



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, June 1, 2016 at 8:30 a.m.
Tahoe City Public Utility District

NLTRA Mission

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

2016 Board of Directors

Wally Auerbach
(Secretary)

Auerbach Engineering

Christy Beck

The Village at Squaw Valley

Sue Busby

Placer County BOS Appointee
Castle Peak Property Mgmt.

Brendan Madigan
(Past Chair)

Alpenglow Sports

Valli Murnane

Tahoe X-Country

Eric Pilcher
(Treasurer)

Moe's BBQ/Gear & Grind

David Tirman
(Chair)

JMA Ventures, LLC

Samir Tuma

Kila Lake Tahoe

Brett Williams

Agate Bay Realty

Adam Wilson
(Vice Chair)

Northstar California

Jennifer Merchant

Placer County Rep

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

A. 8:30 a.m. Call to Order-Establish Quorum

B. 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.

C. Agenda Amendments and Approval

D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) 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 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.

1. Board Meeting Minutes –May 4, 2016 (pg. 1)

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee- May 23, 2016 (pg.5)

3. Marketing Committee – May 24, 2016 (pg. 6)

4. Business Association and Chamber Collaborative – May 12, 2016 (pg.7)

5. Lodging Committee – Forum met May 16 – no minutes

6. Conference Sales Directors Committee – No meeting in May

7. Finance Committee – May 19, 2016 (pg. 12)

8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No contracts in April

E. Strategic Discussion (60 minutes) 8:35 – 9:35

a. North Lake Tahoe Area Plans: Process/Status/Timeline – Crystal Jacobsen

F. Action Items (45 minutes) 9:35 – 10:20

1. MOTION: Discussion and possible approval of Agreement with FM3 for Transportation Polling – Ron Treabess (CI/T Committee Approval 7-0)(pg.13)

2. MOTION: Discussion and possible approval of the Budget, Scope of Work and the 2016-17 Agreement between Placer County and the NLTRA – Sandy Evans Hall (pg. 19)

3. MOTION: Discussion and possible approval of year-to-date financial reports for April 2016 – Al Priester (Finance Committee reviewed, no vote) (pg. 66)

4. **MOTION: Discussion and possible approval of the Deed Restriction Language for the Tahoe City Golf Course – Sandy Evans Hall (GC Oversight Committee approved 7-0) (pg. 94)**
5. **MOTION: Discussion and possible approval of a 30 day extension of the School of Thought contract to enhance transition to new agency – JT Thompson (pg.99)**
6. **MOTION: Discussion and possible approval of appointment of Karlynnne Fajkos to the Marketing Committee to replace Glen Cademartori – JT Thompson (Marketing Committee approval 7-0) (pg. 100)**

Supplemental Staff Reports

G. Staff Reports (30 minutes) 10:20 – 10:50

1. Marketing – JT Thompson

- a. Destimetrics (pg. 101)
- b. Marketing Agency selection (pg. 113)
- c. Autumn Food and Wine Event (pg. 137)

2. Membership - Ginger Karl

- a. New Members
- b. Upcoming Events/Programs (pg. 139)

3. CI/T – Ron Treabess

- a. Long Range Capital Investment Plan Update (pg. 142)

4. Administration – Sandy Evans Hall

- a. Organization Structure Update (pg. 143)
- b. Workforce Business Walks – June 8,9,10 (pg 160)
- c. Board Retreat – June 29, 12-5 p.m.

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

5. Conference Sales Reports (pg. 161)

6. Executive Committee Report – May 24, 2016 (pg. 170)

7. Capital Investment/Transportation Activity Report – May (pg. 172)

8. Dashboard – April (pg. 176)

H. Directors Comments (5 minutes)

I. Meeting Review and Staff Direction (5 minutes)

J. Closed Session as needed or requested. Reconvene to Open Session.

K. Adjournment 11:00 a.m.

This meeting is wheelchair accessible

Posted and Emailed (5/27/16 – 4.30 pm)



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, April 6, 2016 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

MINUTES

BOARD MEMBERS IN ATTENDANCE: Wally Auerbach, Brett Williams, Tom Lotshaw, Jennifer Merchant, Samir Tuma, Sue Busby, Adam Wilson, Brendan Madigan, Valli Murnane, Christy Beck, and David Tirman

BOARD MEMBERS NOT PRESENT: Eric Pilcher

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Ron Treabess, JT Thompson, Valerie Lomeli, and Al Priester

OTHERS IN ATTENDANCE: Joy Doyle, Erin Casey, Chris Perry, Lee Conant, Jaime Wright, Heidi Doyle and Stacey Lyans

A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8:33 am by David Tirman and a quorum was established

B. Public Forum: None

C. Agenda Amendments and Approval

M/S/C (Brett Williams/Christy Becky) (8/0/0) motion to approve agenda

D. Consent Calendar-MOTION (5 minutes)

M/S/C (Wally Auerbach/Sue Busby) (8/0/0) motion to approve consent calendar with the exception of removal of meeting minutes.

M/S/C (Wally Auerbach/Samir Tuma) (8/0/0) motion to approve April meeting minutes with the addition of including in the minutes of the Closed Session: conclude CEO 2014-15 review and compensation. No specific action was taken.

1. Board Meeting Minutes –April 6, 2016

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee- April 11 and April 25, 2016

3. Marketing Committee – April 26, 2016

4. Business Association and Chamber Collaborative – April 14, 2016

5. Lodging Committee – No lodging committee meeting in April

6. Conference Sales Directors Committee – No meeting in April

7. Finance Committee – April 21, 2016

- 8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in March**

*Adam Wilson arrived 8:38 am

*Valli Murnane arrived 8:45 am

*Tom Lotshaw arrived 8:53 am

E. Strategic Discussion (60 minutes)

- a. Jennifer Merchant gave a presentation of the Placer County Transit Plan. Few items included:**

- Board of Directors talked at length of the Placer County Transit plan. No actions were made.

- b. Jennifer Merchant gave a presentation of the Tahoe Services. Few items included:**

- Board of Directors talked at length of the Placer County Tahoe Services plan. No actions were made.

F. Action Items (45 minutes)

- 1. MOTION: Discussion and possible approval of 2016-17 Transportation Services TOT Budget – Ron Treabess (CI/T Committee Approval 7-0-0)**

1. No Director comments

M/S/C (Wally Auerbach/Valli Murnane) (10/0/0) motion to approve 2016/17 Transportation Services TOT Budget.

- 2. MOTION: Discussion and possible approval of the Budget and Scope of Work for the 2016-17 Agreement between Placer County and the NLTRA – Sandy Evans Hall (Finance Committee approved 2-0-1, Merchant abstained Marketing Committee approved 7-0; CI/T Committee approved 11-0-1 Merchant abstained)**

1. Jennifer Merchant asked JT if this item was on the agenda for his Marketing Committee.
 - JT informed Jennifer that it was on the agenda.
2. Samir Tuma requested the NLTRA to look into health insurance similar to Placer County.
3. Wally Auerbach felt the scope of work is looking much better.

M/S/C (Wally Auerbach/Adam Wilson) (9/0/1) motion to approve Budget and Scope of Work for the 2016-17 Agreement between Placer County and the NLTRA.

*Jennifer Merchant abstained

- 3. MOTION: Approval of the Chamber Government Affairs Committee Plan – Ginger Karl, Sandy Evans Hall**

1. Board members discussed in length the Chamber Government Affairs committee plan. Few Board questions included:
 - Jennifer asked how the Chamber would choose Committee members.
 1. Ginger informed the Board that a few of the Chamber Ambassadors were interested in sitting on the Committee and Chamber business owners would be recommended.
2. Jennifer asked who would be primarily working on the research.
 - Sandy informed the Board that the Committee will work together with gathering the research and would make recommendations to the Board.
 - Jennifer suggested it would be best that a Placer County representative be a participant in the Committee – in case there was advocating against Placer County.
3. Samir Tuma felt that monthly meetings were too often and suggested every other month and monthly if needed.

4. Adam asked what would be the minimum requirement from the Committee. He felt the timing of this new Committee was a bit rushed. He suggested working with the Organizational Task force and figuring out what the Chamber is and then everything else to follow.
5. The Board of Directors took no vote.

4. MOTION: Discussion and possible approval of allocating \$5,000 from Capital Investment Research and Planning for the Workforce Project Business Walks and Market Analysis in conjunction with Tahoe Prosperity Center – Sandy Evans Hall

1. No Director comments

M/S/C (Samir Tuma/Brendan Madigan) (8/0/0) motion to approve allocating \$5,000 from Capital investment Research and Planning for the Workforce project Business Walks and Market Analysis in conjunction with Tahoe Prosperity Center.

*Wally and Brendan left at 10:49am.

5. MOTION: Discussion and possible approval of year-to-date financial reports for March 2016 – Al Priester (Finance Committee approved 3-0)

1. Jennifer Merchant informed the Board since the YTD financials are still incomplete, they can receive tentative but not final approval. Placer will not be allocating the full May 1 payment until the financials are in final form, approved by the Finance Committee, Board and County Executive Office.

M/S/C (Adam Wilson/Valli) (7/0/0) motion to approve year-to-date financial reports for March 2016.

Supplemental Staff Reports

*Board of Directors was advised to review Supplemental Staff Reports and email NLTRA staff if they have any questions.

G. Staff Reports (15 minutes)

1. **Marketing – JT Thompson**
 - a. Destimetrics
 - b. Group Sales Update
2. **Membership - Ginger Karl**
 - a. New Members
 - b. Upcoming Events/Programs
 - 500 Chamber members
3. **CI/T – Ron Treabess**
 - a. Project Update
4. **Administration – Sandy Evans Hall**
 - a. Contract Compliance Update
 - b. Organization Structure Task Force

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

5. **Conference Sales Reports**
6. **Executive Committee Report – April 26, 2016**
7. **Capital Investment/Transportation Activity Report – April**
8. **Dashboard - March**

H. Directors Comments

- None

I. Meeting Review and Staff Direction

- Sandy to check the Marketing Agenda to see what was on the agenda and what was handed out at the meeting in regards to the proposed budget and get back to Jennifer
- With the rising cost of Health Care, AI will check into other local employer pools that we might be able to join that could reduce costs
- Sandy will check with the Board of Realtors, CATT, and other organizations for legislative activities once a Governmental Affairs Committee is formed
- Sandy will wait until the Organization Structure Task Force has completed recommendations and the Board has determined future direction before establishing the Government Affairs Committee

J. Closed Session as needed or requested.

- None

K. Adjournment:

- Meeting was adjourned at 11:18 am.

Submitted by
Valerie Lomeli
Executive Assistant
NLT Chamber/CVB/Resort Association



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COMMITTEE: Capital Investment/Transportation
MEETING DATE: May 23, 2016

COMMITTEE MEMBERS PRESENT: Samir Tuma, Jaime Wright, Will Garner, John Pang, John Bergmann, Jennifer Merchant and Mike Stoudenmayer

COMMITTEE MEMBERS NOT PRESENT: Phil GilanFarr, Tony Karwowski, Adrian Tieslau, Brian Stewart, Andrew Ryan, Rob Kronkhyte and Dan Wilkins

MOTIONS MADE/VOTE:

M/S/C (Mike Stoudenmayer/Will Garner) (7-0-0) motion to approve agenda

M/S/C (Samir Tuma/John Pang) (6-0-1) motion to approve Capital Investment/Transportation Committee minutes for April 25, 2016

BOARD APPROVAL/DIRECTION REQUESTED:

M/S/C (John Bergmann/John Pang) (7/0/0) motion to recommend Board approve FM3 for up to \$24,750 to conduct the North Lake Tahoe Transportation Sales Tax Voter Survey.

Board Direction on Initial Review and Input to Draft Narrative of FY 2016/17 Capital Investment and Transportation Work Plan. (No Motion)

ACTION: Jennifer Merchant and Mike Stoudenmayer will send their thoughts, matrix and diagrams to Ron

ACTION: Create a separate document from the Chapter 5 of the Master Plan – or add as an appendix

ACTION: Ron will reorganize the layout of the plan to make more sense from a storyline perspective with appendices, use 2016-2022 as the time frame

ACTION: Ron will make an effort to provide some distinction between the Transportation and Transit, with the non-transit items going into Capital Investments

ACTION: Ron will check with the committee to meet on June 20 instead of the last week of June. The work plan will be revised and brought back to the committee at that time.



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COMMITTEE: Marketing
MEETING DATE: May 24, 2016
BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to JT: Follow up for nomination forms.

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Brandt/Moore) (6/0) to approve the agenda with one amendment, item F. going before item E.
- 4.1 M/S/C (Cordell/Moore) (6/0) to approve the meeting minutes from April 26, 2016.

BOARD APPROVAL/DIRECTION REQUESTED:

Autumn Food and Wine Discussion on new ABC laws

- 6.2 M/S/C (Cordell/Moore) (6/0/1-Jackson abstained) to pursue option B with the caveat that it's only for one year, and that NLTRA and Northstar staff work together to reduce the overall increase in cost, and that by Jan 1, 2017 we have significant negotiations underway to clarify what option C looks like.



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: May 12, 2016

COMMITTEE MEMBERS PRESENT: Adam Wilson (via-phone), Caroline Ross, Joy Doyle, Stacie Lyans, Stephen Lamb, Chris Perry, Rob Weston, Amber Burke, and Ginger Karl

Committee Members Not Present: Jaclyn Woznicki, Lisa Nigon, Brad Perry, Cody Hanson and Blane Johnson

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action for Committee: to bring back any information on Chambers they're familiar with and any input on how to make the Chamber successful.

Action for Ginger and JT: to email scope of work required for the RFQ sub-committee.

Action for Ginger: to reach out to Abbi Agency regarding the selfie box. Committee would like to know if wheels could come off and a door could be added to the box.

Action for JT: to make sure the High Notes print ad has "Free" on it for the music.

Action for Ginger: Committee would like to see the region names at the bottom of the poster in a row for High Notes. Ginger will email another proof to the Committee for approval.

MOTIONS MADE/VOTE:

M/S/C (Stacie Lyans/Amber Burke) (6/0/0) motion to approve agenda amendments

M/S/C (Stacie Lyans/Amber Burke) (6/0/0) motion to approve Business Association and Chamber Collaborative Committee meeting minutes from April 14th, 2016.



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: May 12th, 2016

COMMITTEE MEMBERS PRESENT: Adam Wilson (via-phone), Caroline Ross, Joy Doyle, Stacie Lyans, Stephen Lamb, Chris Perry, Rob Weston, Amber Burke, and Ginger Karl

OTHERS IN ATTENDANCE: Valerie Lomeli, JT Thompson, and Sandy Evans Hall, Erin Casey, Placer County

STATE OF THE BACC CAMPAIGNS REPORT for Marketing Committee:

- **Peak Your Adventure (Summer 2016):** being finalized for launch June 9
Campaign-drive Lake visitor in summer to mountain resorts for a day to hike, bike, recreate, shop and/or dine and take in Tahoe views.

Strategy:

Partner with resorts around the lake by providing social followers with a summer itinerary and places to capture the perfect Lake Tahoe view. Collect user-generated content by setting up photo op spots around the properties.

Campaign Objectives:

- Encourage engagement with mountainside communities between the months of June and September
- Encourage digital exploration of the Tahoe Views online via social media and the website.

New Campaign Components include: selfie stations located at mountain resort partners in the villages, Hashtag #TahoeView, #TahoeView Sunglasses: Along with rack cards, branded sunglasses will be handed out at visitors' centers, local businesses and resorts to promote the campaign. Sunglasses to include the campaign hashtag, campaign landing page URL, and North Lake Tahoe "N" logo.

Additional campaign assets to add/gain this season:

- Photography:** Professional, high-quality photography will be taken to support printed and digital assets of the #TahoeView campaign. The Abbi Agency to collect project estimates from Chamber photographers. Photography to be purchased via North Lake Tahoe Resort Association.
- High Notes Cross-Promotion:** Using previous and new printed materials, the 2016 Peak Your Adventure / #TahoeView campaign will be promoted at High Notes events.
- #TahoeView Webpage:** Similar to the Touch Lake Tahoe winter campaign, a landing page will be created on the GoTahoeNorth website. The landing page will contain campaign details, photo contest eligibility, information on partner resorts and relevant activities, and where to capture your #TahoeView.

-Prizes: Contest prizes and quantities TBD.

8 Tahoe Timber: Tahoe-themed sunglasses

Resort package: Gift card to partner resorts (provided by partners?)

- **High Notes (In-Market) (Summer 2016):** *Streamlined with Out-Of-Market Campaign and leverage funding for both In-Market and Out-of-Market.*

Campaign-Drive visitor traffic around the entire North Lake Tahoe region for free nightly music in the summer. Drive up visitor and local traffic numbers to concert series. Engage visitors and locals with music series with new campaign concepts to encourage visitors to return for free music each year.

Strategy:

Encourage visitors to seek the perfect Tahoe view by visiting each summer concert series location in the region.

Campaign Objectives:

- Encourage engagement with visitors and increase awareness of High Notes concept and campaign between the months of June and September
- Encourage voting for favorite band performances.

New Campaign Components include:

-Partnering with 101.5FM to produce Online Voting for the Truckee Tahoe Music Awards, Presented by High Notes

-Create a campaign with #TahoeView concepts to show the visitor the different views of each concert venue in the region.

-Create a piece of collateral such as a collectible music poster from a renowned music artist that can be sold at Visitor Centers and Concert Venues, signed and numbered by the artist and limited edition. Partners can profit for their concerts from the posters for an investment.

-Work with School of Thought/The Abbi Agency to come up with campaign marketing concepts to round out the promotion of the series. Back Page of Visitor Guide purchased.

-Incorporate Peak Your Adventure campaign promotion into High Notes venue locations through retractable banners produced last year through the campaign.

-Produce an end of the season event such as battle of the local bands with 101.5FM during the strike zone period to eventually drive TOT and become an annual event.

Additional campaign assets to add/gain this season:

-High Notes Poster for 2016

-Peak Your Adventure Cross-Promotion

-Partnership with local radio station 101.5FM

-Photography for social media posts and GTN gained last year of each venue, 3 executed and produced videos from Tuesdays Bluesdays, Music on the Beach and Concerts at Commons Beach are also available for use

- **Touch Lake Tahoe (Winter 2016):** *Campaign has ended April 2016*

Campaign-drive mountain visitor in winter to lakeside communities for a day to take in views, recreate, shop and/or dine.

Strategy:

- Use a visual and interactive map with "Locals Secrets" to encourage exploration and visitation to the lakeside communities.
- Paid social media outreach through Instagram ads, Facebook boosted posts and Facebook link campaigns to target users by locations.
- Re-posting images shared by users.

Campaign Objectives:

- Reach visitors in the North Lake Tahoe region through social media channels and resort locations
- Collect User-Generated Photos
- Encourage fans to go beyond the resorts in the winter and visit (and engage with) the lake communities of North Lake Tahoe

Tools:

- Graphics for social posting and sharing
- Graphics for print ads
- Rack Cards designed, printed, and distributed to participating resorts and partners
- Offerpop application to run the contest on Facebook, generate analytics and collect photo submissions
- Social measurement tools to track hashtags and other sharing data including SproutSocial, Facebook, Insights, Topsy and Iconosquare

New Campaign Components include:

- Scavenger Hunt Contests on social media promoting business in North Lake Tahoe
- Interactive map on GTN featuring lakeside businesses, views and activities
- #TouchLakeTahoe
- New Touch Lake Tahoe Logo
- Rack Card
- Stickers

Additional campaign assets to add/gain this season:

- Landing Page on GTN for Touch Lake Tahoe
- Interactive Map that can be launched each campaign with different views, business locations, activities, etc.
- Logo

Highlighted Results below:

Total Campaign Impressions: 904,859
Scavenger Hunt Impressions: 26,300
Scavenger Hunt Likes: 4,452
Interactive Map Views: 6,270
Interactive Map Click Rate: 11.21%

Overall The Abbi Agency felt that the 2015-16 campaign had much more name recognition across social media and was more engaged with than previous campaigns, especially due to the interactive content available.

The scavenger hunts overall were successful in increasing engagement on posts on non-peak days, especially the photos that were more scenic in nature. The scavenger hunt concept needs to be evolved a little more, but as we changed our approach the time to find the prize lengthened and there was greater variety in who won the post.

- **Shopping Campaign (Year-Round):** New Campaign to launch in Fall Shoulder season Campaign-portray North Lake Tahoe as a "Shopping" destination and direct visitors to shopping locations.

Strategy:

- Build out the "Shopping" Page as a Landing Page on GTN with seasonal photos and a destination video
- Revamp the Shop Local website with updated content, SEO and Social Media boosts

Campaign Objectives:

- Reach out-of-market visitors to create an awareness of North Lake Tahoe as a Shopping destination
- Reach in-market visitors and locals to create an awareness of shopping local and its importance to the local economy
- Create a "Shopping" campaign around all assets to be included in RFQ for agency

New Campaign Components include:

- Shopping Landing page on GTN
- Destination Shopping Campaign

Additional campaign assets to add/gain this season:

- Seasonal Shopping Photography for GTN
- Destination Video for GTN
- Shop Local Video



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COMMITTEE: Finance Committee

MEETING DATE: May 19, 2016

COMMITTEE MEMBERS PRESENT: Eric Pilcher (via-phone), Ramona Cruz (via-phone), Erin Casey (for Jennifer Merchant) and Wally Auerbach

COMMITTEE MEMBERS NOT PRESENT: Mike Salmon

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **ACTION:** Question to approve now and go to board, or make modifications and then get to board. AI – will make modifications and create a memo that describes the variances.
- **ACTION:** Unrestricted Net assets should be reduced by \$100,000 cash flow account and that should be listed as a separate equity account.
- **ACTION:** Income from inventory (\$3K) will be booked to compensate the loss that was booked last year (\$2.5K).
- **ACTION:** Report at next meeting on Community Awards Dinner – AI will help Ginger develop the report.

