓
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)					^	119.79		✓

Signed By: *Cindy Gustafson*
 Date: 5.3.18

Approved By: _____
 Date: _____

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
MAY 07 2018	MAY 15 2018				

CHECKED MAY 15 2018 *[Signature]* *ms*

**NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)
MILEAGE REIMBURSEMENT**

EMPLOYEE NAME: Cindy Gustafson
REPORT MONTH: Apr-18

REF	DATE	START	END	# MILES	ROUND TRIP		REASON FOR TRAVEL
					YES	NO	
	4.2.18	NLTRA Offices	Ritz Carlton	22.00	x		On-Boarding New Board Member Bruce Siegel
	4.2.18	NLTRA Offices	SV Lodge	16.00	x		On-Boarding New Board Member Dan Tester
	4.4.18	NLTRA Offices	Resort at Squaw Creek	16.00	x		On-Boarding New Board Member Andre Priemer
	4.6.18	NLTRA Offices	Sugar Bowl	44.80	x		On-Boarding New Board Member Greg Dallas
	4.10.18	NLTRA Offices	Tahoe House	3.00	x		Meeting with Destimetrics
	4.11.18	NLTRA Offices	North Tahoe Event Center	20.00	x		NLTRA Board Meeting
	4.13.18	NLTRA Offices	Truckee Airport	38.00	x		Mountain Housing Council meeting
	4.24.18	NLTRA Offices	North Tahoe Event Center	20.00	x		Board of Supervisors meeting
	4.25.18	NLTRA Offices	North Tahoe Event Center	20.00	x		Placer County Sustainability Plan meeting
	4.26.18	NLTRA Offices	North Tahoe Event Center	20.00	x		MHC Annual Public Meeting
TOTAL MILES SUBMITTED:				219.80			✓
MILEAGE RATE PER MILE				\$ 0.545			✓
TOTAL MILEAGE REIMBURSEMENT DUE				\$ 119.79			✓



BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number XXXX-XXXX-0108-6903
Statement Date APR 28, 2018
Total Activity \$2,698.81

** 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	\$2,698.81		\$0.00		\$0.00		\$2,698.81

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
04-06	04-05	05259588096500198732856	SILENT AUCTION PRO 530-363-4088 FL Tax ID: 263128202 Mer Zip: 32536	(A) 140.00
04-09	04-07	55310208097026662882460	ADOBE SYSTEMS, INC. 08008336687 CA Tax ID: 770019522 Mer Ref: 66288246 Mer Zip: 95110 Origin Zip: 95110 Dest Ctry: USA	(B) 14.99
04-11	04-10	55432868100200334387369	SQU*SQ *TAHOE HOUSE BA Tahoe City CA Tran: 00011529215079940 Tax ID: 800429876 Mer Ref: 00011529215079940 Mer Zip: 96145 Origin Zip: 96145 Dest Zip: 96145 Dest Ctry: USA Tax: 0.81	(C) 17.19
04-11	04-10	55444368100083768506150	CROWN AWARDS INC 08002271557 NY Tran: 07901016 Tax ID: 133490101 Mer Ref: 768506156FS5JO33 Mer Zip: 10532 Origin Zip: 10532 Dest Zip: 96145 Dest Ctry: USA Shp: 153.94	(D) 1,141.41
			Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 11 Unit: EA Disc: N Ext Item Amt: 769.89	
			Product Code: DEFAULT Desc: SET UP \$35-QTY BELOW 50 Qty: 1 Unit: EA Disc: N Ext Item Amt: 35.00	
			Product Code: DEFAULT Desc: EXTRA CHARACTER OVER 40 CHARGE Qty: 32 Unit: EA Disc: N Ext Item Amt: 8.32	
			Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 8 Unit: EA Disc: N Ext Item Amt: 199.92	
			Product Code: DEFAULT Desc: SHIPPING & HANDLING-TROPHIES Qty: 1 Unit: EA Disc: N Ext Item Amt: 153.94	

