



June 29, 2016

Board of Directors

Strategic Planning Retreat

Wednesday, June 29, 2016

Garwoods Restaurant

Board Packet

Part One



north lake tahoe

Chamber | CVB | Resort Association

PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, June 1, 2016 – 8.30 am

Tahoe City Public Utility District Board Room

MINUTES

BOARD MEMBERS IN ATTENDANCE: Christy Beck, David Tirman, Brett Williams, Samir Tuma, Jennifer Merchant, Wally Auerbach (arrived at 8.55 am), Valli Murnane (arrived at 9.15 am)

BOARD MEMBERS NOT PRESENT: Brendan Madigan, Sue Busby, Tom Lotshaw, Eric Pilcher, Adam Wilson

RESORT ASSOCIATION STAFF: Ron Treabess, Ginger Karl, Sandy Evans Hall, JT Thompson, Al Priester, Anna Atwood

OTHERS IN ATTENDANCE: Erin Casey, Crystal Jacobsen, Chris Perry

A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8.39 am by David Tirman and a quorum was established at 9.15 am.

B. PUBLIC FORUM

- No public forum.

C. AGENDA AMENDMENTS AND APPROVAL

M/S/C (Williams/Auerbach) (7/0/0) motion to approve the agenda.

D. CONSENT CALENDAR

M/S/C (Williams/Auerbach) (7/0/0) motion to approve consent calendar with the exception of removal of item 7 – Finance Committee Briefs.

M/S/C (Merchant/Auerbach) (7/0/0) motion to approve the notes on the Finance Committee Briefs.

1. Board Meeting Minutes – May 4, 2016

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

3. Marketing Committee – May 24, 2016

4. Business Association and Chamber Collaborative – May 12, 2016

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

6. Conference Sales Directors – No meeting in May

7. Finance Committee – May 19, 2016

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

a. **North Lake Tahoe Area Plans: Process/Status/Timeline by Crystal Jacobson**

- Crystal presented the Placer County Tahoe Basin Area Plan. She reviewed some of the proposed revisions to the June 2015 draft Tahoe Basin Area Plan. Notably, the Area Plan revisions incorporate important elements of the recently-approved State Route 89/Fanny Bridge Community Revitalization Project, the Tahoe City Mobility Plan, and the TART systems Plan Update. The revisions also include new policies related to transit, protection of view sheds, as new and modified streetscape and parking standards. In term of environmental review process, it will be a joint document between the TRPA and Placer County on the environmental impact report and the environmental impact statement. A draft should be out mid-June 20, 2016. A 60 day public comment period will follow where the public can weigh in at 5 different meetings. Crystal shared they are hoping for a release of the final draft in November with adoption by Placer County Board of Supervisors & TRPA in December.

Recommendations from Board members:

- Brett questioned if Placer County has explored the option of giving property owners incentives to satisfy workforce housing in the form of a property tax break or other incentives? Brett shared there are a lot of units that sits vacant. Crystal shared she would make a note of it. No actions were made.

F. ACTION ITEMS

JT stated F5 (Approval of the School of Thought contract to enhance transition to new agency) is no longer an action item. He will review the report today and it will be a motion item at the next Board of Directors meeting.

1. **MOTION: Discussion and possible approval of Agreement with FM3 for Transportation Polling – Ron Treabess (CI/T Committee Approval 7-0)**
 1. Wally questioned if travel expenses were included in the amount? Ron stated that they are included.
 2. Samir stated this data being gathered under voter survey will be very helpful to our community.
 3. Valli questioned if this is only a voter survey and Ron stated yes, as a pre non-voter survey was done and the results will be combined with the FM3 survey.

M/S/C (Murnane/Tuma) (7/0) motion to approve the Agreement with FM3 for Transportation Polling.