MOTIONS MADE/VOTE:

M/S/C (Ramona Cruz/Wally Auerbach) (4-0-0) motion to the approve agenda

M/S/C (Ramona Cruz/Eric Pilcher) (4-0-0) motion to approve Finance Committee minutes, April 21, 2016



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June 1, 2016

Subject: North Lake Tahoe Transportation Sales Tax Voter Survey Proposal (Motion)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff and Capital Investment/Transportation Committee Recommendation:

- That the NLTRA Board approval of a Letter of Agreement (**attached**) with consultant FM3 to conduct a dual-mode voter survey to seek opinions on Transportation and Trail priorities for County-wide transportation sales tax revenue expenditures if passed this November. The Agreement funding amount will not exceed \$24,750.
- CI/T Committee approved motion (Bergmann/Pang)(7-0-0) to recommend Board approve FM3 for up to \$24,750 to conduct the North Lake Tahoe Transportation Sales Tax Priorities Voter Survey.

Background:

- At its February meeting, the Board of Directors approved recommending Eastern Placer County's participation in the proposed County-wide transportation sales tax measure being considered for the November ballot by Placer County Transportation Agency.
- The motion, as recommended by the CI/T Committee, also stated that the PCTPA proposed sales tax expenditure plan identify that North Tahoe revenues from the sales tax would be used for improving trails, transit services, and additional road maintenance,
- In addition, it also stated that Placer County be the recipient of the transportation sales tax revenues from PCTPA for distribution in North Lake Tahoe utilizing a local advisory committee for recommendations.
- And thirdly, that NLTRA work with PCTPA, Placer County and the Resort Triangle Transportation Vision Coalition (RTTVC) to fund an additional North Lake Tahoe polling effort to substantiate the voter's priorities for transportation related expenditures (trails, transit, roads) for the sales tax expenditure plan and other potential funding sources,
- Staff solicited a survey proposal from pollsters Fairbank, Maslin, Maullin, Metz & Associates (FM3) to conduct a polling of North Lake Tahoe voters.
- A sub-committee consisting of staff, TMA staff, and Placer County CEO has worked with FM3 to formulate the survey, which will be given to voters in both an email format and a telephone format

Decision Considerations:

- The FM3 proposal describes using a dual-mode survey which first conducts an online survey and then following up with a telephone survey after identifying holes in the web sampling.
- The sampling size will be a minimum of 250 voters.
- The cost will be \$24,250 with travel costs not to exceed \$500.
- The cost will be all inclusive for questionnaire design, survey programming, sample acquisition, interviewing, data entry and analysis, and reporting.
- Following completion of the survey, FM3 will provide:
 - A questionnaire with the top-line results of the survey for easy reference
 - A complete set of crosstabs in an easy-to-read, comprehensive format
 - Verbatim responses to any open-ended questions
 - A 2-3 page executive summary (suitable for public release)
 - A complete analysis of survey results in PowerPoint
 - A presentation of the survey via webinar or in-person
 - Ongoing availability for consultation
- The Board of Supervisors approved up to \$20,000 additional transportation research and planning TOT funding to supplement the amount now available from the research and planning fund for this survey.
- The results compiled by the consultant will be used to confirm the expenditure plan priorities for North Lake Tahoe sales tax distribution and/or other funding that may be obtained.

*Fairbank,
Maslin,
Maullin,
Metz &
Associates*

FM3

*Public Opinion Research
& Strategy*

**LETTER OF AGREEMENT
NORTH LAKE TAHOE RESORT ASSOCIATION SURVEY
PROJECT 220-4465**

1. It is agreed that Fairbank, Maslin, Maullin, Metz & Associates, Inc. (FM3) will provide public opinion research services (Services) for the North Lake Tahoe Resort Association (Client) for a total cost not to exceed \$24,750.
2. These Services include: all professional and staff time, questionnaire design, sample preparation, pre-test of interview, telephone interviewing, data analysis and cross-tabulation, and presentation of survey results as necessary to complete a voter sample list dual mode (telephone and online) survey, averaging 15-20 minutes per interview, of 250-350 registered voters, as outlined in our proposal dated March 9, 2016.
3. Both parties will reach a mutual agreement on the contents of the questionnaire instrument. Client agrees that, when its approval is called for hereunder, it will promptly review and approve all such matters in good faith and in consultation with FM3, and that its approval will not be unreasonably withheld or delayed.
4. As compensation for Services under this Agreement, Client agrees to pay FM3 a minimum fee of \$14,875 upon the signing of this agreement. The remaining balance of the final cost agreed upon by both parties in writing, will be due and payable 30 days after completion of survey. Client shall pay FM3's invoices for Services rendered within fifteen (15) days after each invoice's date. In the event

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Phone: (310) 828-1183
Fax: (310) 453-6562

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Oakland, CA 94612
Phone: (510) 451-9521
Fax: (510) 451-0384

- that any invoice remains unpaid on the sixtieth (60) day after the date on the invoice, interest of 1.5 percent per month shall be payable on the unpaid balance.
5. When FM3's Services conclude, all unpaid charges owed shall become immediately due and payable, according to the terms in the preceding paragraph.
 6. Travel and other direct expenses, including, but not limited to, extra reproduction of reports and delivery fees, shall be identified separately on FM3's invoice and are payable upon presentation of the invoice on which they are included. Mileage will be reimbursed using the IRS rates for 2016. Only Client, or a person designated by Client, shall have the authority to approve expenditures in excess of \$500 on behalf of Client. FM3 shall not commit Client to any expenditure, nor incur any obligation on behalf of Client, in excess of \$500 without written approval from Client.
 7. This Letter of Agreement will take effect when Client returns a signed copy of this Letter of Agreement.
 8. The prevailing party in any action or proceeding to interpret or to enforce any provision of this Letter of Agreement will be awarded reasonable attorney's fees and costs incurred in that action or proceeding or in any efforts to negotiate the matter. Each party to pay their own attorney fees.
 9. This Letter of Agreement shall be binding upon and inure to the benefit of the successors and assigns of each of the parties hereto. This Letter of Agreement cannot be assignable without prior written approval by Client.
 10. This Letter of Agreement is deemed to have been entered into in the County of Los Angeles, State of California, and shall be governed by the laws of the State of California. Any action or proceeding with respect to this Letter of Agreement or any matter arising therefrom shall be maintained exclusively in the Superior Court in the County of Los Angeles, California, as the jurisdiction and venue of which each party hereby specifically consents.
 11. This Letter of Agreement contains the entire agreement and understanding concerning the subject matter hereof between the parties, and supersedes and replaces all prior negotiations, proposed agreements, written or oral.
 12. This Letter of Agreement may be signed in one or more counterparts, each of which shall be deemed an original and shall be effective when the other parties have executed a counterpart.
 13. The individuals executing this Letter of Agreement on behalf of each of the parties hereby represent and warrant that each is duly authorized to do so.

14. It is understood and agreed that Client is and shall be solely responsible for the use of the public opinion research provided by FM3 under this Letter of Agreement. It is understood and agreed that FM3 is solely responsible for the results of the public opinion research provided pursuant to this Letter of Agreement. FM3 shall at all times comply with state and federal law, and any statute, rule, regulation or order from any governmental or regulatory agency. In the event that any state and/or federal, regulatory agency or any other person and/or entity shall make a claim against Client or its' agents, employees, or affiliates which is in any manner related to this Letter of Agreement, the services of FM3, or the results of any public opinion research provided by FM3, FM3 shall indemnify and hold harmless included but not limited to costs and attorney fees incurred by Client in defense of such matter.
15. All notices, demands, requests or approvals to be given under this Agreement, shall be given in writing and conclusively shall be deemed served when delivered personally or on the third business day after deposit in the United States mail, postage prepaid, registered or certified, addressed as follows:
- A. All notices, demands, requests or approvals from FM3 to Client shall be addressed to:

Ron Treabess
North Lake Tahoe Resort Association
P.O Box 5459
Tahoe City, CA 96145
Telephone: 530-581-8735
E-mail: Ron@GoTahoeNorth.com

- B. All notices, demands, requests or approvals from Client to FM3 shall be addressed to:

Curt Below
Fairbank, Maslin, Maullin, Metz & Associates, Inc.
1999 Harrison Street, Suite 2020
Oakland, CA 94612
Telephone: 510-451-9521
E-mail: Curt@FM3Research.com

North Lake Tahoe Resort Association

Date

**Curtis Below
Fairbank, Maslin, Maullin, Metz &
Associates, Inc.**

Date



Staff Report for Board

Subject: Contract with Placer County

From: Sandy Evans Hall

Decision Considerations: The Third Amendment of Agreement, between County of Placer and NLTRA, has been through a series of meetings with NLTRA and County staff, and Executive Committee members and CEO David Boesch. The following are some key changes that have met approval of all parties:

- **Contract:** This is an extension of the 2015-16 contract with the thought that we may have changes coming from the Organization Task Force recommendations that can be implemented in October.
- **Contract:** Excess funds in TOT departments were required to be submitted within 45 days after the end of the Fiscal Year in last year's contract. This year they will be due within 15 days after the acceptance of the Audited Financial Statements, no later than November 17, 2016.
- **Contract and Attachment C Budget** – All amounts are as proposed by NLTRA in our April submission.
- **Attachment A-2 – Transportation Services** has been omitted due to the fact that the County is now managing all the transportation services and funding them directly with TOT
- **Scope of Work:** There has been some simplification of language in the Scope of Work and reduction of administrative tasks.
- **Attachments:** Attachment E regarding reporting reflects the additional monthly reporting required. All other attachments are similar to what we have had in the past.
- **Approval of the Placer County Board of Supervisors** is scheduled for June 21, 2016

Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

Staff Recommendation: Approve this Third Amendment of Agreement as presented.

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

THIS AMENDED AGREEMENT MADE AND ENTERED INTO THIS 21ST DAY OF JUNE, 2016 BY AND BETWEEN the County of Placer, hereinafter referred to as "COUNTY" and the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation, hereinafter referred to as "RESORT ASSOCIATION".

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

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

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

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

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

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

I. SCOPE OF WORK

RESORT ASSOCIATION shall perform the Scope of Work as set forth in Attachment A, attached hereto and incorporated herein by reference. Without restricting or otherwise limiting the work to be performed as described in Attachment A and its attachments, it is agreed the intent of this Agreement is that the RESORT ASSOCIATION shall, in performing the work, do the following: 1) provide a full spectrum of administrative and management activities for tourism marketing and visitor services for the Placer County portion of the

North Lake Tahoe region. These services at times may include cooperative regional marketing, transportation and visitor services efforts. Any regional marketing, transportation and visitor services efforts shall not result in a competitive benefit to participating external jurisdictions; 2) undertake its activities to assist COUNTY in implementing the 2015 *North Lake Tahoe Tourism Master Plan* (2015 TMP); and, 3) assist COUNTY with implementation of necessary public infrastructure and operational improvements for the benefit of the tourism-based economy in the Placer County portion of the North Lake Tahoe region.

The Scope of Work may be amended only upon written approval between the RESORT ASSOCIATION and the County Executive Office; provided, however, that no such amendment shall increase the compensation paid hereunder without execution of a written amendment approved by the Board of Supervisors.

2. CONDUCT OF BUSINESS OF THE ASSOCIATION

- A. All Board and Committee meetings of the RESORT ASSOCIATION shall be conducted in such a manner as to afford and encourage public attendance and participation. No later than 48 hours prior to the time of a meeting of the Board or Committee, the agenda shall be posted at the meeting place and at other appropriate locations in the North Lake Tahoe community, and to the RESORT ASSOCIATION'S website. Available agenda packet support materials shall also be posted to the RESORT ASSOCIATION's website no later than 48 hours prior to the time of a meeting of a RESORT ASSOCIATION Board or Committee. Any agenda packet support materials provided to the Board or Committee after the posting deadline shall be posted to the RESORT ASSOCIATION's website within one (1) business day following conclusion of the meeting. The public shall be given an opportunity to attend each Board and Committee meeting and to directly address the Board or Committee on any item on the agenda and on the business of the RESORT ASSOCIATION generally.
- B. The RESORT ASSOCIATION need not discuss confidential matters involving litigation; attorney-client privileged matters, or personnel issues in public session. The RESORT ASSOCIATION shall make every effort to maximize public input into its decision-making process.
- C. All RESORT ASSOCIATION Board members and Executive Management, including but not limited to, the Chief Executive Officer/Executive Director, the Director of Partnerships and Planning, the Director of Finance and Human Resources, the Tourism Director and the Director of Visitor Services shall, upon taking office and no later than February 28 of each year thereafter, file a State of California Fair Political Practices Commission Form 700 with the County Clerk-Recorder and shall provide a copy of such filing to the County Executive Office .
- D. The RESORT ASSOCIATION shall maintain and provide to COUNTY a list of its employees, Board members, and contract employees who are, in the course of their employment, represented on local and regional bodies. Given the funding relationship between the COUNTY and RESORT ASSOCIATION and the need to represent both organizations' interests in a coordinated manner, the County Executive Office shall be responsible to ensure said representation is not in conflict with COUNTY goals and objectives and that collective interests of the COUNTY and the RESORT

ASSOCIATION are represented. Should the County Executive Office find such a conflict occurs, the County Executive Office shall bring said conflict to the attention of the Executive Committee of the RESORT ASSOCIATION for resolution and the RESORT ASSOCIATION shall within fifteen (15) business days communicate all resolution measures undertaken to the County Executive Office. Should, in the sole judgment of the County Executive Office, the conflict not be resolved through such resolution measures, the RESORT ASSOCIATION shall remove said representative at the request of the County Executive Office.

- E. To the extent the RESORT ASSOCIATION or any third party under grant or contract from the RESORT ASSOCIATION expends TOT for any project, program, service and/or support in any amount greater than \$25,000, the RESORT ASSOCIATION shall utilize and require any third party contractors, sub-contractors, grantees and/or sub-grantees to utilize a competitive bidding or procurement process. The \$25,000 threshold may not be avoided by artificially splitting or breaking up contracts into lesser agreements, or entering into a series of agreements for sums below the \$25,000 threshold. Should it be found that any project, program, service and/or support that was originally anticipated to cost less than \$25,000, will in total aggregate value exceed \$25,000, the contract for such project, program, service and/or support shall be reviewed by the RESORT ASSOCIATION Board of Directors, who shall determine if a competitive bidding or procurement process shall be utilized for the amount of the expense in excess of \$25,000 or if an exception from the competitive bidding/procurement policy is reasonably necessary to avoid interruption in RESORT ASSOCIATION's ability to comply with this Agreement and Scope of Work. In projects involving capital improvements RESORT ASSOCIATION shall be solely responsible for compliance with applicable state and federal prevailing wage and other labor laws. All such projects, programs, services and/or support shall be provided for under a contract for services that includes a scope of work and milestones for completion of the work. This process is intended to ensure that the work is awarded in an impartial manner to the most responsive and best qualified contractor and to make certain that the projects, programs, services and/or support are accomplished in a cost-effective manner. This provision is not applicable to RESORT ASSOCIATION's membership in the Reno Air Service Corporation (RASC) or the Sierra Ski Marketing Council (SSMC). This provision is also not applicable when the project, program, service and/or support is being provided directly by a governmental entity or non-profit public benefit corporation that does not compete with other potential service providers, however, if the governmental entity or non-profit public benefit corporation sub-contracts any portion of the project, program, service and/or support in an amount greater than \$25,000 to a third-party entity, a competitive bidding or procurement process shall be utilized for that portion of the project. Should a project, program, service and/or support not be available through a competitive bidding process, RESORT ASSOCIATION and/or any third-party contractor, sub-contractor or grantee shall include sole-source justification documentation or other documentation substantiating that the project, program, service and/or support was not able to be competitively bid and such documentation shall be attached to the contract(s) for any such project, program, service and/or support.

A copy of all contracts for projects, programs, services and/or support in any amount greater than \$25,000 shall be provided to the COUNTY within fifteen (15) business days of execution of the contract and shall be accompanied by documentation verifying that the competitive bidding or procurement process as required by this Agreement

was utilized and/or will be utilized by any third party under grant or contract to provide the project, program, service and/or support.

- F. All projects, programs, services and/or support, including initial pre-project planning and feasibility phases, in an amount greater than \$10,000 must be accompanied by a scope of work and contract which is reviewed and approved by the Board of Directors. This includes funds granted for phased projects and programs. A copy of all contracts for projects, programs, services and/or support in any amount greater than \$10,000 shall be provided to the COUNTY within fifteen (15) business days of execution of the contract.
- G. RESORT ASSOCIATION staff shall within twenty-nine (29) calendar days notify and provide supporting documentation in writing to the Board of Directors for any unbudgeted project, program, service and/or support expense of \$2,500 or greater.
- H. The RESORT ASSOCIATION shall maintain updated bylaws that reflect current Board composition and committee structures.
- I. The RESORT ASSOCIATION shall coordinate its legislative and other advocacy recommendations on issues of local or regional importance with the County Executive Office and shall undertake any legislative advocacy activities only following notification of and approval by the County Executive Office. The RESORT ASSOCIATION Board of Directors shall adopt a legislative platform consistent with Placer County policies, and approved by the County Executive Office, not later than their February meeting of each year.

The RESORT ASSOCIATION shall not use any funds received under this Agreement for political contributions of any type. The RESORT ASSOCIATION may use budgeted funds received under this Agreement to obtain legislative advocacy services, so long as those services are exclusively utilized in a manner consistent with the intent and purpose of this Agreement and the duly adopted policies of the COUNTY regarding any issue for which such services are obtained by the RESORT ASSOCIATION. Such efforts may include advocacy for state and federal funding to implement identified infrastructure projects, transit operations, and/or other legislative efforts consistent with the intent and purpose of this Agreement that are allowable with respect to expenditure of public funds.

In the event that the RESORT ASSOCIATION engages in any other expenditures for legislative advocacy or political purposes utilizing funding from sources other than the COUNTY, the RESORT ASSOCIATION shall notify the COUNTY accordingly and shall certify in writing upon the request of the COUNTY that all such expenditures are from funds other than those provided by this Agreement.

- J. The RESORT ASSOCIATION shall keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.
- K. The RESORT ASSOCIATION shall Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.

3. TERM AND TIME OF COMPLETION

The term of this Agreement is from July 1, 2014 through June 30, 2017, and may be extended from year to year thereafter as provided in Section 12. Budget and Scope of Work amendments are anticipated to occur no later than October 25, 2016 consistent with adjustments made to work tasks as fund balance is allocated and the FY 2016-17 Tahoe TOT budget is agreed upon.

Additionally, a Task Force comprised of RESORT ASSOCIATION staff, board members and community stakeholders is currently evaluating the RESORT ASSOCIATION'S organizational structure and priorities. Task Force recommendations are expected to be reviewed by RESORT ASSOCIATION and COUNTY between June and August 2016. Any resulting Contract, Scope of Work, Budget and Payment Schedule amendments as may be finalized and approved by the RESORT ASSOCIATION'S Board of Directors, will accompany aforementioned planned fund balance allocation budget adjustments and will be brought forth for the Board of Supervisors consideration on October 25, 2016.

4. PROGRESS REPORTS

RESORT ASSOCIATION shall submit such progress reports and information as may be requested by COUNTY, including, but not limited to, the following requirements:

- A. The RESORT ASSOCIATION shall provide regular progress reports to the COUNTY as identified in Attachment E of this Agreement (Progress and Performance Reporting Schedule). The report(s) shall, as necessary, describe the need to revise the Scope of Work to achieve the desired program objectives, explain any unanticipated difficulties in achieving program objectives, and propose amendments to this Agreement as may be necessary to achieve the objectives of the parties. Financial reports and schedules included in the regular progress reports shall be specific to TOT funds and expenses. Upon receipt of any progress report, the COUNTY may request additional information regarding the activities of the RESORT ASSOCIATION, which shall be provided to the COUNTY in writing within fifteen (15) business days of any such request.
- B. No later than April 1 of each contract year the County Executive Office will provide a total contract budget figure to the RESORT ASSOCIATION. Within two (2) business days of the first RESORT ASSOCIATION Board meeting in May of each year, the RESORT ASSOCIATION shall submit to the County Executive Office in writing a proposed Scope of Work and an accompanying budget request for the subsequent fiscal year. The request shall include any suggestions for revision to the Scope of Work and program objectives, identify the costs thereof, if any, and a progress report measuring Key Performance Objectives as identified in the Scope of Work, Attachment A. The progress report will follow the format and outline provided in Attachment A. COUNTY will provide a written response and coordinate a meeting with appropriate participants from COUNTY and RESORT ASSOCIATION staff and Board members to review and resolve any outstanding differences within thirty (30) calendar days of receipt of the proposed Scope of Work and accompanying budget.

- C. Prior to submittal to the COUNTY, the proposed budget and Scope of Work shall be made available by the RESORT ASSOCIATION for public review and comment in public forums at the RESORT ASSOCIATION Board of Directors and Committee meetings. All Board of Directors, Committee and public feedback on the proposed budget and Scope of Work shall accompany the submittal to the COUNTY. Any current RESORT ASSOCIATION funding partners, both public and private, who could be negatively impacted by funding proposed to be excluded from the proposed budget will be directly notified in advance of the review and comment process and provided an opportunity to submit comments in accordance with this subsection. Funding partner is defined as an entity that receives TOT funds from the RESORT ASSOCIATION to support regular, ongoing services and/or operations provided for the direct benefit of the tourism-based economy in North Lake Tahoe. Funding partner does not include individual Capital Improvement or Special Event grant recipients.
- D. The RESORT ASSOCIATION shall have an annual audit of assets and liabilities performed and shall provide the same to the COUNTY within thirty (30) calendar days of its completion. Such audit shall include a TOT Budget to Actual Schedule as supplemental information in the audit report. RESORT ASSOCIATION shall utilize a competitive bidding process to secure the services of the audit firm which is to perform the annual audit and shall include the County Executive Officer or his/her designee on the panel that reviews proposals received as a result of such competitive bidding process and selects the audit firm to perform the audit. The term of contract with the audit firm, including any extensions, shall not exceed five (5) years in duration. The COUNTY shall have the right to perform an audit of the financial records of the RESORT ASSOCIATION at its own cost at any time to verify payments and expenditures made under this Agreement. Upon request of the COUNTY, the RESORT ASSOCIATION agrees to make its financial records available to the COUNTY for any such review within a reasonable period of time.
- E. RESORT ASSOCIATION shall submit each written Progress Report required under this Agreement directly to the County Executive Office in both electronic and hard copy. To the extent that any of the Progress Reports required by this Agreement may also be provided to the Board of Directors and/or Committees of the RESORT ASSOCIATION as a part of a meeting packet or other correspondence and the County Executive Office may be included in the distribution thereof, such distribution shall not constitute submission of the Progress Report to the County Executive Office for purposes of satisfying the provisions of this Agreement. All Progress Reports required under this Agreement shall be archived by the RESORT ASSOCIATION in a format readily accessible if requested by the COUNTY or the general public.