CC PENDING

AWARDS

For Customer Service, Call: 1-866-432-8161	Account Number XXXX-XXXX-0108-6903	Account Summary	
	Statement Date APR 28, 2018	Purchases & Other Charges	\$2,698.81
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit \$50,000	Cash Advances	\$0.00
	Disputed Amount \$0.00	Fees	\$0.00
		Credits	\$0.00
		Payments	\$0.00
		Total Activity	\$2,698.81

Statement Date	APR 28, 2018	Total Activity	\$2,698.81
Credit Limit	\$50,000	Single Purchase Limit	\$0.00
CINDY M GUSTAFSON			
XXXX-XXXX-0108-6903			

ACCOUNT ACTIVITY					
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount	
04-11	04-10	55444368100083769030572	CROWN AWARDS INC 08002271557 NY Tran: 07901016 Tax ID: 133490101 Mer Ref: 76903057KFSP9316 Mer Zip: 10532 Origin Zip: 10532 Dest Zip: 96145 Dest Ctry: USA Shp: 153.94 Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 11 Unit: EA Disc: N Ext Item Amt: 769.89 Product Code: DEFAULT Desc: SET UP \$35-QTY BELOW 50 Qty: 1 Unit: EA Disc: N Ext Item Amt: 35.00 Product Code: DEFAULT Desc: EXTRA CHARACTER OVER 40 CHARGE Qty: 32 Unit: EA Disc: N Ext Item Amt: 8.32 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 8 Unit: EA Disc: N Ext Item Amt: 199.92 Product Code: DEFAULT Desc: SHIPPING & HANDLING-TROPHIES Qty: 1 Unit: EA Disc: N Ext Item Amt: 153.94	(E) 25.66	AWARDS
04-13	04-11	55420368102630185526538	STORMTECH USA INC FERNDAL WA Tax ID: 980173528 Mer Zip: 98248	(F) 1,093.20	VIL INVENTORY
04-13	04-12	55444368102083772122919	CROWN AWARDS INC 08002271557 NY Tran: 07901016 Tax ID: 133490101 Mer Ref: 772122917FU009FC Mer Zip: 10532 Origin Zip: 10532 Dest Zip: 96145 Dest Ctry: USA Shp: 157.14 Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 11 Unit: EA Disc: N Ext Item Amt: 769.89 Product Code: DEFAULT Desc: SET UP \$35-QTY BELOW 50 Qty: 1 Unit: EA Disc: N Ext Item Amt: 35.00 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 8 Unit: EA Disc: N Ext Item Amt: 199.92 Product Code: DEFAULT Desc: EXTRA CHARACTER OVER 40 CHARGE Qty: 136 Unit: EA Disc: N Ext Item Amt: 35.36 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 2 Unit: EA Disc: N Ext Item Amt: 49.98 Product Code: DEFAULT Desc: SHIPPING & HANDLING-TROPHIES Qty: 1 Unit: EA Disc: N Ext Item Amt: 157.14	(G) 53.18	AWARDS
04-13	04-12	55444368102083771866482	CROWN AWARDS INC 08002271557 NY Tran: 07901016 Tax ID: 133490101 Mer Ref: 771866489FU00636 Mer Zip: 10532 Origin Zip: 10532 Dest Zip: 96145 Dest Ctry: USA Shp: 157.14 Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 11 Unit: EA Disc: N Ext Item Amt: 769.89 Product Code: DEFAULT Desc: SET UP \$35-QTY BELOW 50 Qty: 1 Unit: EA Disc: N Ext Item Amt: 35.00 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 8 Unit: EA Disc: N Ext Item Amt: 199.92 Product Code: DEFAULT Desc: EXTRA CHARACTER OVER 40 CHARGE Qty: 136 Unit: EA Disc: N Ext Item Amt: 35.36 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 2 Unit: EA Disc: N Ext Item Amt: 49.98 Product Code: DEFAULT Desc: SHIPPING & HANDLING-TROPHIES Qty: 1 Unit: EA Disc: N Ext Item Amt: 157.14	(H) 27.04	AWARDS
04-16	04-13	55444368103083773729059	CROWN AWARDS INC 8002271557 NY Tran: 07901016 Tax ID: 133490101 Mer Ref: 77372905DFU0P4OX Mer Zip: 10532 Origin Zip: 10532 Dest Zip: 96145 Dest Ctry: USA Shp: 165.12 Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 11 Unit: EA Disc: N Ext Item Amt: 769.89 Product Code: DEFAULT Desc: SET UP \$35-QTY BELOW 50 Qty: 1 Unit: EA Disc: N Ext Item Amt: 35.00 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 8 Unit: EA Disc: N Ext Item Amt: 199.92 Product Code: DEFAULT Desc: EXTRA CHARACTER OVER 40 CHARGE Qty: 136 Unit: EA Disc: N Ext Item Amt: 35.36 Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 2 Unit: EA Disc: N Ext Item Amt: 49.98	(I) 102.96	AWARDS