2. **MOTION: Discussion and possible approval of the Budget, Scope of Work and the 2016-17 Agreement between Placer County and the NLTRA – Sandy**
 1. Sandy stated this is 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 key changes are outlined in the staff memo. The budget was approved in April. There is a possibility that this Agreement will be amended in October once the board has gone through the organization structure recommendations.
 2. Wally questioned if the Task Force Recommendation will become a contract requirement and does it create a compliance issue if not done by August? Sandy shared it will be reviewed by August and Erin Casey with the County of Placer shared she does not anticipate it will be a problem. This will also be a topic at the Board Retreat in June.
 3. Samir questioned how we arrived at Performance Indicator numbers. Sandy replied the numbers are set by NLTRA staff based on past performance, and what we feel is realistic going forward and achievable. Samir questioned what the consequences are if the goals are not met. Jennifer stated revenue can be withheld but that has never happened. Usually there are explanations and reports on why and then modified. Samir stated in terms of metrics all these metrics are great for internal staff management and performance reviews, but in the bigger picture maybe there should be focus on bigger "hit" items in terms of contract and compliance.

4. Erin Casey with Placer County made a recommendation to add a footnote on attachment C to reflect "other revenue" (\$210,000) so that it all aligns with attachment A3. This will create less confusion when this goes for approval by the Placer County Board of Supervisors.

Action: Add a footnote on attachment C to reflect other revenue \$210,000 from attachment A3.

M/S/C (Auerbach/Murnane) (6/0/1 – Merchant abstained) motion to approve the Budget, Scope of Work and the 2016/17 Agreement between Placer County and NLTRA with the addition of a footnote on attachment C.

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

1. Al stated the Financial Statements for the Month of April 2016 were not approved by the Finance Committee as it was their decision to have the accounting department continue to make corrections and adjustments that had not been made by the time of their meeting due to the extensive effort required to modify the TOT receipts allocation to TOT departments.
2. Jennifer questioned three items that are under-budgeted on the Profit & Loss Budget vs. Actual. 1) TOT Revenue 2) Member Dues and 3) Special Events (Marketing). Al stated he would further investigate these items. Ginger shared that the membership budget is not correct and still needs to be reconciled.
3. It was recommended that Ginger's budget be reconciled first and that this gets full approval from the Finance Committee before it is approved at the Board Retreat. This will result in no payment from the county this month.

Action to Al/Ginger: Reconcile Membership Budget prior to Finance Committee Meeting this month.

Action to Al: Al stated he would further investigate these items (TOT Revenue, Member Dues and Special Event in Budget vs. Actual.

*** Auerbach left after this item.**

4. MOTION: Discussion and possible approval of the Deed Restriction Language for the Tahoe City Golf Course – Sandy Evans Hall (GC Oversight Committee approved 7-3)

1. Sandy stated the proposed deed restriction language 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.

M/S/C (Williams/Beck) (3/0/1- Merchant abstained) motion to approve the Deed Restriction Language for the Tahoe City Golf Course. Tuma recused himself for reason of potential perceived conflict of interest.

*** Murnane left after this item.**

5. Discussion of a 30 day extension of the School of Thought contract to enhance transition to new agency – JT Thompson

1. JT stated with the new agency turn-over from School of Thought (SOT) to Augustine Ideas it would be in our best interest to do a 30 day extension with SOT. It would be best to have them involved in the turn-over process. This also gives NLTRA additional time to negotiate and approve the final contract with Augustine Ideas. The contract with SOT ends on June 30, 2016 so the NLTRA is looking to extend it one month. JT shared he is still negotiating with SOT.
2. Brett questioned if JT doesn't come to an acceptable agreement with SOT, do we ask Augustine Ideas to start sooner? JT replied that we would have Augustine start sooner.

6. MOTION: Discussion and possible approval of appointment of Carlynne Fajkos to the Marketing Committee to replace Glenn Cardemartori – JT Thompson

M/S/C (Merchant/Tuma) (4/0) motion to appoint Carlynne Fajkos to the Marketing Committee.