5. COMPENSATION

A. MAXIMUM LIMIT

- 1) The RESORT ASSOCIATION'S total FY 2016-17 compensation is \$3,775,985 as set forth in detail on Attachment B (2016-17 Payment Schedule). The FY 2016-17 COUNTY Lake Tahoe Tourism budget includes a total of \$5,773,499 for the RESORT ASSOCIATION contract and is predicated upon receipt of TOT funds at the budgeted level. Of that amount, \$1,997,514 shall be allocated to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury. Costs for

services, programs and/or projects provided by the COUNTY shall be paid either through a journal transfer process or direct disbursement from COUNTY to its contract service provider(s). The remaining \$3,775,985 shall be the maximum total FY 2016-17 compensation paid from COUNTY to the RESORT ASSOCIATION for the services outlined in the attached Scope of Work (Attachment A) and budget (Attachments A-1, A-2, A-3 and C). Such payment shall be made in monthly progress payments, as set forth in detail on Attachment B. All expenses of the RESORT ASSOCIATION, including any expert or professional assistance, any travel or per diem costs, any administrative services, and any capital expenditures necessary to complete the Scope of Work shall be paid only from the monies identified for each specific purpose, and within the budget limit set forth above.

- 2) The total compensation amount for each Fiscal Year reflects the amount approved in the Board of Supervisors Final Budget for that fiscal year, and may also be subject to further written amendment based upon any subsequent agreement and budget revisions approved by the Board of Supervisors. Such budget revisions shall also be based on approved percentage formulas and funding availability, including TOT revenues and previous fiscal year fund balance, which may be adjusted, either positively or negatively. Subsequent contract years will be negotiated based on the process and timeline outlined in Section 4. B. of this Agreement, based on distribution of budgeted Lake Tahoe TOT revenue, exclusive of staff, general and administrative expenses, which shall be adjusted equal to the most recent San Francisco Consumer Price Index. Certain general and administrative expense(s) may be approved by the County Executive Office for a budget adjustment in an amount higher than the most recent San Francisco Consumer Price index if the RESORT ASSOCIATION can substantiate that the expense increase is due entirely to circumstances outside of its control and that without making such adjustment expenses would need to be cut in other budget areas which would significantly diminish the RESORT ASSOCIATION's ability to accomplish its responsibilities and Scope of Work under this Agreement.
- 3) COUNTY and RESORT ASSOCIATION agree that, to the extent possible, COUNTY Tourism Services provided by Placer County which are funded from the Tahoe TOT budget will align with the mission of the RESORT ASSOCIATION and goals set forth for the organization by the COUNTY.

B. CAPITAL IMPROVEMENTS ACCOUNT

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

- 1) Other than Personnel/Overhead and General and Administration expenses noted in Subsection I above, action by the Board of Supervisors is required for the expenditure of Capital Improvements funds following recommendations of the RESORT ASSOCIATION Capital Investment/Transportation Committee to the

RESORT ASSOCIATION Board of Directors and approval of RESORT ASSOCIATION recommendations by the Board of Supervisors. RESORT ASSOCIATION shall annually recommend to COUNTY implementation of capital improvement projects consistent with the Scope of Work (Attachment A) and budget (Attachment C). In order to track progress and completion of tasks associated with projects and programs implemented with TOT funds, the RESORT ASSOCIATION will utilize a contract format for all Capital Improvement projects, programs and/or services allocated TOT funds in the amount of \$10,000 or greater. The contract format shall include a scope of work and progress payment schedule. Invoices for all approved capital improvement projects will be paid directly by COUNTY upon submission of the invoice to the COUNTY by the RESORT ASSOCIATION. Such invoices must be accompanied by documentation substantiating that the work has been completed/and or services have been provided in accordance with the contract and scope of work for the approved project. Allocation of Lake Tahoe Tourism Capital Improvement Account funds held in the County Treasury for COUNTY projects or services provided by the COUNTY shall be completed via an internal journal transfer upon written request from the COUNTY Department of Public Works following review and approval of such request by the RESORT ASSOCIATION and County Executive Office.

- 2) COUNTY will provide FY 2015-16 year end infrastructure and/or capital maintenance contract balances including applicable interest to RESORT ASSOCIATION by September 1, 2016. Within 30 days following the end of each quarter, the COUNTY will provide infrastructure and/or capital maintenance contract balances to include journal transfers and disbursements.
- 3) The RESORT ASSOCIATION Capital Investment/Transportation Committee shall include 16 members with the following representation: three North Lake Tahoe Resort Association Board members, three Placer County representatives (one member representing the Placer County Executive Office, one member representing Placer County Tahoe Area Regional Transit, one member representing the Placer County Public Works/Facilities department), two members representing the Truckee North Tahoe Transportation Management Association, two representatives from Special Districts that provide visitor services (to be rotated to two new Districts on an bi-annual basis, as necessary), and six Community At-Large members. All jurisdiction and entity representatives will be appointed by the representative jurisdiction, and accepted by the RESORT ASSOCIATION Board of Directors. Appointment of the Community At-Large representatives will be recommended by the RESORT ASSOCIATION Board of Directors and approved by the County Executive Office.
- 4) Expenditure of Research and Planning funds allocated to the Capital Improvements Account does not require Board of Supervisors approval, but shall be limited to expenditure on Research and Planning Activities that provide advance studies, concept or preliminary planning, technical fact-finding or analysis, data collection, community workshops, and public opinion surveys that lead toward the advancement of projects eligible for funding from the Capital Improvements Account as outlined in the 2015 TMP, and as specified in the RESORT ASSOCIATION annual budget. A list of Research and Planning fund activities planned for FY 2016-17 is included in the Scope of Work, Attachment A-1.

In ongoing recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the 2015 TMP, a Lake Tahoe Tourism Capital Maintenance Reserve Account has been established and is held in the County Treasury. The funds will assist in meeting certain maintenance needs for visitor-serving projects. The process for allocation of maintenance funds will include Committee and Board recommendation and Placer CEO approval, prior to expenditure.

C. MARKETING ACCOUNT

Maximum FY 2016-17 TOT expenses for Personnel/Overhead shall not exceed \$848,478 and General and Administration TOT expenses shall not exceed \$553,727. Any overages shall, within 15 days after RESORT ASSOCIATION acceptance of FY-2015-16 audited financial statement, no later than November 17, 2016, be reimbursed by RESORT ASSOCIATION to the COUNTY for deposit to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury.

- 1) In order to track progress and completion of tasks associated with projects and programs implemented with Transient Occupancy Tax (TOT) funds, the RESORT ASSOCIATION will utilize a contract format for all Marketing Account projects, programs and/or services that are allocated TOT funds in the amount of \$10,000 or greater. The contract format shall include a scope of work and progress payment schedule.
- 2) In each fiscal year, the Marketing Account shall maintain a total ten (10) percent reserve of the average of the three prior fiscal years total budgeted Marketing Account expenditures to provide for fluctuations in the TOT collected. The RESORT ASSOCIATION'S policy document on marketing reserve fund expenditure is included as Attachment F to this Agreement. If Marketing Account reserve funds are expended as called for in Attachment F, the funds will be reimbursed to the reserve account prior to the end of the following fiscal year.
- 3) In order to meet the 2015 TMP goals and consistent with the Scope of Work, a Community Marketing program shall allocate \$100,000 toward the development of special projects and programs that promote visitation to communities within the Placer County portion of North Lake Tahoe. Of that total, the Community Marketing program will set aside \$30,000 to be allocated between the West Shore Association, Northstar Village Retailers Association and the Squaw Valley Business Association, based on pre-determined criteria only after consensus recommendation of the RESORT ASSOCIATION'S Business Association-Chamber Collaborative (BACC). Payments to such Associations may occur only following recommendation by a majority vote of the RESORT ASSOCIATION Board of Directors. Distribution of Community Marketing program funds in the amount of \$10,000 each to the North Tahoe Business Association and Tahoe City Downtown Association will be accomplished through separate contracts with the COUNTY Economic Development Department. These Associations will continue annual program planning in consultation with, and provide expenditure reports to the BACC, in accordance with their respective COUNTY Economic Development contracts. The remaining \$50,000 balance will be distributed through a Special Events mini-grant process, for which the North Lake Tahoe Chamber of

Commerce is an eligible applicant and recipient. A Subcommittee of the BACC shall be formed for the purpose of reviewing Special Events mini-grant applications and recommending approval and/or denial thereof to the RESORT ASSOCIATION Marketing Committee. The Marketing Committee shall review the recommendations of the Subcommittee and submit a subsequent recommendation to the RESORT ASSOCIATION Board of Directors for consideration and approval. Attachment D to this Agreement includes the Special Event mini-grant eligibility criteria list, as well as post-event data required to be submitted by each grant recipient to allow the RESORT ASSOCIATION to determine Return on Investment (ROI) for each grant awarded. RESORT ASSOCIATION shall provide to COUNTY a Special Event mini-grant program ROI analysis as a component of RESORT ASSOCIATION's Year-End Organizational Performance Report as required in accordance with Attachment E to this Agreement.

- 4) As identified in the 2015 TMP, the RESORT ASSOCIATION and Placer County Executive Office will have developed and approved by October 5th a mutually agreed upon new set of ROI indicators from the expenditure of all dollars expended by the RESORT ASSOCIATION for direct marketing promotion. The purpose of this requirement is to ascertain the effectiveness of the COUNTY'S investment in direct marketing and promotions services provided by the RESORT ASSOCIATION. As recommended in the 2015 TMP, the specific set of ROI indicators developed shall use measurable objectives and tracking mechanisms, so that RESORT ASSOCIATION marketing program expenditures, as recommended in the 2015 TMP, can be "measured, tracked, and evaluated based on ROI." The resultant Marketing Performance Review Document is included as Attachment E-I to this Agreement. An ROI data and analysis report shall be provided to the Placer County Executive Office based on specifications agreed to by the Placer County Executive Office as part of the Semi-Annual reports specified in Attachment E of this Agreement. The summer report (April-September) is due no later November 15th of each year and the winter report (October-March) is due no later than May 15th of each year.
- 5) The RESORT ASSOCIATION shall work with the Placer County Office of Economic Development to develop a Scope of Work associated with the allocation of \$40,000 in Tahoe TOT funds for the provision of visitor information and tourism development services at the Placer County Visitor's Bureau California Welcome Center on behalf of the RESORT ASSOCIATION. It is anticipated that these actions shall be completed by October 1 of each contract year.
- 6) The RESORT ASSOCIATION Board has established a commission structure which charges fifteen (15) percent for booked leads for conference business outside of jurisdictions that are members of the North Lake Tahoe Marketing Cooperative (Placer/Washoe). This structure may only be amended following approval by the COUNTY.
- 7) The RESORT ASSOCIATION shall undertake periodic reviews to ensure that all lodging properties and vacation rental firms in Placer County portion of North Lake Tahoe are listed on any and all websites, printed materials and guides that include lodging listings and which are paid for, all or in part, with TOT funds. All web-based listings shall include direct links to property or firm websites when available.

- 8) The RESORT ASSOCIATION has entered into a Cooperative Marketing Agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB). Consistent with the terms of the North Lake Tahoe Marketing Cooperative Participation Agreement between the RESORT ASSOCIATION and the IVCBVB, the following stipulations are also made part of this Agreement between the RESORT ASSOCIATION and the COUNTY.
- a) No provision in the North Lake Tahoe Marketing Cooperative Participation Agreement shall be interpreted as to supersede or conflict with any provision of the current Agreement between the COUNTY and the RESORT ASSOCIATION as approved by the RESORT ASSOCIATION and the COUNTY. RESORT ASSOCIATION shall ensure that TOT funds contributed by it to the North Lake Tahoe Marketing Cooperative will be expended in accordance with Section 2. E. of this Agreement. RESORT ASSOCIATION shall ensure that prior to the North Lake Tahoe Marketing Cooperative's execution of any contract which will result in the expenditure of \$25,000 or more of Placer County TOT funds, the RESORT ASSOCIATION's Board of Directors shall have opportunity to review the contract and provide written comments to the North Lake Tahoe Marketing Cooperative through its appointed representation on the Cooperative Marketing Committee of the North Lake Tahoe Marketing Cooperative. RESORT ASSOCIATION shall ensure that all contracts for services and/or support executed by the North Lake Tahoe Marketing Cooperative that result in the expenditure of \$10,000 or more of Placer County TOT funds will be accompanied by a scope of work and that a copy of the contract will be provided to the RESORT ASSOCIATION. Within fifteen (15) days business days of receipt of the contract, RESORT ASSOCIATION shall provide a copy to COUNTY.
 - b) The RESORT ASSOCIATION shall provide a detailed separate accounting of the expenditures of the Cooperative to the COUNTY on a quarterly basis. Such accounting shall include a list of any expense of the Cooperative funded with Placer County TOT, the amount of the expense and the vendor to which the amount was paid. Such accounting shall be submitted both electronically and in hard copy to the County Executive Office as a component of the Quarterly Financial Reports identified in Attachment E to this Agreement.
 - c) The RESORT ASSOCIATION shall include Marketing Performance Indicators based on the total annual expenditures of the North Lake Tahoe Marketing Cooperative as part of the RESORT ASSOCIATION'S adopted Marketing Performance Review Document, an updated copy of which shall be provided to COUNTY as part of the RESORT ASSOCIATION'S Year End Report to COUNTY.
 - d) Activities, including program oversight, and any decisions made by the Cooperative Marketing Committee, as defined in Section 8 of the North Lake Tahoe Marketing Cooperative Agreement, shall be consistent with the budget resources and marketing direction approved by the RESORT ASSOCIATION Board of Directors, in accordance with its approved Operating Procedures and Policies document.

D. TRANSPORTATION ACCOUNT

- 1) Maximum FY 2016-17 TOT expenses for Personnel/Overhead shall not exceed \$106,235 and General and Administration TOT expenses shall not exceed \$65,997. Any overages shall, within 15 days after RESORT ASSOCIATION acceptance of FY-2015-16 audited financial statement, no later than November 17, 2016, be reimbursed by RESORT ASSOCIATION to the COUNTY for deposit to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury.
- 2) Expenditure of Research and Planning funds allocated to the Transportation Account shall be limited to expenditure on Research and Planning Activities that provide advance studies, including plans, specifications and engineering, concept or preliminary planning, technical fact-finding or analysis, data collection, community workshops, and public opinion surveys that lead toward the advancement of projects eligible for funding from the Transportation Account as outlined in the 2015 TMP. A list of potential Research and Planning fund activities for FY 2016-17 is included in the Scope of Work, Attachment A-I.

RESORT ASSOCIATION shall annually recommend to COUNTY implementation of transit and transportation services and programs consistent with the Scope of Work (Attachment A). Additions or changes to the transit and transportation service programs require approval in advance by both the RESORT ASSOCIATION Board of Directors and the County Executive Office. COUNTY shall provide directly or contract for those recommended transit and transportation service programs approved by the Board of Supervisors, with exception of the summer and winter traffic management program, until the expiration or termination of any contracts for such services that are in effect as of the date of this Agreement.

- 3) Transportation Account funds earmarked for services to be provided by the COUNTY, either directly or through a contract vendor, will not be allocated to the RESORT ASSOCIATION. Allocation of Lake Tahoe Tourism Transportation Account funds held in the County Treasury for transit and transportation services provided by the COUNTY shall be completed via an internal journal transfer upon written request from the COUNTY Department of Public Works following review and approval of such request by the RESORT ASSOCIATION and County Executive Office. COUNTY will provide FY 2015-16 year end transportation contract balances including applicable interest to RESORT ASSOCIATION by September 1, 2016.
- 6) All contracts for transit and transportation services funded in whole or in part by Placer County TOT revenue shall include requirements consistent with applicable state and federal law, including, but not limited to 49 CFR Part 655 "Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations"; 49 CFR Part 382 "Controlled Substances and Alcohol Use and Testing"; 49 CFR Part 40 "Procedures for Transportation Workplace Drug Testing Programs"; 49 CFR Part 37 "Transportation Services for Individuals with Disabilities"; 49 CFR Part 38 "Americans with Disabilities Act (ADA) Accessibility Specifications for Transportation Vehicles"; 49 CFR Part 395 "Hours of Service of Drivers"; California

or Nevada commercial drivers licensing requirements for applicable passenger transportation; and be reviewed, and corrected, if necessary, for consistency with COUNTY insurance requirements. RESORT ASSOCIATION shall be responsible to institute written monitoring policies and procedures and to conduct, or cause to be conducted, periodic monitoring of all transit and transportation services contracted by RESORT ASSOCIATION which are funded in whole or in part by Placer County TOT to ensure that the requirements of applicable state and federal law as specified above are met. The results of such periodic monitoring shall be provided in both electronic and hard copy format to the County Executive Office within forty-five (45) business days of the close of each calendar quarter.

E. PAYMENT SCHEDULE

- 1) Payments for FY 2016-17 shall be made to the RESORT ASSOCIATION as set forth in Attachment B, for the term of this Agreement, predicated on the ongoing fulfillment of the terms of this Agreement, and based upon the receipt of progress reports as outlined in Section 4 and Attachment E. The Payment Schedule for FY 2016-17 will begin on July 1, 2016 or upon execution of this Agreement. The FY 2016-17 Payment Schedule may be amended with the written approval of the County Executive Officer or his designee. Such amendment may include advance funding for administration, marketing, and transportation as mutually agreed upon by the parties; however, in no event shall such amendments create any additional liability to COUNTY, or additional compensation to RESORT ASSOCIATION without approval of the Board of Supervisors (i.e. any advance would be comprised of funds included within the RESORT ASSOCIATION TOT budget and overall Agreement amount).
- 2) Allocation of funds for all services and projects approved by the RESORT ASSOCIATION Board of Directors and the Board of Supervisors and which are to be implemented directly by or under direct contract with the COUNTY shall be conducted via internal journal transfer or disbursement directly by the COUNTY. Journal transfers as described above shall be accompanied by electronic written notice to the RESORT ASSOCIATION.

G. RIGHT TO WITHHOLD PAYMENTS

- 1) COUNTY, in its sole discretion, may withhold part or all of monthly payments, if the RESORT ASSOCIATION:
 - a) Does not comply with the requirements set forth in this Agreement; or,
 - b) Does not adhere to the Scope of Work, detailed work plans and key milestones for measuring progress; or,
 - c) Fails to take prompt and effective corrective action to remedy material variances from the Scope of Work, detailed work plans and key milestones for measuring progress.

- d) Fails to provide, upon request, adequate documentation to COUNTY validating that any contract expense has been incurred in accordance with the terms of this Agreement.
- 2) Payments shall not be withheld unless and until COUNTY:
 - a) Provides RESORT ASSOCIATION a written notice of intent to withhold payment; and,
 - b) Allows RESORT ASSOCIATION fifteen (15) calendar days to respond and/or take corrective action(s). The response could include a request to meet, within a reasonable timeframe, with the County Executive Office for purposes of determining agreement on acceptable progress on specified terms. If 30 days following such agreement there is still no acceptable progress, then COUNTY may withhold payment.

6. RECORDS

RESORT ASSOCIATION shall maintain at all times separate, complete, detailed records of the funds with regard to work performed under this Agreement in a form acceptable to COUNTY, according to generally accepted accounting and internal control principles. COUNTY shall have the right to inspect such records, including Board and Committee meeting agendas and minutes, at any reasonable time.

Records, progress reports, work papers, written or graphic material developed by RESORT ASSOCIATION in connection with its performance of services hereunder shall be, and shall remain after termination of this Agreement, the property of RESORT ASSOCIATION.

7. EMPLOYEES OF RESORT ASSOCIATION

All persons performing services for RESORT ASSOCIATION shall be independent contractors, or employees of RESORT ASSOCIATION and not employees of COUNTY. RESORT ASSOCIATION shall be solely responsible for the compensation of independent contractors and for the salaries and other applicable benefits, including Workers' Compensation, of all RESORT ASSOCIATION employees.

8. PERFORMANCE

The RESORT ASSOCIATION agrees that the performance of work and services pursuant to the requirements of this Agreement shall conform to high professional standards. Failure to perform the aforementioned work and services, as determined by the COUNTY, could lead to assessment of liquidated damages of up to three (3) percent of the net total Agreement amount.

9. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

The RESORT ASSOCIATION hereby agrees to protect, defend, indemnify, and hold PLACER COUNTY free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by PLACER COUNTY arising in favor of any party, including claims, liens, debts, personal injuries, death, or

damages to property (including employees or property of the COUNTY) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of, the contract or agreement. RESORT ASSOCIATION agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the RESORT ASSOCIATION. RESORT ASSOCIATION also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against RESORT ASSOCIATION or the COUNTY or to enlarge in any way the RESORT ASSOCIATION'S liability but is intended solely to provide for indemnification of PLACER COUNTY from liability for damages or injuries to third persons or property arising from RESORT ASSOCIATION 'S performance pursuant to this contract or agreement.