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
			Product Code: DEFAULT Desc: 5" SPOTLIGHT BLUE CRYSTAL Qty: 1 Unit: EA Disc: N Ext Item Amt: 24.99	
			Product Code: DEFAULT Desc: 9" SUPER NOVA CRYSTAL AWARD Qty: 1 Unit: EA Disc: N Ext Item Amt: 69.99	
			Product Code: DEFAULT Desc: SHIPPING & HANDLING-TROPHIES Qty: 1 Unit: EA Disc: N Ext Item Amt: 165.12	
04-17	04-17	55432868107200538914961	Amazon.com AMZN.COM/BILLWA Tran: VIC Tax ID: 820544687 Mer Ref: 5UQLEB3X5XH Mer Zip: 98109	19.18
			Product Code: B00451ZJB0 Desc: NESTLE COFFEE-MATE Coffee Creamer, Qty: 1 Unit: PCE Disc: N Ext Item Amt: 19.18	
04-18	04-17	55432868107200661295154	Amazon.com AMZN.COM/BILLWA Tran: VIC Tax ID: 820544687 Mer Ref: 1EL4WAPV7K5 Mer Zip: 98109 Tax: 0.88	64.00
			Product Code: B003KRHDNC Desc: K-Cup Carousel - Holds 35 K-Cups in Qty: 1 Unit: PCE Disc: N Ext Item Amt: 13.02	
			Product Code: B071Z8LD77 Desc: K-Cup Coffee Lover's Variety Sample Qty: 2.00 Unit: PCE Disc: N Ext Item Amt: 50.98	

(J)

(K)

VIC

VIC

Print

PAYMENT RECORD

Group: 777
North Lake Tahoe Chamber - 64th Annual Community Awards - April 26, 2018
Lauren Sully
100 N. Lake Blvd
Tahoe City, CA 96145

Transaction Amount: \$ 140.00
Paid By: Credit Card
Payment Reference ID: 3686
Card Number: xxxxxxxxxxxx6903 Mastercard
Approval Code: 031586
Transaction ID: 492758606
Time Stamp: 2018-04-05 22:20:39
Notes: Rental of 4 credit card readers. \$140, Shipping. \$0



(A)

INVOICE



Remit To:
 Adobe Systems Incorporated
 29322 Network Place
 Chicago, IL 60673-1293

Wires To:
 Bank: JPM Chase/ Acct#: 100081931
 ABA: 021000021/ SWIFT: CHASUS33

Federal Tax ID 77-0019522

Reprint Page 1 of 1

Invoice Number: 893152587

Invoice Date: APR-06-18

Payment Terms: Credit Card

Due Date: APR-13-18

Purchase Order: ADB016450957

Contract No 00004490

Order Number: 5017797439

Order Date: NOV-06-17

Customer No.: 1452233

Bill to No. 546408886

Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

Bill To:
 cindy gustafson
 100 N Lake Blvd
 Tahoe City CA 96145

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price	
000010	65232730 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN 1 YR	EA	14.99	1	14.99	
North America		Invoice Totals				
		S & H	Sales Tax	Currency	Qty Shipped	Invoice Total
		0.00	0.00	USD	1	14.99

Comments:

Ⓟ
B

Tahoe House Bakery & Gourmet

625 West Lake Blvd
Tahoe City, CA 96145
(530) 583-1377
www.tahoe-house.com

Apr 10, 2018
8:33 AM
Kerry V

Authorization 026141 MasterCard 6903
Receipt RVqy

MASTERCARD
AID A0 00 00 00 04 10 10

Latte	\$4.50
Double (\$0.50), Tall (\$0.25)	
Latte x 2	\$7.50
(\$3.75 each)	
Plain Croissant	\$2.95
<hr/>	
Subtotal	\$14.95
Tip	\$2.24
<hr/>	
Total	\$17.19
7.25% Tax Included, \$0.81	
MasterCard 6903 (Chip)	\$17.10
Cindy Gustafson	

coffee with Katie Barnes
Daphne Lange
re: Desimetrics

①

Kym Fabel

OWN CINDY'S C.C.

From: CUSTOMERSERVICE@CROWNAWARDS.COM on behalf of CROWN AWARDS
Sent: Friday, April 13, 2018 7:42 AM
To: NORTH LAKE TAHOE CHAMBER
Subject: Crown Awards - Invoice



INVOICE

9 Skyline Dr, Hawthorne, NY 10532 800-765-2003

www.CrownAwards.com

Account #	Invoice Date	Order #	Invoice #	PO #
62161725	04/12/18	07901016	33478699	

Billing Information

NORTH LAKE TAHOE CHAMBER
 PO BOX 5459
 TAHOE CITY, CA 96145-5459
 ATTN:K FABEL

Shipping Information

NORTH LAKE TAHOE CHAMBER
 100 NORTH LAKE BOULEVARD
 TAHOE CITY, CA 96145
 ATTN:K FABEL

Quantity	Item #	Description	Unit Price	Subtotal
11	GLST9B	9" SUPER NOVA CRYSTAL AWARD	69.99	769.89
1	LOGO2	SET UP \$35-QTY BELOW 50	35.00	35.00
11	NOGIFTBAG	NO GIFT BAG	0.00	0.00
11	ENGLST9B-L	ENG -9" SUPER NOVA W/ LOGO	0.00	0.00
1	EXENGCP	EXTRA CHARACTER OVER 40 CHARGE	0.00	0.00
8	GLSPLBL5	5" SPOTLIGHT BLUE CRYSTAL	24.99	199.92
1	LOGOF	USE ARTWORK ON FILE	0.00	0.00
8	NOGIFTBAG	NO GIFT BAG	0.00	0.00
8	ENGLSPLBL5-L	ENG-5" BLUE SPTLGHT CRYST W/LOG	0.00	0.00
136	EXENGCP	EXTRA CHARACTER OVER 40 CHARGE	0.26	35.36
2	GLSPLBL5	5" SPOTLIGHT BLUE CRYSTAL	24.99	49.98
1	LOGOF	USE ARTWORK ON FILE	0.00	0.00
2	NOGIFTBAG	NO GIFT BAG	0.00	0.00
2	ENGLSPLBL5-L	ENG-5" BLUE SPTLGHT CRYST W/LOG	0.00	0.00
1	EXENGCP	EXTRA CHARACTER OVER 40 CHARGE	0.00	0.00
1	GLSPLBL5	5" SPOTLIGHT BLUE CRYSTAL	24.99	24.99
1	LOGOF	USE ARTWORK ON FILE	0.00	0.00
1	NOGIFTBAG	NO GIFT BAG	0.00	0.00
1	ENGLSPLBL5-L	ENG-5" BLUE SPTLGHT CRYST W/LOG	0.00	0.00
1	EXENGCP	EXTRA CHARACTER OVER 40 CHARGE	0.00	0.00

1
 (D, E, G, H, I)

1	GLST9B	9" SUPER NOVA CRYSTAL AWARD	69.99	69.99
1	LOGOF	USE ARTWORK ON FILE	0.00	0.00
1	NOGIFTBAG	NO GIFT BAG	0.00	0.00
1	ENGLST9B-L	ENG -9" SUPER NOVA W/ LOGO	0.00	0.00
1	EXENGCP	EXTRA CHARACTER OVER 40 CHARGE	0.00	0.00
1	FRTRP	SHIPPING & HANDLING-TROPHIES	165.12	165.12