As used above, the term PLACER COUNTY means Placer County or its officers, agents, employees, and volunteers.

10. **INSURANCE:**

RESORT ASSOCIATION shall file with COUNTY concurrently herewith a Certificate of Insurance, in companies acceptable to COUNTY, with a Best's Rating of no less than A-VII showing.

A. **WORKER'S COMPENSATION AND EMPLOYERS LIABILITY INSURANCE:**

Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.

If there is an exposure of injury to RESORT ASSOCIATION'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.

Each Worker's Compensation policy shall be endorsed with the following specific language:

Cancellation Notice - "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer".

Waiver of Subrogation - The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the County, its officers, directors, officials, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this agreement by the RESORT ASSOCIATION.

RESORT ASSOCIATION shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of SUBCONTRACTORS Workers'

Compensation shall be provided by RESORT ASSOCIATION to the COUNTY prior to any SUBCONTRACTOR commencing work.

B. GENERAL LIABILITY INSURANCE:

- a. Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of RESORT ASSOCIATION, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:

(1) Contractual liability insuring the obligations assumed by RESORT ASSOCIATION in this Agreement.

- b. One of the following forms is required:

- (1) Comprehensive General Liability;
- (2) Commercial General Liability (Occurrence); or
- (3) Commercial General Liability (Claims Made).

- c. If RESORT ASSOCIATION carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:

- One million dollars (\$1,000,000) each occurrence
- Two million dollars (\$2,000,000) aggregate

- d. If RESORT ASSOCIATION carries a Commercial General Liability (Occurrence) policy:

- (1) The limits of liability shall not be less than:

- One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
- One million dollars (\$1,000,000) for Products-Completed Operations
- Two million dollars (\$2,000,000) General Aggregate

- (2) If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).

- e. Special Claims Made Policy Form Provisions:

RESORT ASSOCIATION shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of COUNTY, which consent, if given, shall be subject to the following conditions:

- (1) The limits of liability shall not be less than:

- One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
- One million dollars (\$1,000,000) aggregate for Products Completed Operations
- Two million dollars (\$2,000,000) General Aggregate

- (2) The insurance coverage provided by RESORT ASSOCIATION shall contain language providing coverage up to one (1) year following the completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

Conformity of Coverages - If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies or all shall be Claims Made Liability policies, if approved by the County as noted above. In no cases shall the types of policies be different.

C. ENDORSEMENTS:

Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- a. "The County of Placer, its officers, agents, employees, and volunteers are to be covered as an additional insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- b. "The insurance provided by the Consultant, including any excess liability or umbrella form coverage, is primary coverage to the County of Placer with respect to any insurance or self-insurance programs maintained by the County of Placer and no insurance held or owned by the County of Placer shall be called upon to contribute to a loss."
- c. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer"

D. AUTOMOBILE LIABILITY INSURANCE:

Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

Covered vehicles shall include owned, non-owned, and hired automobiles/trucks.

E. ADDITIONAL REQUIREMENTS:

Premium Payments - The insurance companies shall have no recourse against the COUNTY and funding agencies, its officers and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.

Policy Deductibles - The RESORT ASSOCIATION shall be responsible for all deductibles in all of the RESORT ASSOCIATION's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.

RESORT ASSOCIATION's Obligations - RESORT ASSOCIATION's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this Agreement.

Verification of Coverage - RESORT ASSOCIATION shall furnish the County with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the County before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the RESORT ASSOCIATION's obligation to provide them. The County reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Material Breach - Failure of the RESORT ASSOCIATION to maintain the insurance required by this Agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

II. CANCELLATION

This Agreement may be canceled by COUNTY or RESORT ASSOCIATION upon the giving of ninety (90) calendar days advance written notice. Such notice shall be personally served or given by registered or certified United States Mail. In the event of cancellation by COUNTY or RESORT ASSOCIATION, RESORT ASSOCIATION shall be paid for all work performed and all reasonable expenses incurred to date of cancellation with any remaining unexpended funds returned to COUNTY within thirty (30) business days of the date of cancellation.

12. AMENDMENTS - ANNUAL EXTENSIONS

This Agreement may be amended in writing. It is contemplated by the parties that the COUNTY will continue to contract for the services such as those set forth in the Scope of Work to be performed for the benefit of the North Lake Tahoe area on an annual basis, and that the RESORT ASSOCIATION will continue to be available, willing, and capable of providing such services on an annual basis.

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

COUNTY OF PLACER, "COUNTY"

By: _____
Robert Weygandt
Chair, Board of Supervisors

Date: _____

Approved as to Form:

By: _____
County Counsel

Date: _____

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

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

Date: _____

List of Attachments:

- A- RESORT ASSOCIATION Scope of Work
- A-1- FY 2016-17 Research & Planning Projects
- A-2- FY 2016-17 Tourism Marketing Program Budget
- B- FY 2016-17 Payment Schedule Amendment #2
- C- FY 2016-17 Lake Tahoe Transient Occupancy Tax Budget
- D- 2016-17 Special Event Grant Funding Program
- E- RESORT ASSOCIATION Reporting & Metrics Schedule
- E-1-Marketing Department Performance Measurement Document
- F- RESORT ASSOCIATION Marketing Reserve Account Policy

ATTACHMENT A
North Lake Tahoe Resort Association
Scope of Work for FY 2016-17

The importance of tourism to the economic health of North Lake Tahoe and Placer County is well established. Accordingly, the adopted mission of the North Lake Tahoe Resort Association (Resort Association) is to ***“Promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based upon the Agreement between Placer County and the Resort Association, the services provided by the Resort Association are summarized as follows:

- 1) Provide a full spectrum of administrative and management activities for tourism development, marketing and visitor services in and for the Placer County portion of the North Lake Tahoe region;
- 2) Undertake activities to assist Placer County in implementing the 2015 North Lake Tahoe Tourism Master Plan; and,
- 3) Assist Placer County in identifying, prioritizing and implementing the public infrastructure and operational improvements necessary for the benefit of the tourism-based economy in the Placer County portion of the North Lake Tahoe region.

The Resort Association shall implement this Scope of Work through its Administration, Tourism, Visitor Information Services and Transportation and Capital Improvement departments. For each of these departments, the Resort Association shall develop detailed budgets and work plans which directly support the 2015 North Lake Tahoe Tourism Master Plan. Each work plan shall identify:

1. Objectives;
2. Strategies and tactics to accomplish those objectives;
3. Quantifiable performance indicators by which the effectiveness of the identified strategies and tactics will be evaluated;
4. Resources required to achieve the objectives.

The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department's respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by August, 2016. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

ADMINISTRATION The Resort Association is established as a 501(c) (4) community based California non-profit public benefit corporation. The function of the Resort Association's administration and management team shall be to manage the corporation and oversee the services and programs operated by the corporation.

Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.

Performance Indicators:

- Compliance with all requirements of the Placer County/Resort Association Agreement.

TOURISM The mission of the Tourism department is to *"promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level."*

To accomplish its mission, the Tourism department shall provide the following services, activities and functions:

1) Marketing, Sales and Visitor Information

Develop and execute comprehensive marketing, advertising and promotions programs designed to maximize the exposure and promotion of North Lake Tahoe as the premier international mountain resort destination in the Western United States.

Tasks:

- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an annual integrated media, marketing and promotions plan which is targeted to audiences located either permanently or temporarily, within the North Lake Tahoe area and outside of the North Lake Tahoe area. This plan will meet the requirements of the required work plan for the Tourism and Visitor Information Services Departments.

Such plan shall focus on the following tasks:

1. Increasing visitor awareness of all of the amenities offered in the region;
2. Focus on driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter;
3. Increasing visitation to the destination during mid-week and strike zone time periods;
4. Increasing average length of stay per visitor and total number of visitors arriving by air.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY 2015-16.
- Increase number of travelers arriving by air by 3% as compared to FY 2015-16.
- Increase mid-week occupancy by 7% compared to FY 2015-16 average occupancy.
- Increase occupancy in the months of September & October 2016 and June 2017 by 3% as compared to FY 2015-16.
- Increase participation in specific in-market marketing initiatives by 15% as compared to FY 2015-16.

The Integrated Media, Marketing and Promotions Plan will also include the following tasks and performance indicators:

a) Public and Media Relations

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.
- Generate positive 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 North Lake Tahoe.
- Frequently update content for the media center on GoTahoeNorth.com.
- Integrate messaging between traditional media and online media.

Performance Indicators:

- Advertising equivalency of public relations efforts increased by 5% over FY 2015-16.
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 7% over FY 2015-16.
- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20% over FY 2015-16.

b) Social Media

Tasks:

- Utilize social media to increase public awareness of North Lake Tahoe.
- Increase followers and engage viral community.

Performance Indicators:

- Number of social media followers increased by 10% over FY 2015-16.
- Increase number of consumer sharing across Facebook, Instagram and Twitter platforms by 20% as compared to FY 2015-16.

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 North Lake Tahoe.

Tasks:

- Regularly update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
- Include information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.

Performance Indicators:

- Total unique visitors to site increased by 5% over FY 2015-16.
- Average length of stay on the site increased by 10% over FY 2015-16.
- Reduce bounce rate of the site by 5% as compared to FY 2015-16.
- Number of lodging referrals increased by 5% over FY 2015-16.
- Organic search increased by 5% over FY 2015-16.
- Number of newsletter sign-ups increased by 5% over FY 2015-16.

d) Grant Process

Tasks:

- Administer the Community Marketing Program and Special Events Mini-Grant process.

Performance Indicators:

- Implementation of grant contracts and corresponding reports with detail on agreed upon ROI.

2) Group and Conference Sales The purpose of this program is to increase the number of group meetings and conferences held at North Lake Tahoe each year. The program shall include a focus on increasing awareness in the national and regional meetings industry of North Lake Tahoe as a premier meeting and conference destination.

Tasks:

- Promote the Placer County portion of North Lake Tahoe at industry trade shows.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2015-16.
- Increase total leads and total booked revenue by 5% over FY 2015-16.
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2015-16.

3) Leisure Sales The purpose of this program is to increase vacation and leisure travel to North Lake Tahoe. The program shall focus on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs and training for travel/reservation agents.

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) on-line travel agents (OTA's); 2) travel agent consortiums; and, 3) domestic and international tour operators.
- Serve as the primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with, but not limited to Visit California, Travel Nevada and the High Sierra Visitor Council.
- Serve as the primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.
- Host at least two travel trade FAMs per year, 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.

Performance Indicators:

- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 10% over FY 2015-16.
- Increase newsletter database of travel agents located outside the four hour drive market by 20% over FY 20–15-16.

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

Tasks:

- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

Performance Indicators:

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

VISITOR INFORMATION SERVICES The purpose of the Resort Association's Visitor Information Services department is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information. This information, and the way in which it is presented, will serve to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation.

Tasks:

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 50,000 copies; winter guide distribution shall be 20,000 copies.
- Update, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4th weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall meet bi-annually with a majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Develop and distribute a customer service training video for staff of local businesses, with a target of providing training to a minimum of 500 employees. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- Implement Gateway Assessment recommendations. Included in visitor center program budget for 2016-17

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 2015-16.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by 2% over FY 2015-16.
- Completion and distribution of customer service training video as specified above.
- Visitor participation in local events

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

Tasks:

- Prepare the annual update of the Long Range Capital Improvement Plan for the necessary capital improvements that benefit North Lake Tahoe's tourism-based economy.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Execute and manage a contract for each approved Capital Improvement project.
- Monitor and report quarterly (per Attachment E) on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Work with DPWF to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe.
- Initiate snow removal pilot program on multi-use trail section.

Performance Indicators:

- Execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.
- Installation of 15 new wayfinding signage in Caltrans right-of-way.

Tasks:

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Plan, with partners, the North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision. Apply community polling results to further clarify Transit Vision priorities.
- Provide a recommendation to Placer County on transportation services necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond.
- Execute and manage contracts for traffic management services in Tahoe City and Kings Beach.
- Conduct on-site monitoring of FY 2016-17 traffic management services.
- Development of funding sources for Transit Vision plan.

Performance Indicators:

- Signed contract and schedule for traffic management in winter and summer and report on monitoring 30 days following season.
- Increase passengers per vehicle service hour by 2% as compared to FY 15-16 for each Transportation service/program.

RESEARCH AND PLANNING:

Tasks:

- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

Performance Indicators:

- Quarterly report (Attachment E) on Research and Planning activities including contractor, service provided, results, planned action steps and funds contracted for and allocated to date.

PROGRAM MONITORING AND EVALUATION

Tasks:

- Complete evaluation of all performance indicators identified in Scope of Work. Work with County staff to recommend any changes.

- Conduct at least two member and partner workshops to review the results of in-market marketing, advertising and promotions efforts.

Performance Indicators:

- Report on evaluation of performance indicators including recommendations on proposed changes.
- Report including summary of workshop feedback and strategies to be incorporated into media, marketing and promotions plan 30 days following workshop.

ATTACHMENT A-1 **FY 2016-17 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET**

	MARKETING	TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
Master Plan /CIT Work Plan				
Organization Structure Review	\$2,000.00	\$3,500.00	\$3,500.00	\$9,000
Community Outreach/Reproduction				
Legislative Advocacy				
California - Houston Group		\$5,000.00	\$5,000.00	\$10,000
Advance Project Studies - Transit Vision				
Transportation Sales Tax Education/Outreach		\$10,500.00		\$10,500
Transportation Sales Tax Expenditure Plan Update				
Transit Vision Update				
North Tahoe Transportation Summit				
Advance Project Studies - Capital Improvements				
Kings Beach Wayfinding Needs			\$8,500.00	\$8,500
Tahoe City Wayfinding Needs				
Dirt Track Recreational Trails Needs Assessment				
Human Powered Sports Facilities				
Data Collection and Analysis for Visitor Economic Impacts				
Economic Significance of Travel to the North Lake Tahoe Area	\$8,000.00	\$9,000.00	\$8,000.00	\$25,000
Data Collection and Analysis for Transportation Programs and Services				
Ped/Auto Improvement Analysis		\$4,000.00		\$4,000
Transportation Services Recommendation FY 2017-18				
Data Collection and Analysis for Capital Improvement Projects				
County-wide Parks and Trails Master Plan			\$11,500.00	\$11,500
Participation in Community Planning Studies				
Kings Beach Pier Additional Alternative		\$7,500.00	\$3,000.00	\$10,500
Research and Planning Incidental Funding Potential with Partners				
Outreach/Survey Expenses		\$500.00	\$500.00	\$1,000
Presentation/Reproduction Materials				
Minor Data Collection Participation				
Total:	\$10,000.00	\$40,000.00	\$40,000.00	\$90,000

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016

NLTRA Budget Income	Marketing	Conference	Visitor Info	TOTALS	North Lake Tahoe Marketing Cooperative Budget
Placer County TOT Revenue	\$2,625,682	\$ 363,600	\$ 299,923	\$ 3,289,205	Revenue Sources
Other revenue		\$ 135,000	\$ 75,000	\$ 210,000	NLTRA
Total revenue	\$ 2,625,682	\$ 498,600	\$ 374,923	\$ 3,499,205	IVCBVB
					TOTAL \$ 2,000,000
NON PROGRAM EXPENSES					
Personnel/Overhead Cap - Direct Costs				\$ 848,478	
G+A Cap - Indirect Costs				\$ 553,727	
				\$ 1,402,205	
PROGRAM EXPENSES					COOPERATIVE DIRECT EXPENSES
Training Video Series	\$ 15,000		\$ 5,000	\$ 20,000	Public Relations/Social Media
Sales CRM / CMS	\$ 21,000			\$ 21,000	Leisure Sales
Community Marketing Programs	\$ 80,000			\$ 80,000	Conference Sales
Marketing Cooperative/Media	\$ 1,155,000	\$ 110,000		\$ 1,265,000	Website Content Management
Collateral Programs					Consumer Marketing
Conference NTPUD/Event Center			\$ 5,000	\$ 5,000	
Research & Planning	\$ 10,000	\$ 8,000		\$ 18,000	
SUBTOTAL	\$ 1,281,000	\$ 118,000	\$ 10,000	\$ 1,409,000	COOPERATIVE PROGRAM EXPENSE
SPECIAL EVENTS - Breakdown attached	\$ 524,000			\$ 524,000	Sierra Ski Marketing Council
					Regional Air Service Committee
OTHER PROGRAMS					Research
Transportation Marketing	\$ 48,000				DestiMetrics
Cross Country/Nordic	\$ 6,000				CRM/CMS Upgrade
High Notes	\$ 20,000				VisitingLakeTahoe.com
Bike Tahoe	\$ 4,000				Photography/Video
Performance Review	\$ 6,000				Fulfillment
BACC Product Campaigns	\$ 80,000				Website Maintenance
SUBTOTAL	\$ 164,000			\$ 164,000	Email Marketing
TOTAL	\$ 1,969,000	\$ 236,000	\$ 20,000	\$ 3,499,205	TOTAL \$ 2,000,000

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, or following Committee and Board action

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016

SPECIAL EVENTS BREAKDOWN	
Spartan World Championship	\$ 210,000
Tough Mudder	\$ 50,000
WinterWonderGrass Sponsorship	\$ 15,000
Autumn Food & Wine + Sponsorship	\$ 30,000
Amgen Tour of California Sponsorship	\$ 27,000
Human Powered Sports Series	\$ 25,000
Sky Run Sponsorship	\$ 10,000
Tahoe Summit La Cross Sponsorship	\$ 5,000
July 4th Sponsorship	\$ 40,000
Event Development Opportunities*	\$ 112,000
Sub total	\$ 524,000

*Tentative / Pending Special Events / tab 2

ATTACHMENT B FY 2016-17 PAYMENT SCHEDULE

FY 2016-17 Payment Number	Payment Due Date	Payment to the Resort Association	Payment to the County
1	July 1, 2016	\$314,665	\$166,460
2	Aug. 1, 2016	\$314,665	\$166,460
3	Sept. 1, 2016	\$314,665	\$166,460
4	Oct. 1, 2016	\$314,665	\$166,460
5	Nov. 1, 2016	\$314,665	\$166,460
6	Dec. 1, 2016	\$314,665	\$166,460
7	Jan. 1, 2017	\$314,665	\$166,459
8	Feb. 1, 2017	\$314,665	\$166,459
9	March, 1, 2017	\$314,665	\$166,459
10	April 1, 2017	\$314,665	\$166,459
11	May 1, 2016	\$314,665	\$166,459
12	June 1, 2016	\$314,670	\$166,459
Totals (1)(2)		\$3,775,985	\$1,997,514 (3)(4)

- (1) FY 2016-17 Lake Tahoe Tourism Budget includes a total of \$5,773,499 for the RESORT ASSOCIATION contract.
- (2) Payment schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (3) Apportionment to Capital Improvements/Transportation Account held in the County Treasury.
- (4) Services provided by or under contract with COUNTY and funded through RESORT ASSOCIATION contract will be allocated to and paid from the County Treasury through a journal transfer process.
- (5) All payments to RESORT ASSOCIATION will be made via automatic electronic deposit.

NLT RA

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NLTRA Proposed

NLTRA

FY 2016-2017 TAHOE TOT BUDGET- Preliminary
ATTACHMENT C - May Preliminary Budget

\$44,204,16

MARKETING	PROPOSED 16/17 BUDGET	15/16 BUDGET	2014-15 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014-15 BUDGET
RESORT ASSOCIATION CONTRACT:							
Personnel/Overhead Cap - Direct Costs	848,478	796,581	763,686	Personnel/Overhead Cap - Direct Costs	106,235	99,743	98,530
G+A Cap - Indirect Costs	553,727	537,599	523,784	G+A Cap - Indirect Costs	65,977	64,055	62,392
Research and Planning	10,000	10,000	10,000	Research and Planning	40,000	32,000	32,000
Direct Marketing/Programs	1,797,000	1,407,329	1,252,302	(Detail in Attachment A-2)			
Community Marketing Fund	30,000	30,000	30,000	Memberships	5,000	5,000	5,000
Special Events Marketing Fund	50,000	50,000	50,000	Traffic Management	47,000	42,000	42,000
				Transit Programs- Non-County	0	587,330	547,420
Detail in Attachment A-3)							
SUBTOTAL - RESORT ASSOC CONTRACT	3,289,205	2,831,509	2,629,772	SUBTOTAL - RESORT ASSOC CONTRACT	264,212	830,128	787,442
Fund Balance Carryforward	56.97%	45.67%	51.02%	Fund Balance Carryforward	4.58%	13.39%	15.28%
		133,000	61,500			91,030	
TOTAL - RESORT ASSOC CONTRACT	3,289,205	2,964,509	2,691,272	SUBTOTAL - RESORT ASSOC CONTRACT	264,212	921,158	787,442
County Services	56.97%	40.97%	50.42%	County Services	4.58%	12.73%	14.75%
County-wide Systems Charges/General Liability	309,709	308,195	306,173	County-wide Systems Charges/General Liability	1,645,278	917,694	931,702
TOTAL CONTRACT	3,598,914	3,272,704	2,997,445	TOTAL CONTRACT	1,909,490	1,838,852	1,719,144
	44.59%	37.48%	43.53%		23.68%	21.06%	24.97%

Notes:

*Proposed budget numbers for Personnel/Overhead include a preliminary assumption of a 20% increase to health and welfare benefits plus competitive salary for Finance staff. This was a County Services Reserves Fund Balance Carryover in previous years but was not calculated or recorded on past contracts. Anticipated Fund Balance Carryover is estimated at \$44,204,16.

**There was a County Services Reserves Fund Balance Carryover in previous years but was not calculated or recorded on past contracts. Anticipated Fund Balance Carryover is estimated at \$44,204,16.

COST OF COMPLIANCE: Estimated cost of contract compliance for first 10 months of 2015-16 is \$44,062 and hours spent are 1,237.5 equalling 31 weeks. This added cost is not included in the 2016-17 budget.

Personnel/Overhead at this time due to the impact to programs. It is the intent of NLTRA that the contract for 2016-17 will eliminate the need for an additional person to track compliance.

TAHOE CAPITAL IMPROVEMENTS	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014-15 BUDGET	TOTAL CONTRACT	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014/15 BUDGET
RESORT ASSOCIATION CONTRACT:							
Personnel/Overhead Cap - Direct Costs	106,235	99,743	95,205	Personnel/Overhead Cap - Direct Costs*	1,060,948	996,067	957,521
G+A Cap - Indirect Costs	76,333	74,110	72,201	G+A Cap - Indirect Costs	696,037	675,764	658,377
Research & Planning (Detail in Attachment A-2)	40,000	50,000	49,000	Research and Planning	90,000	92,000	91,000
Maintenance Reserve: Tourism Serving Facilities	0	0		Direct Marketing/Programs	1,797,000	1,407,329	1,252,302
Capital Improvements - Requires BOS Approval (County retains until BOS Approval)	1,997,514	2,314,510	1,520,903	Community Marketing Fund	30,000	30,000	30,000
				Special Events Marketing Fund	50,000	50,000	50,000
				Memberships	5,000	5,000	5,000
				Traffic Management	47,000	42,000	42,000
				Transit Programs- Non-County	0	587,330	547,420
				Maintenance Reserve: Tourism Serving Facilities	0	0	0
				Capital Improvements - Requires BOS Approval	1,997,514	2,314,510	1,520,903
SUBTOTAL - RESORT ASSOC CONTRACT	2,220,082	2,538,363	1,737,309	SUBTOTAL - RESORT ASSOC CONTRACT	5,773,499	6,200,000	5,154,523
Fund Balance Carryforward	38.45%	40.94%	33.70%	Fund Balance Carryforward **	100.00%	100.00%	100.00%
		811,054	121,171		0	1,035,084	182,671
SUBTOTAL - RESORT ASSOC CONTRACT	2,220,082	3,349,417	1,858,480	SUBTOTAL - RESORT ASSOC CONTRACT	5,773,499	7,235,084	5,337,194
County Services	38.45%	46.29%	34.82%	County Services	100.00%	100.00%	100.00%
County-wide Systems Charges/General Liability	343,484	270,090	310,602	County-wide Systems Charges/General Liability	2,298,471	1,495,979	1,548,477
County Services Fund Balance				County Services Fund Balance		17,821	*
TOTAL CONTRACT	2,563,566	3,619,507	2,169,082	TOTAL CONTRACT	8,071,970	8,731,063	6,885,671
	31.76%	41.46%	31.50%		100.00%	100.00%	100.00%

amount exceeds the 3% CPI allowance for increases in Personnel/Overhead
 ated to be > \$500,000, the majority of which will be applied to Capital Improvements
 ncluded in the
 :ompliance.

ATTACHMENT E- PROGRESS AND PERFORMANCE REPORTING SCHEDULE

FREQUENCY	REPORT/ PRESENTATION	DESCRIPTION	DUE DATE
Monthly	Key Impact Metrics Report	Reporting of key data for prior month	Two business days following the regularly scheduled monthly Resort Association Finance Committee meeting, or the last day of each month, whichever is earlier.
Monthly	Account Transaction Detail Report	Reporting of prior month contract expenses	Two business days following the regularly scheduled monthly Resort Association Finance Committee meeting, or the last day of each month, whichever is earlier.
Monthly	Monthly Financial Statements	Including contract Budget to Actual Schedule; expenditure reports, Marketing Cooperative expense report (direct and program)	48 hours prior to Finance Committee meeting time
Quarterly	Capital Improvement Projects Progress Report	Listing of all Capital Improvement projects in progress, Integrated Work Plan spreadsheet and updated five-year Capital Improvement cash flow projection schedule.	Q1 – Nov 15; Q2 – Feb 15; Q3 – May 15; Q4 – Aug 15
Semi-Annual	Seasonal Marketing and Promotion Expenditure Report	To include Marketing Cooperative expenses (direct and program)	Spring/Summer – Nov 15; Fall/Winter – May 15
Semi-Annual	Presentation to the Board of Supervisors on Seasonal Marketing Strategies	Presentation at BOS meeting	Spring/Summer – April Fall/Winter – October
Annual	Progress report measuring Key Performance Indicators as identified in the Scope of Work, Attachment A.	The progress should follow the format and outline provided in Attachment A.	May
Annual	Presentation to Board of Supervisors on previous FY Scope of Work, successes, challenges and current FY Work Plan.	Presentation at BOS meeting.	August
Annual	Year-End Organizational Performance Report	All Performance Indicators in Scope of Work and Attachment E-1-; Conference Sales and Equity Analysis; Special Event Grant Program ROI	October 1

Comment [E1]: Have you been including E-1 in this report? It is intended to be consistent with what has occurred in the past year. Also, I think language in the contract regarding changes in October will cover all attachments including E-1 so no need to note here.

5/27/2016
Page 1 of 2

ATTACHMENT E-1

North Lake Tahoe Resort Association Marketing Department Performance Measurement Document

Leisure Advertising

Advertising/Promotions/Media

**Current Period
FY 2016-17**

Leisure Coop Budget Amount

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Response/Inquires

FY 2016-17

Total paid clicks

Average cost per click

Average click thru rate

Total Leads

Number of brochure / planner requests

Total email database

Database email open rate

Database email click thru rate

Total direct mail database

Ad recall/awareness

Cost per aware visitor

Total publication leads

Database email open rate

Database email click thru rate

GTN Online Activity

FY 2016-17

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Number of Cool Deals Posted

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Number of Events Posted

Search Engine Referrals

Organic Search Engine Results

Avg. Amount of #1 Positions

Avg. Amount of 1st Page Positions

Avg. Amount of 2nd Page Positions

GoTahoeNorth.com Geographic Breakdown

Top five cities and percent of total visitors

FY 2016-17

1	
2	
3	
4	
5	
Total California visits	
Visits by top CA cities (attached graph)	
Northern CA visitors	
Northern CA percent of total visitors	
Southern CA visitors	
Southern CA percent of total visitors	
Outside CA visitors	
Percent of total visitors	

Media/Public Relations**FY 2016-17****Total Public Relations Spend**

--

Media Trade Shows

Number of trade shows attended
Number of appointments
Number of qualified media in attendance

Media Missions

Number of media missions
Number of coop partners
Number of media contacts

Media Familiarization Tours (FAMs)

Number of FAMs
Number of qualified media participating
Number of publications represented

Press Releases

Number of press releases issued
Number of press releases downloaded from website

Number of Media Inquiries**Number of Media Interviews**

Placements

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

Number of Impressions**Advertising Equivalency****% of Positive Media Placement****% of Media Coverage Reaching Target Audience**

5/27/2016
Page 2 of 8

Arrived Business

Number of bookings

Number of booked room nights

Number of booked attendees

Booked attendees spending

Personnel productivity metrics

Number of leads-sales person A

Number of bookings-sales person A

Number of booked room nights- sales person A

Number of leads - sales person B

Number of bookings - Sales person B

Number of booked room nights - sales person B

Travel Trade/Sales**FY 2016-17****Total Travel Trade Spend****Leisure Trade Shows**

Number of trade shows attended

Number of Coop shows

Number of Sales Missions (call center trainings)

Domestic

International

Leisure Familiarization Tours (FAMs)**Number of Site Inspections****Wholesale Product Placements**

Domestic Brochure Placement

International Brochure Placement

Number of NLTRA listed properties with

Domestic Suppliers

Number of NLTRA listed properties with

International Suppliers

**Prior Period
FY 2015-16**

FY 2015-16

FY 2015-16

FY 2015-16

FY 2015-16

--

[illegible]

[illegible]**FY 2015-16**

FY 2015-16

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Monthly Financials April 30, 2016

Balance Sheet

Profit & Loss

A/R Aging

A/P Aging

YTD P & L

P & L by Class

P & L Budget Performance

Budget vs Actual YTD (Total and each Compartment)

9:16 AM
05/27/16
Accrual Basis

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2016

	Apr 30, 16
ASSETS	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	1,056.32
1003-00 · Cash - Operations BOTW #6712	703,885.63
1007-00 · Cash - Payroll BOTW #7421	4,198.69
1008-00 · Marketing Reserve - Plumas	50,000.00
1009-00 · Cash Flow Reserve - Plumas	100,000.00
1071-00 · Payroll Reserves BOTW #8163	29,581.56
1080-00 · Special Events BOTW #1626	13,257.21
10950 · Cash in Drawer	472.84
Total Checking/Savings	902,452.25
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	-190,293.72
1290-00 · A/R - TOT	8.00
Total Accounts Receivable	-190,285.72
Other Current Assets	
1200-99 · AR Other	16,329.52
12000 · Undeposited Funds	1,669.50
1201-00 · WebLink Accounts Receivable	62,970.00
1201-02 · Allowance for Doubtful Accounts	-3,000.00
12100 · Inventory Asset	27,131.68
1298 · Receivable from Employees	42.05
1299 · Receivable from NLTC	100,552.82
Total Other Current Assets	205,695.57
Total Current Assets	917,862.10
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-68,665.84
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-42,083.99
1750-00 · Computer Software	34,993.97
1751-00 · Accum. Amort. - Software	-34,023.71
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,283.86
Total Fixed Assets	2,754.51
Other Assets	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	4,000.00
1430-00 · Prepaid 1st Class Postage	6,400.58
1400-00 · Prepaid Expenses - Other	83,843.45
Total 1400-00 · Prepaid Expenses	94,244.03
1410-00 · Prepaid Insurance	1,221.65
Total Other Assets	95,465.68
TOTAL ASSETS	1,016,082.29
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	105,878.89
Total Accounts Payable	105,878.89
Other Current Liabilities	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
Total 2100-00 · Salaries / Wages Payable	68,414.42

9:16 AM

05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2016

	Apr 30, 16
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
2195-00 · Use Tax Payable	30.00
25500 · *Sales Tax Payable	1,861.36
Total 2190-00 · Sales and Use Tax Payable	1,891.36
2250-00 · Accrued Expenses	10,369.60
2400-60 · Deferred Revenue- Member Dues	105,719.66
2650-00 · Deferred Rev - Events	2,240.00
26900 · Unbilled Purchases	6.00
2800-00 · Suspense	1,242.47
Total Other Current Liabilities	246,371.80
Total Current Liabilities	352,250.69
Total Liabilities	352,250.69
Equity	
32000 · Unrestricted Net Assets	50,286.21
3300-11 · Designated Marketing Reserve	316,694.00
3301 · Cash Flow Reserve	100,000.00
Net Income	196,851.39
Total Equity	663,831.60
TOTAL LIABILITIES & EQUITY	1,016,082.29

9:22 AM

05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

April 2016

	Apr 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	311,475.00
4200-00 · Membership Ann/Conf Dues	11,120.00
4201-00 · New Member Fees	470.00
4250-00 · Revenues-Membership Activities	3,225.00
4251-00 · Revenue-Tue AM Breakfast Club	570.00
4252-00 · Revenue - Sponsorships	500.00
4350-00 · Special Events (Marketing)	9,990.17
4502-00 · Non-retail VIC income	150.00
4600-00 · Commissions	2,011.10
46000 · Merchandise Sales	3,324.52
Total Income	342,835.79
Cost of Goods Sold	
52900 · Purchases - Resale Items	60.00
Total COGS	60.00
Gross Profit	342,775.79
Expense	
5000-00 · Salaries & Wages	
5000-01 · In-Market Administration	0.00
5010-00 · Sales Commissions	1,524.42
5020-00 · P/R - Tax Expense	9,294.34
5030-00 · P/R - Health Insurance Expense	6,636.35
5040-00 · P/R - Workmans Comp	888.75
5060-00 · 401 (k)	4,197.90
5070-00 · Other Benefits and Expenses	171.67
5000-00 · Salaries & Wages - Other	120,248.15
Total 5000-00 · Salaries & Wages	142,961.58
5100-00 · Rent	
5110-00 · Utilities	1,076.30
5140-00 · Repairs & Maintenance	504.13
5100-00 · Rent - Other	11,444.39
Total 5100-00 · Rent	13,024.82
5310-00 · Telephone	
5320-00 · Telephone	2,140.60
Total 5310-00 · Telephone	2,140.60
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	0.61
Total 5420-00 · Mail - USPS	0.61
5510-00 · Insurance/Bonding	595.80
5520-00 · Supplies	384.40
5610-00 · Depreciation	299.76
5700-00 · Equipment Support & Maintenance	622.50
5710-00 · Taxes, Licenses & Fees	1,071.80
5740-00 · Equipment Rental/Leasing	1,110.80
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	280.00
5920-00 · Professional Fees - Accountant	9,337.27
Total 5900-00 · Professional Fees	9,617.27
5941-00 · Research & Planning	4,075.00
6020-00 · Programs	
6016-00 · Community Marketing Programs	9,493.17
Total 6020-00 · Programs	9,493.17
6420-00 · Sponsorship	
6421-00 · New Event Development	946.67
6422-00 · IronMan Lake Tahoe	-893.00
6420-00 · Sponsorship - Other	400.00

9:22 AM

05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

April 2016

	Apr 16
Total 6420-00 · Sponsorship	453.67
6423-00 · Membership Activities	
6434-00 · Community Awards Dinner	2,367.06
6442-00 · Public Relations/Website	291.25
6423-00 · Membership Activities - Other	1,251.02
Total 6423-00 · Membership Activities	3,909.33
6701-00 · Market Study Reports/Research	2,635.00
6730-00 · Marketing Cooperative/Media	48,504.83
6742-00 · Non-NLT Co-Op Marketing Program	1,150.00
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	1,500.00
6743-03 · Touch Lake Tahoe	50.00
6743-00 · BACC Marketing Programs - Other	50.00
Total 6743-00 · BACC Marketing Programs	1,600.00
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	70.87
59900 · POS Inventory Adjustments	9.26
8100-00 · Cost of Goods Sold - Other	2,067.97
Total 8100-00 · Cost of Goods Sold	2,148.10
8500-00 · Credit Card Fees	848.95
8700-00 · Automobile Expenses	709.46
8750-00 · Meals/Meetings	234.18
8810-00 · Dues & Subscriptions	274.98
8910-00 · Travel	0.00
Total Expense	247,866.61
Net Ordinary Income	94,909.18
Other Income/Expense	
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	0.00
Net Income	94,909.18

North Lake Tahoe Resort Association
A/R Aging Summary
As of April 30, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Anne Poole Weddings	0.00	0.00	0.00	0.00	75.00	75.00
Congressman Tom McIntock Office	0.00	85.00	0.00	0.00	0.00	85.00
County of Placer	0.00	-271,350.00	0.00	271,350.00	1,982,314.00	1,982,314.00
Forest Suites Resort	0.00	0.00	0.00	0.00	519.49	519.49
Hampton Inn & Suites	0.00	0.00	0.00	0.00	1,704.55	1,704.55
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	563.10	563.10
Hotel Truckee - Tahoe	0.00	0.00	0.00	0.00	669.51	669.51
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.00	0.00	0.00	0.00	296.85	296.85
Lake Tahoe Jetovator	0.00	0.00	0.00	0.00	300.00	300.00
Northstar California	0.00	0.00	472.77	0.00	10,126.97	10,599.74
Olympic Bike Shop	0.00	0.00	0.00	0.00	150.00	150.00
Placer County (monthly check)	0.00	0.00	0.00	0.00	-2,253,656.00	-2,253,656.00
Reno Sparks Convention & Visitors Auth.	0.00	0.00	0.00	0.00	-555.20	-555.20
Resort at Squaw Creek*	0.00	2,011.50	7,819.43	0.00	0.00	9,830.93
River Ranch Lodge & Restaurant	0.00	239.50	0.00	0.00	0.00	239.50
Spectrum Media	0.00	755.00	0.00	0.00	0.00	755.00
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	-0.55	-0.55
Squaw Valley Resort	0.00	0.00	0.00	0.00	411.75	411.75
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe City Wine Walk	0.00	500.00	0.00	0.00	0.00	500.00
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	903.29	903.29
Tahoe Nordic Search & Rescue	0.00	170.00	0.00	0.00	0.00	170.00
Tahoe Sailing Charters	0.00	0.00	0.00	0.00	400.00	400.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	537.00	537.00
The Ritz-Carlton	0.00	0.00	4,978.35	3,247.50	5,714.30	13,940.15
The Village at Squaw Valley	0.00	0.00	0.00	0.00	3,773.43	3,773.43
Town of Truckee	0.00	0.00	0.00	0.00	15,000.00	15,000.00
U.S.A. Cycling	0.00	0.00	0.00	0.00	20,000.00	20,000.00
TOTAL	0.00	-267,589.00	13,046.30	274,697.50	-210,340.52	-190,285.72

North Lake Tahoe Resort Association A/P Aging Summary

As of April 30, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	1,532.20	0.00	0.00	0.00	0.00	1,532.20
Adventure Maps, Inc.	0.00	0.00	0.00	0.00	17.99	17.99
Adventure Marketing	0.00	0.00	0.00	0.00	7.95	7.95
Anne-Karin Atwood*	25.00	0.00	39.26	0.00	0.00	64.26
Bank of the West Bank Card Center	28,357.19	0.00	0.00	0.00	0.00	28,357.19
Bittersweet Springs	0.00	0.00	0.00	0.00	699.75	699.75
Cintas Corporation #623	0.00	112.83	0.00	0.00	0.00	112.83
CoPower	0.00	-163.40	0.00	0.00	0.00	-163.40
David C. Antonucci	0.00	0.00	0.00	0.00	16.00	16.00
Digital Matrix	0.00	242.50	0.00	0.00	0.00	242.50
Dorfman Pacific Co.	0.00	0.00	0.00	0.00	238.84	238.84
Emily Detwiler*	53.08	0.00	0.00	0.00	0.00	53.08
Employers Assurance Co.	1,032.60	0.00	0.00	0.00	0.00	1,032.60
Enchanted Leaves	0.00	0.00	0.00	0.00	218.22	218.22
Family Support Registry	789.53	0.00	0.00	0.00	0.00	789.53
Far Fetched Wholesale Jewlery	0.00	0.00	0.00	0.00	-369.11	-369.11
FedEx	39.04	0.00	103.98	0.00	0.00	143.02
Gallery Keoki, Inc.	0.00	0.00	0.00	0.00	46.60	46.60
Ginger Karl*	119.00	0.00	0.00	0.00	0.00	119.00
Globe Pequot Press	0.00	0.00	0.00	0.00	12.42	12.42
Granlibakken, Inc.	0.00	837.00	0.00	0.00	0.00	837.00
Greg Howey*	25.00	0.00	0.00	0.00	0.00	25.00
Hawk's Peak Publishing	0.00	0.00	0.00	0.00	85.00	85.00
Heyday	0.00	0.00	0.00	0.00	95.22	95.22
Hike America	206.80	0.00	0.00	0.00	0.00	206.80
Houston Magnani & Assoc, Inc.	750.00	0.00	0.00	0.00	0.00	750.00
Ingram Publisher Services, Inc.	0.00	0.00	0.00	0.00	8.47	8.47
IVCB Visitors Bureau*	272.00	0.00	0.00	0.00	0.00	272.00
John Thompson*	381.89	0.00	0.00	0.00	0.00	381.89
Judy Lavery*	0.00	-88.33	0.00	0.00	0.00	-88.33
Jujuz Treat Company	0.00	0.00	0.00	0.00	67.50	67.50
Kay Dee Designs	0.00	0.00	0.00	0.00	9.00	9.00
Keen Communications	0.00	0.00	0.00	0.00	73.37	73.37
Krista Tranquilla Designs	0.00	0.00	0.00	0.00	55.00	55.00
Kym Fabel	35.80	0.00	0.00	0.00	0.00	35.80
Laser Gifts	0.00	0.00	0.00	0.00	3.92	3.92
LazyOne	0.00	0.00	0.00	0.00	308.75	308.75
Longleaf Services, Inc.	0.00	0.00	0.00	0.00	0.03	0.03
McSteven's, Inc.	0.00	0.00	0.00	0.00	102.29	102.29
Mic Mac Publishing	0.00	0.00	0.00	0.00	14.40	14.40
Miscellaneous	0.00	0.00	0.00	0.00	2,869.11	2,869.11
Moonshine Ink*, LLC	0.00	257.82	387.03	0.00	0.00	644.85
Porter Simon*	280.00	0.00	0.00	0.00	0.00	280.00
Priester Jr, Albert	0.00	130.88	0.00	0.00	0.00	130.88
Ricoh USA	1,110.80	0.00	0.00	0.00	0.00	1,110.80