D	MASTERCARD	*****6903	1,141.41	08/2021	Invoice Subtotal	1,185.13
E	MASTERCARD	*****6903	25.66	08/2021	Shipping Charge	165.12
O	MASTERCARD	*****6903	27.04	08/2021	Sales Tax	0.00
H	MASTERCARD	*****6903	53.18	08/2021	Total	1,350.25
I	MASTERCARD	*****6903	102.96	08/2021	Total Payments	1,350.25
					Balance Due	\$0.00

D, E, G, H, I

Order Confirmation



Stormtech USA Inc.

Order Number: USA000278598
 Order Date: 3/8/2018
 Customer Code: S06744
 Customer PO#: KYM
 Card Type:
 Last 4 Digits:
 Credit Card Exp. Date:
 Shipper ID: USL6-GRND
 Terms Code: USCCB4SHIP
 Freight Collection Terms:

*EMAILED CC INFO TO
 KIM 4.10.18 W/O ENTIRE CARD #
 FOR SECURITY PURPOSES. LG*

Stormtech USA Inc.
 6920 Salashan Parkway,
 Bldg E-100
 Ferndale, WA, USA 98248

Phone: 888-876-5797
 Fax: 888-795-2576

Page 1 of 2

Order Placer: *Kym Fabel*
 EMILY DETWILER

Sold To:

NORTH LAKE TAHOE RESORT
 PO BOX 1757
 TAHOE CITY, CA 96148- US

Ship To:

NORTH LAKE TAHOE RESORT
 PO BOX 5459
 100 N LAKE BLVD
 TAHOE CITY, CA 96145- US

Product Code	Qty Ordered	U/M	Unit Price	Adjustment	Amount
1-WRP001-030	12.00	Each	12.50	0.00	150.00
WRP-1 YEL/BL EACH					
1-WRP001-020	12.00	Each	12.50	0.00	150.00
WRP-1 WR/BK EACH					
1-WSP001-030	12.00	Each	4.00	0.00	48.00
WSP-1 YELLOW EACH					
1-WSP001-020	12.00	Each	4.00	0.00	48.00
WSP-1 W.RED EACH					
1-WSP001-000	12.00	Each	4.00	0.00	48.00
WSP-1 BLACK EACH					
1-WSP001-010	12.00	Each	4.00	0.00	48.00
WSP-1 COOLBLUE EACH					
1-CTB001-020	3.00	Each	40.00	0.00	120.00
CTB-1 BLACK EACH					
1-CTB001-000	3.00	Each	17.50	0.00	52.50
CTB-1 B.RED EACH					
1-WRP002-020	24.00	Each	7.50	0.00	180.00
WRP-2 WR/BK EACH					

*please cut check
 ok kym
 cindy approved 3/21/18*

RECEIVED MAR 20 2018

Cody Gustaf
 4/6/18

F

Order Confirmation



Stormtech USA Inc.

Order Number: USA000278598

Order Date: 3/8/2018

Customer Code: S06744

Customer PO#: KYM

Card Type:

Last 4 Digits:

Credit Card Exp. Date:

Shipper ID: USL6-GRND

Terms Code: USCCB4SHIP

Freight Collection Terms:

Stormtech USA Inc.
6920 Salashan Parkway,
Bldg E-100
Ferndale, WA, USA 98248

Phone: 888-876-5797

Fax: 888-795-2576

Page 2 of 2

Order Placer: EMILY DETWILER

Order Charges:

USAARTSETUP	USA ART SET UP	30.00
USA SCREENPR	USA SCREENPRINT	387.60
DISCAUTO	AUTOMATIC DISCOUNT	-168.90

Subtotal: 1,093.20

Total: 1,093.20

Method: SCREEN PRINT

Logo: NLTR LOGO

Placement: FRONT CENTER

Run Charge: \$3.80 X 102pc = \$387.60

Deco PO: U498993

E1

4/11/2018

Receipt

STORMTECH USA INC
E100 6920 SALASHAN PARKWAY
FERNDALE, WA 98248
604-254-8228 ext 212
Merchant ID

1679976902

Date: 4/11/2018 Time: 9:59 AM

Trans Type: Credit Sale

Transaction #: 518179067
Name: NORTH LAKE TAHOE RESORT
Account: *****6903
Exp Date: ****
Card Type: MasterCard
Street: 100 N LAKE BLVD
Zip/Postal Code: 96145
Entry: Manual
Invoice #: USA.27859809RD
Customer ID: S06744 NORTH LAKE TAHOE RESORT
Auth Code: 097005
Result: APPROVED
Message: AP
AVS Response: Z
CV Result: M
Batch Num: 2892
Tran Id MCFFKYLNH0411

Description _____

Subtotal: \$1,093.20
Sale Tax Amt: \$0.00

Total Amt (USD): \$1,093.20

I Agree to Pay Above Total
Amount According to Card
Issuer Agreement (Merchant
Agreement if Credit Voucher)

Signature X _____

Merchant Copy



VIC Coffee Service

Details for Order #112-8047695-0348246

Print this page for your records.

Order Placed: April 16, 2018
Amazon.com order number: 112-8047695-0348246
Order Total: \$19.18

Preparing for Shipment

Items Ordered

Price

1 of: NESTLE COFFEE-MATE Coffee Creamer, Original, liquid creamer singles, Pack of 360 \$19.18

Sold by: Amazon.com Services, Inc.

Condition: New

Shipping Address:

kym fabel
100 North Lake Blvd, 1st floor
first floor
Tahoe City, CA 96145
United States

Item(s) Subtotal: \$19.18
Shipping & Handling: \$0.00

Total before tax: \$19.18
Sales Tax: \$0.00

Total for This Shipment: \$19.18

Shipping Speed:

Two-Day Shipping

Payment information

Payment Method:

MasterCard | Last digits: 6903
Reference number: VIC

Item(s) Subtotal: \$19.18
Shipping & Handling: \$0.00

Total before tax: \$19.18

Estimated tax to be collected: \$0.00

Grand Total: \$19.18

Billing address

Cindy Gustafson
PO BOX 5459
TAHOE CITY, CA 96145-5459
United States

To view the status of your order, return to [Order Summary](#).

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J

Final Details for Order #112-4689614-8285049

Print this page for your records.

Order Placed: April 16, 2018
Amazon.com order number: 112-4689614-8285049
Order Total: \$64.00

Shipped on April 17, 2018

Items Ordered

1 of: K-Cup Carousel - Holds 35 K-Cups in Black

Sold by: Amazon.com Services, Inc.

0100-00/42

Condition: New

2 of: K-Cup Coffee Lover's Variety Sampler, Keurig Single-Serve Coffee, 40 Count

Sold by: Amazon.com Services, Inc.

Condition: New

Price

\$12.14

+ TAX = \$13.02

TOTAL

\$25.49 (\$50.98)

ENTERED

5/3/18

12100-00

Shipping Address:

kym fabel
100 North Lake Blvd, 1st floor
first floor
Tahoe City, CA 96145
United States

Item(s) Subtotal: \$63.12
Shipping & Handling: \$0.00
Total before tax: \$63.12
Sales Tax: \$0.88

Total for This Shipment: \$64.00

Shipping Speed:

Two-Day Shipping

Payment information

Payment Method:

MasterCard | Last digits: 6903
Reference number: VIC

Item(s) Subtotal: \$63.12
Shipping & Handling: \$0.00
Total before tax: \$63.12
Estimated tax to be collected: \$0.88

Billing address

Cindy Gustafson
PO BOX 5459
TAHOE CITY, CA 96145-5459
United States

Grand Total: \$64.00

Credit Card transactions

MasterCard ending in 6903: April 17, 2018: \$64.00

To view the status of your order, return to Order Summary.

RECEIVED MAY 03 2018
ENTERED MAY 03 2018

Handwritten initials/signature

Handwritten mark resembling a 'K'