North Lake Tahoe Resort Association A/P Aging Summary

As of April 30, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Rock & Rose Inc.	204.13	0.00	0.00	0.00	0.00	204.13
Ron Treabess	101.64	319.26	0.00	12.00	0.00	432.90
Sandy Evans Hall*	25.00	0.00	0.00	0.00	0.00	25.00
Sarah Winters	103.36	0.00	25.00	25.00	0.00	153.36
SDBX Studio LLC, Inc.	0.00	2,635.00	0.00	0.00	0.00	2,635.00
Shop Local	0.00	0.00	30.00	0.00	0.00	30.00
Sierra Essentials	63.00	0.00	0.00	0.00	0.00	63.00
Sierra Nevada Ad Partners	275.00	0.00	0.00	0.00	0.00	275.00
Silent Auction Pro	431.16	0.00	0.00	0.00	0.00	431.16
SnowFest!	0.00	9,993.17	0.00	0.00	0.00	9,993.17
Southwest Gas Corporation*	172.83	0.00	0.00	0.00	0.00	172.83
Spectrum	0.00	-0.39	0.00	0.00	0.00	-0.39
Sprint	70.70	0.00	0.00	0.00	0.00	70.70
Stephen's Farmhouse	0.00	0.00	0.00	0.00	20.40	20.40
Tahoe Blue Bath	0.00	0.00	0.00	0.00	11.00	11.00
Tahoe Eco	0.00	0.00	0.00	0.00	201.00	201.00
Tahoe Fat Tire Festival	0.00	0.00	0.00	0.00	-2,500.00	-2,500.00
Tahoe Tech Group, Inc.	0.00	0.00	0.00	0.00	-140.00	-140.00
Tahoe Truckee Sierra Disposal*	161.34	0.00	0.00	0.00	0.00	161.34
The Store...Copies and More	0.00	12.74	0.00	0.00	0.00	12.74
Tim Schröder	0.00	0.00	0.00	0.00	-280.00	-280.00
Tough Mudder Incorporated	0.00	50,000.00	0.00	0.00	0.00	50,000.00
University of Chicago Press	0.00	0.00	0.00	0.00	36.21	36.21
Valerie Lomeli*	140.18	-0.46	0.00	0.00	-34.85	104.87
Verizon Wireless	139.05	0.00	0.00	0.00	136.07	275.12
Wanda's Flower Shop	0.00	800.00	0.00	0.00	0.00	800.00
WebLink, Inc.	1,500.00	0.00	0.00	0.00	0.00	1,500.00
Werfel, Christopher	17.28	0.00	0.00	0.00	0.00	17.28
Wholesale Resort Accessories, Inc.	0.00	0.00	0.00	0.00	21.50	21.50
Woodluck Wholesale	0.00	0.00	0.00	0.00	-298.65	-298.65
TOTAL	38,414.60	65,088.62	585.27	37.00	1,753.40	105,878.89

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2015 through April 2016

	Jul '15 - Apr 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	2,753,585.00
4200-00 · Membership Ann/Conf Dues	114,178.36
4201-00 · New Member Fees	1,295.00
4250-00 · Revenues-Membership Activities	22,221.43
4251-00 · Revenue-Tue AM Breakfast Club	8,715.00
4252-00 · Revenue - Sponsorships	5,105.00
4350-00 · Special Events (Marketing)	46,709.17
4502-00 · Non-retail VIC income	4,025.00
4600-00 · Commissions	
4601-00 · Commissions - South Shore	14,432.44
4600-00 · Commissions - Other	156,104.74
Total 4600-00 · Commissions	170,537.18
46000 · Merchandise Sales	58,940.66
4720-00 · Miscellaneous	420.00
Total Income	3,185,731.80
Cost of Goods Sold	
52900 · Purchases - Resale Items	60.00
Total COGS	60.00
Gross Profit	3,185,671.80
Expense	
5000-00 · Salaries & Wages	
5000-01 · In-Market Administration	0.00
5010-00 · Sales Commissions	17,274.00
5020-00 · P/R - Tax Expense	72,340.27
5030-00 · P/R - Health Insurance Expense	89,259.34
5040-00 · P/R - Workmans Comp	12,081.92
5060-00 · 401 (k)	27,405.35
5070-00 · Other Benefits and Expenses	4,398.51
5000-00 · Salaries & Wages - Other	850,127.08
Total 5000-00 · Salaries & Wages	1,072,886.47
5100-00 · Rent	
5110-00 · Utilities	9,606.30
5140-00 · Repairs & Maintenance	5,343.36
5150-00 · Office - Cleaning	5,345.00
5100-00 · Rent - Other	114,243.65
Total 5100-00 · Rent	134,538.31
5310-00 · Telephone	
5320-00 · Telephone	23,232.53
5350-00 · Internet	289.85
5310-00 · Telephone - Other	171.27
Total 5310-00 · Telephone	23,693.65
5420-00 · Mail - USPS	
5470-00 · Mail - UPS	505.30
5480-00 · Mail - Fed Ex	887.72
5420-00 · Mail - USPS - Other	913.81
Total 5420-00 · Mail - USPS	2,306.83
5510-00 · Insurance/Bonding	5,713.56
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	4,009.47
5520-00 · Supplies - Other	10,569.10
Total 5520-00 · Supplies	14,578.57
5530-00 · Visitor Communications - Other	35.44
5610-00 · Depreciation	6,374.59
5700-00 · Equipment Support & Maintenance	6,519.59
5710-00 · Taxes, Licenses & Fees	8,259.39

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2015 through April 2016

	Jul '15 - Apr 16
5740-00 · Equipment Rental/Leasing	14,062.11
5800-00 · Training Seminars	3,391.68
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	3,180.00
5920-00 · Professional Fees - Accountant	81,132.60
5900-00 · Professional Fees - Other	312.50
Total 5900-00 · Professional Fees	84,625.10
5941-00 · Research & Planning	46,676.00
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	0.00
Total 5948-00 · Transportation Projects	0.00
5998-00 · Infrastructure Projects	
5974-00 · Visitors Centers Exhibits	48.75
Total 5998-00 · Infrastructure Projects	48.75
6020-00 · Programs	
6016-00 · Community Marketing Programs	12,923.74
Total 6020-00 · Programs	12,923.74
6023-00 · Autumn Food & Wine	
6025-00 · AFW- Postage	17.69
6030-00 · AFW-Media	-472.77
6023-00 · Autumn Food & Wine - Other	31,689.50
Total 6023-00 · Autumn Food & Wine	31,234.42
6420-00 · Sponsorship	
6420-01 · WinterWonderGrass_Tahoe	14,600.00
6421-00 · New Event Development	12,101.82
6422-00 · IronMan Lake Tahoe	387,567.47
6427-00 · USA Cycling	-3,857.83
6420-00 · Sponsorship - Other	11,625.00
Total 6420-00 · Sponsorship	422,036.46
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	2,757.56
6434-00 · Community Awards Dinner	8,305.67
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83
6441-00 · Membership - Miscellaneous Exp	69.24
6442-00 · Public Relations/Website	3,629.25
6443-00 · Membership - Bridal Faire	3,269.86
6423-00 · Membership Activities - Other	13,423.12
Total 6423-00 · Membership Activities	31,519.53
6437-00 · Tuesday Morning Breakfast Club	3,506.00
6701-00 · Market Study Reports/Research	2,949.61
6730-00 · Marketing Cooperative/Media	936,519.83
6742-00 · Non-NLT Co-Op Marketing Program	13,477.82
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	12,005.38
6743-03 · Touch Lake Tahoe	850.00
6743-00 · BACC Marketing Programs - Other	35,105.00
Total 6743-00 · BACC Marketing Programs	47,960.38
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	961.88
59900 · POS Inventory Adjustments	-231.47
8100-00 · Cost of Goods Sold - Other	32,532.50
Total 8100-00 · Cost of Goods Sold	33,262.91
8200-00 · Associate Relations	3,519.69
8300-00 · Board Functions	1,632.40
8500-00 · Credit Card Fees	6,521.76
8700-00 · Automobile Expenses	5,632.33
8750-00 · Meals/Meetings	4,583.79

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss
July 2015 through April 2016

	Jul '15 - Apr 16
8810-00 · Dues & Subscriptions	6,038.28
8910-00 · Travel	5,058.86
8930-00 · Prior Period Adjustments	-3,163.44
Total Expense	2,988,924.41
Net Ordinary Income	196,747.39
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	104.00
Total Other Income	104.00
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	104.00
Net Income	196,851.39

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss by Class

July 2015 through April 2016

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administrati...	TOTAL
Ordinary Income/Expense								
Income								
4050-00 - County of Placer TOT Funding	1,877,410.00	278,127.00	187,417.00	244,214.00	186,417.00	0.00	0.00	2,753,585.00
4200-00 - Membership Ann/Conf Dues	0.00	4,675.00	0.00	0.00	0.00	109,503.38	0.00	114,178.38
4201-00 - New Member Fees	0.00	0.00	0.00	0.00	0.00	1,295.00	0.00	1,295.00
4250-00 - Revenues-Membership Activities	0.00	0.00	0.00	80.00	0.00	22,141.43	0.00	22,221.43
4251-00 - Revenue-Tue AM Breakfast Club	90.00	0.00	0.00	0.00	0.00	8,625.00	0.00	8,715.00
4252-00 - Revenue - Sponsorships	0.00	0.00	0.00	0.00	0.00	5,105.00	0.00	5,105.00
4350-00 - Special Events (Marketing)	46,709.17	0.00	0.00	0.00	0.00	0.00	0.00	46,709.17
4502-00 - Non-retail VIC Income	0.00	0.00	0.00	3,650.00	0.00	375.00	0.00	4,025.00
4600-00 - Commissions								
4601-00 - Commissions - South Shore	0.00	14,432.44	0.00	0.00	0.00	0.00	0.00	14,432.44
4600-00 - Commissions - Other	3,482.63	152,622.11	0.00	0.00	0.00	0.00	0.00	158,104.74
Total 4600-00 - Commissions	3,482.63	167,054.55	0.00	0.00	0.00	0.00	0.00	170,537.18
46000 - Merchandise Sales	0.00	0.00	0.00	58,940.66	0.00	0.00	0.00	58,940.66
4720-00 - Miscellaneous	0.00	0.00	0.00	0.00	0.00	420.00	0.00	420.00
Total Income	1,927,691.80	449,856.55	187,417.00	306,884.66	186,417.00	147,464.79	0.00	3,185,731.80
Cost of Goods Sold								
52900 - Purchases - Resale Items	0.00	0.00	0.00	60.00	0.00	0.00	0.00	60.00
Total COGS	0.00	0.00	0.00	60.00	0.00	0.00	0.00	60.00
Gross Profit	1,927,691.80	449,856.55	187,417.00	306,824.66	186,417.00	147,464.79	0.00	3,185,671.80
Expense								
5000-00 - Salaries & Wages								
5000-01 - In-Market Administration	12,083.30	0.00	0.00	0.00	0.00	-12,083.30	0.00	0.00
5010-00 - Sales Commissions	0.00	17,274.00	0.00	0.00	0.00	0.00	0.00	17,274.00
5020-00 - P/R - Tax Expense	15,649.08	13,741.24	5,934.63	11,307.11	4,367.31	5,928.19	15,412.51	72,340.27
5030-00 - P/R - Health Insurance Expense	21,441.86	11,376.39	3,137.10	15,840.47	2,989.71	11,058.65	23,415.16	69,259.34
5040-00 - P/R - Workmans Comp	1,087.39	1,087.39	1,208.23	2,295.54	1,208.23	1,087.39	4,107.75	12,081.92
5060-00 - 401 (k)	5,132.02	6,695.21	2,840.74	4,055.70	1,832.04	473.79	6,375.85	27,405.35
5070-00 - Other Benefits and Expenses	1,917.96	393.86	152.63	443.86	152.46	552.23	785.61	4,398.51
5000-00 - Salaries & Wages - Other	185,803.20	146,859.62	72,404.49	120,947.14	48,755.95	64,231.88	211,124.82	850,127.08
Total 5000-00 - Salaries & Wages	243,114.81	197,427.71	85,677.92	154,889.82	59,305.70	71,248.81	261,221.70	1,072,888.47
5100-00 - Rent								
5110-00 - Utilities	1,261.13	635.85	439.89	4,864.35	439.89	440.33	1,524.86	9,606.30
5140-00 - Repairs & Maintenance	1,312.55	681.92	421.15	745.03	421.15	1,340.41	5,343.36	5,343.36
5160-00 - Office - Cleaning	1,330.00	668.50	469.50	611.00	468.50	468.50	1,330.00	5,345.00
6100-00 - Rent - Other	15,661.94	7,831.83	5,654.15	55,941.50	5,594.15	5,594.15	17,985.93	114,243.85
Total 5100-00 - Rent	19,565.62	9,818.10	6,983.69	62,161.88	6,923.69	6,924.13	22,161.20	134,538.31
5310-00 - Telephone								
5320-00 - Telephone	4,979.85	2,286.68	1,828.97	2,526.56	1,764.00	2,493.51	7,353.16	23,232.53
5350-00 - Internet	289.85	0.00	0.00	0.00	0.00	0.00	0.00	289.85
5310-00 - Telephone - Other	0.00	0.00	0.00	0.00	0.00	0.00	171.27	171.27
Total 5310-00 - Telephone	5,269.50	2,286.68	1,828.97	2,526.56	1,764.00	2,493.51	7,524.43	23,693.65
5420-00 - Mail - USPS								
5470-00 - Mail - UPS	18.65	0.00	0.00	0.00	0.00	215.00	271.65	505.30
5480-00 - Mail - Fed Ex	765.81	0.00	0.00	122.11	0.00	0.00	0.00	887.72
5420-00 - Mail - USPS - Other	74.03	114.37	46.92	161.24	61.92	298.11	157.22	913.81
Total 5420-00 - Mail - USPS	858.29	114.37	46.92	283.35	61.92	513.11	428.87	2,306.83
5610-00 - Insurance/Bonding	1,085.57	1,085.57	171.40	1,428.41	171.40	514.22	1,256.99	5,713.58
5620-00 - Supplies								
5625-00 - Supplies- Computer <\$1000	3,786.98	94.99	0.00	0.00	0.00	7.50	120.00	4,009.47
5620-00 - Supplies - Other	1,376.20	385.06	340.55	1,880.00	228.07	1,135.61	5,223.61	10,569.10
Total 5620-00 - Supplies	5,163.18	480.05	340.55	1,880.00	228.07	1,143.11	5,343.61	14,578.57
5930-00 - Visitor Communications - Other	0.00	0.00	0.00	0.00	0.00	35.44	0.00	35.44
5610-00 - Depreciation	1,593.73	828.67	509.93	828.67	509.93	509.93	1,593.73	6,374.59
5700-00 - Equipment Support & Maintenance	994.25	471.77	311.92	1,427.27	311.92	338.87	2,863.59	6,519.59
5710-00 - Taxes, Licenses & Fees	282.15	136.32	83.89	186.31	83.89	7,402.94	8,259.39	8,259.39
5740-00 - Equipment Rental/Leasing	1,424.08	1,341.90	1,186.45	4,667.41	1,186.45	2,565.58	1,690.26	14,062.11
5800-00 - Training Seminars	1,725.48	0.00	0.00	0.00	0.00	1,566.20	100.00	3,391.68
5900-00 - Professional Fees								
5910-00 - Professional Fees - Attorneys	0.00	0.00	0.00	0.00	0.00	0.00	3,180.00	3,180.00
5920-00 - Professional Fees - Accountant	7,606.10	0.00	0.00	0.00	5,852.07	0.00	67,674.43	81,132.60
5900-00 - Professional Fees - Other	0.00	0.00	0.00	0.00	0.00	0.00	312.50	312.50
Total 5900-00 - Professional Fees	7,606.10	0.00	0.00	0.00	5,852.07	0.00	71,166.93	84,625.10
5941-00 - Research & Planning	0.00	0.00	22,271.15	0.00	24,404.85	0.00	0.00	46,676.00
5996-00 - Infrastructure Projects								
5974-00 - Visitors Centers Exhibits	48.75	0.00	0.00	0.00	0.00	0.00	0.00	48.75
Total 5996-00 - Infrastructure Projects	48.75	0.00	0.00	0.00	0.00	0.00	0.00	48.75
6020-00 - Programs								
6016-00 - Community Marketing Programs	12,923.74	0.00	0.00	0.00	0.00	0.00	0.00	12,923.74
Total 6020-00 - Programs	12,923.74	0.00	0.00	0.00	0.00	0.00	0.00	12,923.74
6023-00 - Autumn Food & Wine								
6025-00 - AFW- Postage	17.69	0.00	0.00	0.00	0.00	0.00	0.00	17.69
6030-00 - AFW-Media	-472.77	0.00	0.00	0.00	0.00	0.00	0.00	-472.77
6023-00 - Autumn Food & Wine - Other	31,689.50	0.00	0.00	0.00	0.00	0.00	0.00	31,689.50
Total 6023-00 - Autumn Food & Wine	31,234.42	0.00	0.00	0.00	0.00	0.00	0.00	31,234.42
6420-00 - Sponsorship								
6420-01 - WinterWonderGrass_Tahoe	14,600.00	0.00	0.00	0.00	0.00	0.00	0.00	14,600.00
6421-00 - New Event Development	12,101.82	0.00	0.00	0.00	0.00	0.00	0.00	12,101.82
6422-00 - IronMan Lake Tahoe	387,567.47	0.00	0.00	0.00	0.00	0.00	0.00	387,567.47
6427-00 - USA Cycling	-3,857.83	0.00	0.00	0.00	0.00	0.00	0.00	-3,857.83
6420-00 - Sponsorship - Other	11,525.00	0.00	100.00	0.00	0.00	0.00	0.00	11,625.00
Total 6420-00 - Sponsorship	421,936.46	0.00	100.00	0.00	0.00	0.00	0.00	422,036.46
6423-00 - Membership Activities								
6432-00 - Membership - Newsletter	0.00	0.00	0.00	0.00	0.00	2,757.56	0.00	2,757.56
6434-00 - Community Awards Dinner	0.00	0.00	0.00	0.00	0.00	8,305.67	0.00	8,305.67
6436-00 - Membership - Wnt/Sum Rec Lun...	0.00	0.00	0.00	0.00	0.00	64.83	0.00	64.83
6441-00 - Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00	69.24	0.00	69.24
6442-00 - Public Relations/Website	0.00	0.00	0.00	0.00	0.00	3,629.25	0.00	3,629.25
6443-00 - Membership - Bridal Faire	0.00	0.00	0.00	0.00	0.00	3,269.86	0.00	3,269.86
6423-00 - Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	13,423.12	0.00	13,423.12
Total 6423-00 - Membership Activities	0.00	0.00	0.00	0.00	0.00	31,519.53	0.00	31,519.53

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss by Class

July 2015 through April 2016

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administrati...	TOTAL
6437-00 • Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	3,506.00	0.00	3,506.00
6701-00 • Market Study Reports/Research	2,949.61	0.00	0.00	0.00	0.00	0.00	0.00	2,949.61
6730-00 • Marketing Cooperative/Media	837,704.83	98,800.00	0.00	0.00	0.00	0.00	15.00	936,519.83
6742-00 • Non-NLT Co-Op Marketing Program	12,018.51	0.00	0.00	1,459.31	0.00	0.00	0.00	13,477.82
6743-00 • BACC Marketing Programs								
6743-01 • Shop Local	12,005.38	0.00	0.00	0.00	0.00	0.00	0.00	12,005.38
6743-03 • Touch Lake Tahoe	850.00	0.00	0.00	0.00	0.00	0.00	0.00	850.00
6743-00 • BACC Marketing Programs - Other	35,105.00	0.00	0.00	0.00	0.00	0.00	0.00	35,105.00
Total 6743-00 • BACC Marketing Programs	47,960.38	0.00	0.00	0.00	0.00	0.00	0.00	47,960.38
8100-00 • Cost of Goods Sold								
51100 • Freight and Shipping Costs	0.00	0.00	0.00	943.92	0.00	17.98	0.00	961.88
59900 • POS Inventory Adjustments	0.00	0.00	0.00	-231.47	0.00	0.00	0.00	-231.47
8100-00 • Cost of Goods Sold - Other	0.00	0.00	0.00	32,532.50	0.00	0.00	0.00	32,532.50
Total 8100-00 • Cost of Goods Sold	0.00	0.00	0.00	33,244.95	0.00	17.96	0.00	33,262.91
8200-00 • Associate Relations	374.61	141.78	128.73	188.44	112.64	412.52	2,160.97	3,519.69
8300-00 • Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	1,632.40	1,632.40
8500-00 • Credit Card Fees	90.00	0.00	45.00	1,702.33	0.00	1,718.31	2,878.12	6,521.76
8700-00 • Automobile Expenses	1,340.90	115.57	1,073.53	614.22	994.49	513.61	980.01	5,632.33
8750-00 • Meals/Meetings	1,911.98	0.00	1,021.02	85.69	191.24	237.64	1,136.22	4,583.79
8810-00 • Dues & Subscriptions	2,335.66	0.00	0.00	489.92	0.00	1,960.88	1,251.82	6,038.28
8910-00 • Travel	1,170.15	0.00	455.61	20.00	0.00	1,107.58	2,305.52	5,058.86
8930-00 • Prior Period Adjustments	4,169.85	-4,699.23	0.00	-302.76	0.00	20.33	-2,351.63	-3,163.44
Total Expense	1,666,852.61	308,439.26	122,236.68	267,781.78	102,102.26	128,949.14	392,562.68	2,988,924.41
Net Ordinary Income	260,839.19	141,417.29	45,180.32	39,042.88	84,314.74	18,515.65	-392,562.68	195,747.39
Other Income/Expense								
Other Income								
52500 • Purchase Discounts	0.00	0.00	0.00	104.00	0.00	0.00	0.00	104.00
Total Other Income	0.00	0.00	0.00	104.00	0.00	0.00	0.00	104.00
Other Expense								
8990-00 • Allocated	188,430.04	43,181.91	43,181.91	39,256.28	43,181.91	35,330.63	-392,562.68	0.00
Total Other Expense	188,430.04	43,181.91	43,181.91	39,256.28	43,181.91	35,330.63	-392,562.68	0.00
Net Other Income	-188,430.04	-43,181.91	-43,181.91	-39,152.28	-43,181.91	-35,330.63	392,562.68	104.00
Net Income	72,409.15	98,235.38	1,998.41	-109.40	41,132.83	-16,814.98	0.00	195,851.39

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05/27/16
Accrual Basis

North Lake Tahoe Resort Association **15-16 Profit & Loss Budget Performance** **April 2016**

	<u>Apr 16</u>	<u>Budget</u>	<u>Jul '15 - Apr 16</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
11 - Marketing	120,406.09	73,917.11	72,409.15	33,513.77	21,000.00
30 - Conference	-6,109.88	-12,394.00	98,235.38	-15,846.00	0.00
41 - Transportation	-3,141.16	-2,257.00	1,998.41	-8,368.00	0.00
42 - VIC	-3,696.42	-7,749.00	-46.40	-11,278.00	0.00
50 - Infrastructure	-4,896.49	-1,823.00	41,132.83	-6,822.00	0.00
60 - Membership	-1,669.44	12,300.00	-16,814.98	16,040.00	14,700.00
70 - Administration	-5,920.52	-8,989.42	0.00	-10,108.16	0.00
TOTAL	<u>94,972.18</u>	<u>53,004.69</u>	<u>196,914.39</u>	<u>-2,868.39</u>	<u>35,700.00</u>

10:02 AM

05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

Total

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	2,753,585.00	2,793,466.00	-39,881.00	98.6%
4200-00 · Membership Ann/Conf Dues	114,178.36	118,910.00	-4,731.64	96.0%
4201-00 · New Member Fees	1,295.00	4,380.00	-3,085.00	29.6%
4250-00 · Revenues-Membership Activities	22,221.43	67,400.00	-45,178.57	33.0%
4251-00 · Revenue-Tue AM Breakfast Club	8,715.00	8,000.00	715.00	108.9%
4252-00 · Revenue - Sponsorships	5,105.00	6,100.00	-995.00	83.7%
4350-00 · Special Events (Marketing)	46,709.17	86,500.00	-39,790.83	54.0%
4502-00 · Non-retail VIC income	4,025.00	9,370.00	-5,345.00	43.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	14,432.44			
4600-00 · Commissions - Other	156,104.74	95,272.00	60,832.74	163.9%
Total 4600-00 · Commissions	170,537.18	95,272.00	75,265.18	179.0%
46000 · Merchandise Sales	58,940.66	83,268.00	-24,327.34	70.8%
4720-00 · Miscellaneous	420.00			
Total Income	3,185,731.80	3,272,666.00	-86,934.20	97.3%
Cost of Goods Sold				
52900 · Purchases - Resale Items	60.00			
Total COGS	60.00			
Gross Profit	3,185,671.80	3,272,666.00	-86,994.20	97.3%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	17,274.00	18,594.00	-1,320.00	92.9%
5020-00 · P/R - Tax Expense	72,340.27	86,169.00	-13,828.73	84.0%
5030-00 · P/R - Health Insurance Expense	89,259.34	145,493.00	-56,233.66	61.3%
5040-00 · P/R - Workmans Comp	12,081.92	29,370.00	-17,288.08	41.1%
5060-00 · 401 (k)	27,405.35	33,923.00	-6,517.65	80.8%
5065-00 · Merit	0.00	26,234.00	-26,234.00	0.0%
5070-00 · Other Benefits and Expenses	4,398.51	21,470.00	-17,071.49	20.5%
5000-00 · Salaries & Wages - Other	850,127.08	863,739.00	-13,611.92	98.4%
Total 5000-00 · Salaries & Wages	1,072,886.47	1,224,992.00	-152,105.53	87.6%
5100-00 · Rent				
5110-00 · Utilities	9,606.30	14,060.00	-4,453.70	68.3%
5140-00 · Repairs & Maintenance	5,343.36	6,395.00	-1,051.64	83.6%
5150-00 · Office - Cleaning	5,345.00	8,600.00	-3,255.00	62.2%
5100-00 · Rent - Other	114,243.65	114,634.00	-390.35	99.7%
Total 5100-00 · Rent	134,538.31	143,689.00	-9,150.69	93.6%
5310-00 · Telephone				
5320-00 · Telephone	23,232.53	13,970.00	9,262.53	166.3%
5350-00 · Internet	289.85			
5310-00 · Telephone - Other	171.27	16,290.00	-16,118.73	1.1%
Total 5310-00 · Telephone	23,693.65	30,260.00	-6,566.35	78.3%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	505.30			
5480-00 · Mail - Fed Ex	887.72			
5420-00 · Mail - USPS - Other	913.81	3,540.00	-2,626.19	25.8%
Total 5420-00 · Mail - USPS	2,306.83	3,540.00	-1,233.17	65.2%
5510-00 · Insurance/Bonding	5,713.56	13,140.00	-7,426.44	43.5%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	4,009.47	2,000.00	2,009.47	200.5%
5520-00 · Supplies - Other	10,569.10	16,184.00	-5,614.90	65.3%
Total 5520-00 · Supplies	14,578.57	18,184.00	-3,605.43	80.2%
5530-00 · Visitor Communications - Other	35.44	460.00	-424.56	7.7%
5610-00 · Depreciation	6,374.59	6,520.00	-145.41	97.8%
5700-00 · Equipment Support & Maintenance	6,519.59	10,770.00	-4,250.41	60.5%
5710-00 · Taxes, Licenses & Fees	8,259.39	5,534.00	2,725.39	149.2%

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

Total

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
5740-00 · Equipment Rental/Leasing	14,062.11	17,440.00	-3,377.89	80.6%
5800-00 · Training Seminars	3,391.68	7,450.00	-4,058.32	45.5%
5810-00 · Public Outreach	0.00	2,130.00	-2,130.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	3,180.00	7,500.00	-4,320.00	42.4%
5920-00 · Professional Fees - Accountant	81,132.60	7,500.00	73,632.60	1,081.8%
5900-00 · Professional Fees - Other	312.50	21,000.00	-20,687.50	1.5%
Total 5900-00 · Professional Fees	84,625.10	36,000.00	48,625.10	235.1%
5940-00 · Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 · Research & Planning	46,676.00	87,000.00	-40,324.00	53.7%
5998-00 · Infrastructure Projects				
5974-00 · Visitors Centers Exhibits	48.75			
Total 5998-00 · Infrastructure Projects	48.75			
6020-00 · Programs				
6016-00 · Community Marketing Programs	12,923.74	0.00	12,923.74	100.0%
Total 6020-00 · Programs	12,923.74	0.00	12,923.74	100.0%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.69			
6030-00 · AFW-Media	-472.77			
6023-00 · Autumn Food & Wine - Other	31,689.50			
Total 6023-00 · Autumn Food & Wine	31,234.42			
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	14,600.00			
6421-00 · New Event Development	12,101.82	4,000.00	8,101.82	302.5%
6422-00 · IronMan Lake Tahoe	387,567.47	455,000.00	-67,432.53	85.2%
6427-00 · USA Cycling	-3,857.83	0.00	-3,857.83	100.0%
6420-00 · Sponsorship - Other	11,625.00			
Total 6420-00 · Sponsorship	422,036.46	459,000.00	-36,963.54	91.9%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	2,757.56			
6434-00 · Community Awards Dinner	8,305.67			
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 · Membership - Miscellaneous Exp	69.24			
6442-00 · Public Relations/Website	3,629.25			
6443-00 · Membership - Bridal Faire	3,269.86			
6423-00 · Membership Activities - Other	13,423.12	38,639.00	-25,215.88	34.7%
Total 6423-00 · Membership Activities	31,519.53	38,639.00	-7,119.47	81.6%
6437-00 · Tuesday Morning Breakfast Club	3,506.00	7,370.00	-3,864.00	47.6%
6490-00 · Classified Ads	0.00	750.00	-750.00	0.0%
6701-00 · Market Study Reports/Research	2,949.61	10,000.00	-7,050.39	29.5%
6730-00 · Marketing Cooperative/Media	936,519.83	911,222.23	25,297.60	102.8%
6740-00 · Media/Collateral/Production	0.00	6,885.00	-6,885.00	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	13,477.82	44,500.00	-31,022.18	30.3%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	12,005.38			
6743-03 · Touch Lake Tahoe	850.00			
6743-00 · BACC Marketing Programs - Other	35,105.00	80,000.00	-44,895.00	43.9%
Total 6743-00 · BACC Marketing Programs	47,960.38	80,000.00	-32,039.62	60.0%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	961.88			
59900 · POS Inventory Adjustments	-231.47			
8100-00 · Cost of Goods Sold - Other	32,469.50	46,449.00	-13,979.50	69.9%
Total 8100-00 · Cost of Goods Sold	33,199.91	46,449.00	-13,249.09	71.5%
8200-00 · Associate Relations	3,519.69	4,625.00	-1,105.31	76.1%
8300-00 · Board Functions	1,632.40	3,750.00	-2,117.60	43.5%
8500-00 · Credit Card Fees	6,521.76	6,100.00	421.76	106.9%
8700-00 · Automobile Expenses	5,632.33	8,340.00	-2,707.67	67.5%
8750-00 · Meals/Meetings	4,583.79	8,855.00	-4,271.21	51.8%

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

Total

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
8810-00 · Dues & Subscriptions	6,038.28	10,910.00	-4,871.72	55.3%
8910-00 · Travel	5,058.86	7,613.00	-2,554.14	66.5%
8930-00 · Prior Period Adjustments	-3,163.44			
Total Expense	2,988,861.41	3,266,117.23	-277,255.82	91.5%
Net Ordinary Income	196,810.39	6,548.77	190,261.62	3,005.3%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	104.00			
Total Other Income	104.00			
Other Expense				
8990-00 · Allocated	0.00	9,417.16	-9,417.16	0.0%
Total Other Expense	0.00	9,417.16	-9,417.16	0.0%
Net Other Income	104.00	-9,417.16	9,521.16	-1.1%
Net Income	196,914.39	-2,868.39	199,782.78	-6,865.0%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

11 - Marketing

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,877,410.00	1,899,991.00	-22,581.00	98.8%
4251-00 · Revenue-Tue AM Breakfast Club	90.00			
4350-00 · Special Events (Marketing)	46,709.17	86,500.00	-39,790.83	54.0%
4600-00 · Commissions	3,482.63			
Total Income	1,927,691.80	1,986,491.00	-58,799.20	97.0%
Gross Profit	1,927,691.80	1,986,491.00	-58,799.20	97.0%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	12,083.30	14,500.00	-2,416.70	83.3%
5020-00 · P/R - Tax Expense	15,649.08	27,364.00	-11,714.92	57.2%
5030-00 · P/R - Health Insurance Expense	21,441.86	45,946.00	-24,504.14	46.7%
5040-00 · P/R - Workmans Comp	1,087.39	1,280.00	-192.61	85.0%
5060-00 · 401 (k)	5,132.02	7,709.00	-2,576.98	66.6%
5065-00 · Merit	0.00	4,805.00	-4,805.00	0.0%
5070-00 · Other Benefits and Expenses	1,917.96	4,900.00	-2,982.04	39.1%
5000-00 · Salaries & Wages - Other	185,803.20	189,997.00	-4,193.80	97.8%
Total 5000-00 · Salaries & Wages	243,114.81	296,501.00	-53,386.19	82.0%
5100-00 · Rent				
5110-00 · Utilities	1,261.13	1,750.00	-488.87	72.1%
5140-00 · Repairs & Maintenance	1,312.55	1,250.00	62.55	105.0%
5150-00 · Office - Cleaning	1,330.00	2,520.00	-1,190.00	52.8%
5100-00 · Rent - Other	15,661.94	15,670.00	-8.06	99.9%
Total 5100-00 · Rent	19,565.62	21,190.00	-1,624.38	92.3%
5310-00 · Telephone				
5320-00 · Telephone	4,979.65			
5350-00 · Internet	289.85			
5310-00 · Telephone - Other	0.00	8,840.00	-8,840.00	0.0%
Total 5310-00 · Telephone	5,269.50	8,840.00	-3,570.50	59.6%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	18.65			
5480-00 · Mail - Fed Ex	765.61			
5420-00 · Mail - USPS - Other	74.03	450.00	-375.97	16.5%
Total 5420-00 · Mail - USPS	858.29	450.00	408.29	190.7%
5510-00 · Insurance/Bonding	1,085.57	3,000.00	-1,914.43	36.2%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	3,786.98	2,000.00	1,786.98	189.3%
5520-00 · Supplies - Other	1,376.20	2,890.00	-1,513.80	47.6%
Total 5520-00 · Supplies	5,163.18	4,890.00	273.18	105.6%
5610-00 · Depreciation	1,593.73	1,630.00	-36.27	97.8%
5700-00 · Equipment Support & Maintenance	994.25	3,110.00	-2,115.75	32.0%
5710-00 · Taxes, Licenses & Fees	282.15	600.00	-317.85	47.0%
5740-00 · Equipment Rental/Leasing	1,424.08	2,200.00	-775.92	64.7%
5800-00 · Training Seminars	1,725.48	2,000.00	-274.52	86.3%
5900-00 · Professional Fees				
5920-00 · Professional Fees - Accountant	7,606.10	7,500.00	106.10	101.4%
Total 5900-00 · Professional Fees	7,606.10	7,500.00	106.10	101.4%
5998-00 · Infrastructure Projects				
5974-00 · Visitors Centers Exhibits	48.75			
Total 5998-00 · Infrastructure Projects	48.75			
6020-00 · Programs				
6016-00 · Community Marketing Programs	12,923.74	0.00	12,923.74	100.0%
Total 6020-00 · Programs	12,923.74	0.00	12,923.74	100.0%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.69			

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
11 - Marketing

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
6030-00 · AFW-Media	-472.77			
6023-00 · Autumn Food & Wine - Other	31,689.50			
Total 6023-00 · Autumn Food & Wine	31,234.42			
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	14,600.00			
6421-00 · New Event Development	12,101.82	4,000.00	8,101.82	302.5%
6422-00 · IronMan Lake Tahoe	387,567.47	455,000.00	-67,432.53	85.2%
6427-00 · USA Cycling	-3,857.83	0.00	-3,857.83	100.0%
6420-00 · Sponsorship - Other	11,525.00			
Total 6420-00 · Sponsorship	421,936.46	459,000.00	-37,063.54	91.9%
6701-00 · Market Study Reports/Research	2,949.61	10,000.00	-7,050.39	29.5%
6730-00 · Marketing Cooperative/Media	837,704.83	811,222.23	26,482.60	103.3%
6742-00 · Non-NLT Co-Op Marketing Program	12,018.51	43,000.00	-30,981.49	28.0%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	12,005.38			
6743-03 · Touch Lake Tahoe	850.00			
6743-00 · BACC Marketing Programs - Other	35,105.00	80,000.00	-44,895.00	43.9%
Total 6743-00 · BACC Marketing Programs	47,960.38	80,000.00	-32,039.62	60.0%
8200-00 · Associate Relations	374.61	600.00	-225.39	62.4%
8500-00 · Credit Card Fees	90.00			
8700-00 · Automobile Expenses	1,340.90	2,000.00	-659.10	67.0%
8750-00 · Meals/Meetings	1,911.98	4,900.00	-2,988.02	39.0%
8810-00 · Dues & Subscriptions	2,335.66	1,700.00	635.66	137.4%
8910-00 · Travel	1,170.15	4,963.00	-3,792.85	23.6%
8930-00 · Prior Period Adjustments	4,169.85			
Total Expense	1,666,852.61	1,769,296.23	-102,443.62	94.2%
Net Ordinary Income	260,839.19	217,194.77	43,644.42	120.1%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	188,430.04	183,681.00	4,749.04	102.6%
Total Other Expense	188,430.04	183,681.00	4,749.04	102.6%
Net Other Income	-188,430.04	-183,681.00	-4,749.04	102.6%
Net Income	72,409.15	33,513.77	38,895.38	216.1%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

30 - Conference

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	278,127.00	278,000.00	127.00	100.0%
4200-00 · Membership Ann/Conf Dues	4,675.00	6,410.00	-1,735.00	72.9%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	14,432.44			
4600-00 · Commissions - Other	152,622.11	95,272.00	57,350.11	160.2%
Total 4600-00 · Commissions	167,054.55	95,272.00	71,782.55	175.3%
Total Income	449,856.55	379,682.00	70,174.55	118.5%
Gross Profit	449,856.55	379,682.00	70,174.55	118.5%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	17,274.00	18,594.00	-1,320.00	92.9%
5020-00 · P/R - Tax Expense	13,741.24	17,134.00	-3,392.76	80.2%
5030-00 · P/R - Health Insurance Expense	11,376.39	28,119.00	-16,742.61	40.5%
5040-00 · P/R - Workmans Comp	1,087.39	1,280.00	-192.61	85.0%
5060-00 · 401 (k)	6,695.21	6,198.00	497.21	108.0%
5065-00 · Merit	0.00	3,921.00	-3,921.00	0.0%
5070-00 · Other Benefits and Expenses	393.86	4,400.00	-4,006.14	9.0%
5000-00 · Salaries & Wages - Other	146,859.62	149,908.00	-3,048.38	98.0%
Total 5000-00 · Salaries & Wages	197,427.71	229,554.00	-32,126.29	86.0%
5100-00 · Rent				
5110-00 · Utilities	635.85	880.00	-244.15	72.3%
5140-00 · Repairs & Maintenance	681.92	650.00	31.92	104.9%
5150-00 · Office - Cleaning	668.50	1,260.00	-591.50	53.1%
5100-00 · Rent - Other	7,831.83	7,840.00	-8.17	99.9%
Total 5100-00 · Rent	9,818.10	10,630.00	-811.90	92.4%
5310-00 · Telephone				
5320-00 · Telephone	2,286.68	2,560.00	-273.32	89.3%
Total 5310-00 · Telephone	2,286.68	2,560.00	-273.32	89.3%
5420-00 · Mail - USPS	114.37	550.00	-435.63	20.8%
5510-00 · Insurance/Bonding	1,085.57	2,300.00	-1,214.43	47.2%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	94.99			
5520-00 · Supplies - Other	385.06	850.00	-464.94	45.3%
Total 5520-00 · Supplies	480.05	850.00	-369.95	56.5%
5610-00 · Depreciation	828.67	850.00	-21.33	97.5%
5700-00 · Equipment Support & Maintenance	471.77	1,380.00	-908.23	34.2%
5710-00 · Taxes, Licenses & Fees	136.32	250.00	-113.68	54.5%
5740-00 · Equipment Rental/Leasing	1,341.90	1,880.00	-538.10	71.4%
6730-00 · Marketing Cooperative/Media	98,800.00	100,000.00	-1,200.00	98.8%
8200-00 · Associate Relations	141.78	425.00	-283.22	33.4%
8500-00 · Credit Card Fees	90.00			
8700-00 · Automobile Expenses	115.57	900.00	-784.43	12.8%
8750-00 · Meals/Meetings	0.00	350.00	-350.00	0.0%
8810-00 · Dues & Subscriptions	0.00	955.00	-955.00	0.0%
8930-00 · Prior Period Adjustments	-4,699.23			
Total Expense	308,439.26	353,434.00	-44,994.74	87.3%
Net Ordinary Income	141,417.29	26,248.00	115,169.29	538.8%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	43,181.91	42,094.00	1,087.91	102.6%
Total Other Expense	43,181.91	42,094.00	1,087.91	102.6%
Net Other Income	-43,181.91	-42,094.00	-1,087.91	102.6%

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
30 - Conference

	<u>Jul '15 - Apr 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Net Income	<u>98,235.38</u>	<u>-15,846.00</u>	<u>114,081.38</u>	<u>-619.9%</u>

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

41 - Transportation

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	167,417.00	177,330.00	-9,913.00	94.4%
Total Income	167,417.00	177,330.00	-9,913.00	94.4%
Gross Profit	167,417.00	177,330.00	-9,913.00	94.4%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	5,934.83	5,354.00	580.83	110.8%
5030-00 · P/R - Health Insurance Expense	3,137.10	5,703.00	-2,565.90	55.0%
5040-00 · P/R - Workmans Comp	1,208.23	1,420.00	-211.77	85.1%
5060-00 · 401 (k)	2,840.74	3,121.00	-280.26	91.0%
5065-00 · Merit	0.00	2,557.00	-2,557.00	0.0%
5070-00 · Other Benefits and Expenses	152.53	1,440.00	-1,287.47	10.6%
5000-00 · Salaries & Wages - Other	72,404.49	65,490.00	6,914.49	110.6%
Total 5000-00 · Salaries & Wages	85,677.92	85,085.00	592.92	100.7%
5100-00 · Rent				
5110-00 · Utilities	439.89	1,250.00	-810.11	35.2%
5140-00 · Repairs & Maintenance	421.15	380.00	41.15	110.8%
5150-00 · Office - Cleaning	468.50	500.00	-31.50	93.7%
5100-00 · Rent - Other	5,654.15	5,810.00	-155.85	97.3%
Total 5100-00 · Rent	6,983.69	7,940.00	-956.31	88.0%
5310-00 · Telephone				
5320-00 · Telephone	1,828.97	2,250.00	-421.03	81.3%
Total 5310-00 · Telephone	1,828.97	2,250.00	-421.03	81.3%
5420-00 · Mail - USPS	46.92	0.00	46.92	100.0%
5510-00 · Insurance/Bonding	171.40	560.00	-388.60	30.6%
5520-00 · Supplies	340.55	750.00	-409.45	45.4%
5610-00 · Depreciation	509.93	520.00	-10.07	98.1%
5700-00 · Equipment Support & Maintenance	311.92	400.00	-88.08	78.0%
5710-00 · Taxes, Licenses & Fees	83.89	60.00	23.89	139.8%
5740-00 · Equipment Rental/Leasing	1,186.45	1,100.00	86.45	107.9%
5810-00 · Public Outreach	0.00	950.00	-950.00	0.0%
5940-00 · Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 · Research & Planning	22,271.15	42,000.00	-19,728.85	53.0%
6420-00 · Sponsorship	100.00			
8200-00 · Associate Relations	128.73	400.00	-271.27	32.2%
8500-00 · Credit Card Fees	45.00			
8700-00 · Automobile Expenses	1,073.53	1,000.00	73.53	107.4%
8750-00 · Meals/Meetings	1,021.02	325.00	696.02	314.2%
8810-00 · Dues & Subscriptions	0.00	90.00	-90.00	0.0%
8910-00 · Travel	455.61			
Total Expense	122,236.68	147,430.00	-25,193.32	82.9%
Net Ordinary Income	45,180.32	29,900.00	15,280.32	151.1%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	43,181.91	38,268.00	4,913.91	112.8%
Total Other Expense	43,181.91	38,268.00	4,913.91	112.8%
Net Other Income	-43,181.91	-38,268.00	-4,913.91	112.8%
Net Income	1,998.41	-8,368.00	10,366.41	-23.9%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

42 - Visitor Information Center

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	244,214.00	244,100.00	114.00	100.0%
4250-00 · Revenues-Membership Activities	80.00			
4502-00 · Non-retail VIC income	3,650.00	9,370.00	-5,720.00	39.0%
46000 · Merchandise Sales	58,940.66	83,268.00	-24,327.34	70.8%
Total Income	306,884.66	336,738.00	-29,853.34	91.1%
Cost of Goods Sold				
52900 · Purchases - Resale Items	60.00			
Total COGS	60.00			
Gross Profit	306,824.66	336,738.00	-29,913.34	91.1%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	11,307.11	10,236.00	1,071.11	110.5%
5030-00 · P/R - Health Insurance Expense	15,840.47	19,425.00	-3,584.53	81.5%
5040-00 · P/R - Workmans Comp	2,295.54	2,690.00	-394.46	85.3%
5060-00 · 401 (k)	4,055.70	4,684.00	-628.30	86.6%
5065-00 · Merit	0.00	2,959.00	-2,959.00	0.0%
5070-00 · Other Benefits and Expenses	443.86	2,996.00	-2,552.14	14.8%
5000-00 · Salaries & Wages - Other	120,947.14	117,649.00	3,298.14	102.8%
Total 5000-00 · Salaries & Wages	154,889.82	160,639.00	-5,749.18	96.4%
5100-00 · Rent				
5110-00 · Utilities	4,864.35	6,250.00	-1,385.65	77.8%
5140-00 · Repairs & Maintenance	745.03	1,165.00	-419.97	64.0%
5150-00 · Office - Cleaning	611.00			
5100-00 · Rent - Other	55,941.50	55,980.00	-38.50	99.9%
Total 5100-00 · Rent	62,161.88	63,395.00	-1,233.12	98.1%
5310-00 · Telephone				
5320-00 · Telephone	2,526.56			
5310-00 · Telephone - Other	0.00	5,200.00	-5,200.00	0.0%
Total 5310-00 · Telephone	2,526.56	5,200.00	-2,673.44	48.6%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	122.11			
5420-00 · Mail - USPS - Other	161.24	950.00	-788.76	17.0%
Total 5420-00 · Mail - USPS	283.35	950.00	-666.65	29.8%
5510-00 · Insurance/Bonding	1,428.41	2,880.00	-1,451.59	49.6%
5520-00 · Supplies	1,880.00	4,770.00	-2,890.00	39.4%
5530-00 · Visitor Communications - Other	0.00	460.00	-460.00	0.0%
5610-00 · Depreciation	828.67	850.00	-21.33	97.5%
5700-00 · Equipment Support & Maintenance	1,427.27	1,750.00	-322.73	81.6%
5710-00 · Taxes, Licenses & Fees	186.31	930.00	-743.69	20.0%
5740-00 · Equipment Rental/Leasing	4,667.41	4,940.00	-272.59	94.5%
5800-00 · Training Seminars	0.00	1,400.00	-1,400.00	0.0%
6740-00 · Media/Collateral/Production	0.00	6,885.00	-6,885.00	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	1,459.31	1,500.00	-40.69	97.3%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	943.92			
59900 · POS Inventory Adjustments	-231.47			
8100-00 · Cost of Goods Sold - Other	32,469.50	46,449.00	-13,979.50	69.9%
Total 8100-00 · Cost of Goods Sold	33,181.95	46,449.00	-13,267.05	71.4%
8200-00 · Associate Relations	188.44	500.00	-311.56	37.7%
8500-00 · Credit Card Fees	1,702.33	3,000.00	-1,297.67	56.7%
8700-00 · Automobile Expenses	614.22	2,100.00	-1,485.78	29.2%
8750-00 · Meals/Meetings	85.69	600.00	-514.31	14.3%
8810-00 · Dues & Subscriptions	489.92			
8910-00 · Travel	20.00	550.00	-530.00	3.6%
8930-00 · Prior Period Adjustments	-302.76			

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
42 - Visitor Information Center

	<u>Jul '15 - Apr 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Total Expense	<u>267,718.78</u>	<u>309,748.00</u>	<u>-42,029.22</u>	<u>86.4%</u>
Net Ordinary Income	<u>39,105.88</u>	<u>26,990.00</u>	<u>12,115.88</u>	<u>144.9%</u>
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	<u>104.00</u>			
Total Other Income	<u>104.00</u>			
Other Expense				
8990-00 - Allocated	<u>39,256.28</u>	<u>38,268.00</u>	<u>988.28</u>	<u>102.6%</u>
Total Other Expense	<u>39,256.28</u>	<u>38,268.00</u>	<u>988.28</u>	<u>102.6%</u>
Net Other Income	<u>-39,152.28</u>	<u>-38,268.00</u>	<u>-884.28</u>	<u>102.3%</u>
Net Income	<u><u>-46.40</u></u>	<u><u>-11,278.00</u></u>	<u><u>11,231.60</u></u>	<u><u>0.4%</u></u>

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

50 - Infrastructure

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	186,417.00	194,045.00	-7,628.00	96.1%
Total Income	186,417.00	194,045.00	-7,628.00	96.1%
Gross Profit	186,417.00	194,045.00	-7,628.00	96.1%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	4,367.31	5,354.00	-986.69	81.6%
5030-00 · P/R - Health Insurance Expense	2,989.71	5,703.00	-2,713.29	52.4%
5040-00 · P/R - Workmans Comp	1,208.23	1,420.00	-211.77	85.1%
5060-00 · 401 (k)	1,832.04	3,108.00	-1,275.96	58.9%
5065-00 · Merit	0.00	2,557.00	-2,557.00	0.0%
5070-00 · Other Benefits and Expenses	152.46	1,440.00	-1,287.54	10.6%
5000-00 · Salaries & Wages - Other	48,755.95	65,490.00	-16,734.05	74.4%
Total 5000-00 · Salaries & Wages	59,305.70	85,072.00	-25,766.30	69.7%
5100-00 · Rent				
5110-00 · Utilities	439.89	1,250.00	-810.11	35.2%
5140-00 · Repairs & Maintenance	421.15	400.00	21.15	105.3%
5150-00 · Office - Cleaning	468.50	900.00	-431.50	52.1%
5100-00 · Rent - Other	5,594.15	5,560.00	34.15	100.6%
Total 5100-00 · Rent	6,923.69	8,110.00	-1,186.31	85.4%
5310-00 · Telephone				
5320-00 · Telephone	1,764.00	2,000.00	-236.00	88.2%
Total 5310-00 · Telephone	1,764.00	2,000.00	-236.00	88.2%
5420-00 · Mail - USPS	61.92	50.00	11.92	123.8%
5510-00 · Insurance/Bonding	171.40	500.00	-328.60	34.3%
5520-00 · Supplies	228.07	790.00	-561.93	28.9%
5610-00 · Depreciation	509.93	520.00	-10.07	98.1%
5700-00 · Equipment Support & Maintenance	311.92	550.00	-238.08	56.7%
5710-00 · Taxes, Licenses & Fees	83.89	314.00	-230.11	26.7%
5740-00 · Equipment Rental/Leasing	1,186.45	1,460.00	-273.55	81.3%
5810-00 · Public Outreach	0.00	1,000.00	-1,000.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	0.00	7,500.00	-7,500.00	0.0%
5920-00 · Professional Fees - Accountant	5,852.07			
Total 5900-00 · Professional Fees	5,852.07	7,500.00	-1,647.93	78.0%
5941-00 · Research & Planning	24,404.85	45,000.00	-20,595.15	54.2%
8200-00 · Associate Relations	112.64	350.00	-237.36	32.2%
8700-00 · Automobile Expenses	994.49	1,150.00	-155.51	86.5%
8750-00 · Meals/Meetings	191.24	580.00	-388.76	33.0%
Total Expense	102,102.26	154,946.00	-52,843.74	65.9%
Net Ordinary Income	84,314.74	39,099.00	45,215.74	215.6%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	43,181.91	45,921.00	-2,739.09	94.0%
Total Other Expense	43,181.91	45,921.00	-2,739.09	94.0%
Net Other Income	-43,181.91	-45,921.00	2,739.09	94.0%
Net Income	41,132.83	-6,822.00	47,954.83	-602.9%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

60 - Membership

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4200-00 · Membership Ann/Conf Dues	109,503.36	112,500.00	-2,996.64	97.3%
4201-00 · New Member Fees	1,295.00	4,380.00	-3,085.00	29.6%
4250-00 · Revenues-Membership Activities	22,141.43	67,400.00	-45,258.57	32.9%
4251-00 · Revenue-Tue AM Breakfast Club	8,625.00	8,000.00	625.00	107.8%
4252-00 · Revenue - Sponsorships	5,105.00	6,100.00	-995.00	83.7%
4502-00 · Non-retail VIC income	375.00			
4720-00 · Miscellaneous	420.00			
Total Income	147,464.79	198,380.00	-50,915.21	74.3%
Gross Profit	147,464.79	198,380.00	-50,915.21	74.3%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	-12,083.30	-14,500.00	2,416.70	83.3%
5020-00 · P/R - Tax Expense	5,928.19	4,094.00	1,834.19	144.8%
5030-00 · P/R - Health Insurance Expense	11,058.65	10,290.00	768.65	107.5%
5040-00 · P/R - Workmans Comp	1,087.39	1,280.00	-192.61	85.0%
5060-00 · 401 (k)	473.79	651.00	-177.21	72.8%
5065-00 · Merit	0.00	4,081.00	-4,081.00	0.0%
5070-00 · Other Benefits and Expenses	552.23	1,894.00	-1,341.77	29.2%
5000-00 · Salaries & Wages - Other	64,231.86	61,516.00	2,715.86	104.4%
Total 5000-00 · Salaries & Wages	71,248.81	69,306.00	1,942.81	102.8%
5100-00 · Rent				
5110-00 · Utilities	440.33	630.00	-189.67	69.9%
5140-00 · Repairs & Maintenance	421.15	400.00	21.15	105.3%
5150-00 · Office - Cleaning	468.50	900.00	-431.50	52.1%
5100-00 · Rent - Other	5,594.15	5,600.00	-5.85	99.9%
Total 5100-00 · Rent	6,924.13	7,530.00	-605.87	92.0%
5310-00 · Telephone				
5320-00 · Telephone	2,493.51			
5310-00 · Telephone - Other	0.00	2,250.00	-2,250.00	0.0%
Total 5310-00 · Telephone	2,493.51	2,250.00	243.51	110.8%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	215.00			
5420-00 · Mail - USPS - Other	298.11	660.00	-361.89	45.2%
Total 5420-00 · Mail - USPS	513.11	660.00	-146.89	77.7%
5510-00 · Insurance/Bonding	514.22	1,160.00	-645.78	44.3%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	7.50			
5520-00 · Supplies - Other	1,135.61	1,134.00	1.61	100.1%
Total 5520-00 · Supplies	1,143.11	1,134.00	9.11	100.8%
5530-00 · Visitor Communications - Other	35.44			
5610-00 · Depreciation	509.93	520.00	-10.07	98.1%
5700-00 · Equipment Support & Maintenance	338.87	470.00	-131.13	72.1%
5710-00 · Taxes, Licenses & Fees	83.89	600.00	-516.11	14.0%
5740-00 · Equipment Rental/Leasing	2,565.56	3,310.00	-744.44	77.5%
5800-00 · Training Seminars	1,566.20	3,000.00	-1,433.80	52.2%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	2,757.56			
6434-00 · Community Awards Dinner	8,305.67			
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 · Membership - Miscellaneous Exp	69.24			
6442-00 · Public Relations/Website	3,629.25			
6443-00 · Membership - Bridal Faire	3,269.86			
6423-00 · Membership Activities - Other	13,423.12	38,639.00	-25,215.88	34.7%
Total 6423-00 · Membership Activities	31,519.53	38,639.00	-7,119.47	81.6%
6437-00 · Tuesday Morning Breakfast Club	3,506.00	7,370.00	-3,864.00	47.6%
8100-00 · Cost of Goods Sold				

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
60 - Membership

	<u>Jul '15 - Apr 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
51100 - Freight and Shipping Costs	17.96			
Total 8100-00 - Cost of Goods Sold	17.96			
8200-00 - Associate Relations	412.52	450.00	-37.48	91.7%
8500-00 - Credit Card Fees	1,716.31	3,100.00	-1,383.69	55.4%
8700-00 - Automobile Expenses	513.61	790.00	-276.39	65.0%
8750-00 - Meals/Meetings	237.64	1,250.00	-1,012.36	19.0%
8810-00 - Dues & Subscriptions	1,960.88	6,360.00	-4,399.12	30.8%
8910-00 - Travel	1,107.58			
8930-00 - Prior Period Adjustments	20.33			
Total Expense	128,949.14	147,899.00	-18,949.86	87.2%
Net Ordinary Income	18,515.65	50,481.00	-31,965.35	36.7%
Other Income/Expense				
Other Expense				
8990-00 - Allocated	35,330.63	34,441.00	889.63	102.6%
Total Other Expense	35,330.63	34,441.00	889.63	102.6%
Net Other Income	-35,330.63	-34,441.00	-889.63	102.6%
Net Income	<u>-16,814.98</u>	<u>16,040.00</u>	<u>-32,854.98</u>	<u>-104.8%</u>

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

70 - Administration

	Jul '15 - Apr 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	15,412.51	16,633.00	-1,220.49	92.7%
5030-00 · P/R - Health Insurance Expense	23,415.16	30,307.00	-6,891.84	77.3%
5040-00 · P/R - Workmans Comp	4,107.75	20,000.00	-15,892.25	20.5%
5060-00 · 401 (k)	6,375.85	8,452.00	-2,076.15	75.4%
5065-00 · Merit	0.00	5,354.00	-5,354.00	0.0%
5070-00 · Other Benefits and Expenses	785.61	4,400.00	-3,614.39	17.9%
5000-00 · Salaries & Wages - Other	211,124.82	213,689.00	-2,564.18	98.8%
Total 5000-00 · Salaries & Wages	261,221.70	298,835.00	-37,613.30	87.4%
5100-00 · Rent				
5110-00 · Utilities	1,524.86	2,050.00	-525.14	74.4%
5140-00 · Repairs & Maintenance	1,340.41	2,150.00	-809.59	62.3%
5150-00 · Office - Cleaning	1,330.00	2,520.00	-1,190.00	52.8%
5100-00 · Rent - Other	17,965.93	18,174.00	-208.07	98.9%
Total 5100-00 · Rent	22,161.20	24,894.00	-2,732.80	89.0%
5310-00 · Telephone				
5320-00 · Telephone	7,353.16	7,160.00	193.16	102.7%
5310-00 · Telephone - Other	171.27	0.00	171.27	100.0%
Total 5310-00 · Telephone	7,524.43	7,160.00	364.43	105.1%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	271.65			
5420-00 · Mail - USPS - Other	157.22	880.00	-722.78	17.9%
Total 5420-00 · Mail - USPS	428.87	880.00	-451.13	48.7%
5510-00 · Insurance/Bonding	1,256.99	2,740.00	-1,483.01	45.9%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	120.00			
5520-00 · Supplies - Other	5,223.61	5,000.00	223.61	104.5%
Total 5520-00 · Supplies	5,343.61	5,000.00	343.61	106.9%
5610-00 · Depreciation	1,593.73	1,630.00	-36.27	97.8%
5700-00 · Equipment Support & Maintenance	2,663.59	3,110.00	-446.41	85.6%
5710-00 · Taxes, Licenses & Fees	7,402.94	2,780.00	4,622.94	266.3%
5740-00 · Equipment Rental/Leasing	1,690.26	2,550.00	-859.74	66.3%
5800-00 · Training Seminars	100.00	1,050.00	-950.00	9.5%
5810-00 · Public Outreach	0.00	180.00	-180.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	3,180.00			
5920-00 · Professional Fees - Accountant	67,674.43	0.00	67,674.43	100.0%
5900-00 · Professional Fees - Other	312.50	21,000.00	-20,687.50	1.5%
Total 5900-00 · Professional Fees	71,166.93	21,000.00	50,166.93	338.9%
6490-00 · Classified Ads	0.00	750.00	-750.00	0.0%
6730-00 · Marketing Cooperative/Media	15.00			
8200-00 · Associate Relations	2,160.97	1,900.00	260.97	113.7%
8300-00 · Board Functions	1,632.40	3,750.00	-2,117.60	43.5%
8500-00 · Credit Card Fees	2,878.12			
8700-00 · Automobile Expenses	980.01	400.00	580.01	245.0%
8750-00 · Meals/Meetings	1,136.22	850.00	286.22	133.7%
8810-00 · Dues & Subscriptions	1,251.82	1,805.00	-553.18	69.4%
8910-00 · Travel	2,305.52	2,100.00	205.52	109.8%
8930-00 · Prior Period Adjustments	-2,351.63			
Total Expense	392,562.68	383,364.00	9,198.68	102.4%
Net Ordinary Income	-392,562.68	-383,364.00	-9,198.68	102.4%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	-392,562.68	-373,255.84	-19,306.84	105.2%
Total Other Expense	-392,562.68	-373,255.84	-19,306.84	105.2%

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05/27/16

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
70 - Administration

	<u>Jul '15 - Apr 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Net Other Income	392,562.68	373,255.84	19,306.84	105.2%
Net Income	<u>0.00</u>	<u>-10,108.16</u>	<u>10,108.16</u>	<u>0.0%</u>



Staff Report for Board

Subject: Deed Restriction for Tahoe City Golf Course

From: Sandy Evans Hall – May 27, 2016

Decision Considerations:

- Attached is the proposed deed restriction language that has been reviewed and edited by the Golf Course Oversight Committee
- The intention is to provide as much flexibility for public or recreational use as possible while still meeting the goals of conserving the land outside the Clubhouse area in perpetuity
- All of the parties who have contributed to the Golf Course purchase are taking this deed restriction to their respective boards for their approval.

Staff Recommendation: Review and approve the deed restriction language for the Tahoe City Golf Course.

RECORDED AT THE REQUEST OF
AND PLEASE RETURN TO:
Tahoe City Public Utility District
P.O. Box 5249
Tahoe City, CA 96145

No Recording Fee (Gov. Code 6103, 27383)
No Documentary Transfer Tax (Rev. & Tax Code 11922)

Placer County Assessor Parcel Numbers

(Above is for County Recorder use only)

DECLARATION OF COVENANTS, CONDITIONS AND RESTRICTIONS

This Declaration of Covenants, Conditions and Restrictions (hereafter "Deed Restriction") is made this ____ day of _____, 2016, by the Tahoe City Public Utility District ("TCPUD") for the benefit of the Tahoe Regional Planning Agency ("TRPA").

RECITALS

Whereas, the TCPUD is the owner of certain real property, located in the County of Placer, State of California, described as follows:

Assessor's Parcel Numbers [insert numbers] as reflected in that certain Document Recorded in Book and at Page [insert page number and date] County Official Records ("Sending Parcels").

Whereas, the TCPUD operates a golf course and other recreation facilities on Sending Parcels;

Whereas, the TCPUD desires to have the portion of the Sending Parcels outside of the Tahoe City Town Center boundary lines (as adopted in the approved Area Plan [insert date] by TRPA) to be designated and zoned in perpetuity for recreation, public service, and conservation use(s) only, in order to prevent future expansion of the Town Center urban boundary and to continue ~~at the currently existing~~ golf course and other recreational uses; and

DECLARATIONS

Now therefore, for the purpose of restricting certain uses on the Sending Parcels, the TCPUD declares:

1. Nothing set forth herein is meant to hinder public services, recreation, or conservation uses on the Sending Parcels nor the development of facilities ancillary thereto.

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1. There shall be no future commercial development, residential development, mixed-use development, tourist accommodation development, changes in zoning or any other zoning other than recreation and conservation for the area of the Sending Parcels outside of the of the Tahoe City Town Center boundary lines (as adopted in the approved Area Plan [insert date] by TRPA), except that the TCPUD, its successors and assigns and all persons acquiring or owning any interest in the Sending Parcels, reserve the right to use any or all such area for future public services including, but not limited to: public water supply, distribution, transmission, and treatment facilities; wastewater collection and transmission facilities; an emergency services helipad; future mobility projects; wetlands mitigation or restoration projects; and ancillary vehicular and emergency service access. ~~Nothing set forth herein is meant to hinder any unforeseen future public services on the Sending Parcels nor the development of facilities ancillary to the allowed recreation or conservation uses.~~

2.
2-3. This Deed Restriction shall be deemed a covenant running with the land or an equitable servitude, as the case may be, and shall constitute benefits and burdens to the Sending Parcels and shall be binding on the TCPUD, its successors and assigns and all persons acquiring or owning any interest in the Sending Parcels.

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3-4. This Deed Restriction may not be modified or revoked without the prior express written and recorded consent of the TRPA or its successor agency. TRPA is deemed and agreed to be a third party beneficiary of the Deed Restriction and as such can enforce the provisions of this Deed Restriction.

IN WITNESS WHEREOF, the undersigned have executed this Deed Restriction on the day and year written.

TCPUD:

_____, Date: _____

Cindy Gustafson, General Manager
Tahoe City Public Utility District

TRPA:

_____, Date: _____

Joanne Marchetta, Executive Director
Tahoe Regional Planning Agency

Approved as to Form:

Date: _____

John Marshall, General Counsel
Tahoe Regional Planning Agency

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

**CALIFORNIA ALL-PURPOSE
CERTIFICATE OF
ACKNOWLEDGMENT
(FOR TRPA)**

STATE OF _____)
COUNTY OF _____)

On _____, before me, _____,
(here insert name and title of the officer)

personally appeared _____,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the
State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: _____ (Seal)

Tahoe City Public Utility District

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

**CALIFORNIA ALL-PURPOSE
CERTIFICATE OF
ACKNOWLEDGMENT
(FOR TCPUD)**

STATE OF CALIFORNIA
COUNTY OF _____)

On _____, before me, _____,
(here insert name and title of the officer)

personally appeared _____,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the
State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: _____

(Seal)