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

1. **Marketing - JT Thompson**
 - a. **Destimetrics**
 - b. **Marketing Agency selection**
 - c. **Autumn Food and Wine Event**
2. **Membership – Ginger Karl**
 - a. **New Members**
 - b. **Upcoming Events/Programs**
3. **CI/T – Ron Treabess**
 - a. **Project Update**
4. **Administration – Sandy Evans**
 - a. **Organization Structure Update**
 - b. **Workforce Business Walks – June 8,9,10**
 - c. **Board Retreat – June 29, 12 – 5pm**

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 – May 24, 2016**
7. **Capital Investment/Transportation Activity Report – May**
8. **Dashboard - April**

H. DIRECTORS COMMENTS

- Jennifer shared that Placer County Community Development Agency welcomes Shawna Breeke-Read.
- Samir recommended to have your voices heard when the EIR report comes out for the Tahoe Basin Area Plan.

I. MEETING REVIEW AND STAFF DIRECTION

- Sandy will add a footnote on attachment C to include other revenue, \$210,000.
- Sandy will do a memo with pros and cons or “before and after” scenario for organization structure discussion for the board retreat.

J. CLOSED SESSION AS NEEDED

None

K. ADJOURNMENT

Meeting was adjourned at 11.30 am.

Submitted By:

Anna Atwood
Marketing Executive Assistant
North Lake Tahoe Chamber/CVB/Resort Association



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: June 2nd, 2016

COMMITTEE MEMBERS PRESENT: Amber Burke, Lisa Nigon, Steve Lamb, Caroline Ross (Phone), Adam Wilson (Phone), Cody Hanson, Joy Doyle, Ginger Karl, Chris Perry (arrived at 3:15)

OTHERS IN ATTENDANCE: JT Thompson, Sandy Evans Hall

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

H. Peak Your Adventure (10 Mins)

ACTION: Ginger will talk to Lisa about Homewood participation and will then let Connie know about Selfie Station

ACTION: Ginger will follow up with the resorts about the Grand Prize details

I. High Notes Finalize (10 Mins)

ACTION: Ginger and JT will follow up with 101.5 to discuss the ideas from the committee

MOTIONS MADE/VOTE:

C. Agenda Amendments and Approval-MOTION

- Tabled item E., added item F BACC Breakfast Club Presentation and item G Touch Lake Tahoe

M/S/C (Joy, Amber) (7/0/0) Motion to approve the Agenda

D. Approval of the Meeting Minutes-MOTION

- Thursday, May 12th, 2016

M/S/C (Adam, Joy) (7/0/0) Motion to approve the Meeting Minutes for May 12, 2016



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June 29, 2016

Subject: Approval Memorandum of Agreement Extensions for Two UC Davis Projects

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approves the attached Memorandum of Agreement Extensions No. 1 for Use of Placer County TOT funding for approved 1). Lake Tahoe Water Conditions Interactive Visitor Displays, and 2). Tahoe City Field Station Wayfinding Signage Project.
- These UC Davis projects and funding have previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Board of Supervisors to be completed by UC Davis TERC, no later than June 30, 2016.
- These Extensions are needed to adjust the Scope of Work and time line to utilize the remaining funds (\$5,560 & \$3,134) from the BOS authorization on March 10, 2015.
- This will enable the projects to be completed by September 30, 2016.
- Upon approval, the Memorandum of Agreement Extensions No.1 will be forwarded to the County, as well as remain on file at NLTRA.
- Staff will continue to bring additional funding agreements/contracts to the Board for future approved projects.

Attached Memorandum of Agreement Extensions:

Project	Remaining Funding	NLTRA & BOS Approval
D.8.a. UC Davis-Lake Tahoe Water Display	\$5,560	03/10/2015
D.8.b. UC Davis-TC Field Station Wayfinding	\$3,134	03/10/2015



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MEMORANDUM OF AGREEMENT-EXTENSION NO.1
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE REGENTS OF THE
UNIVERSITY OF CALIFORNIA ON BEHALF OF ITS U.C. DAVIS TAHOE ENVIRONMENTAL RESEARCH
CENTER FOR USE OF PLACER COUNTY TOT FUNDS

This Extension No. 1 to the first Memorandum of Agreement, originally entered into in October 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and the Regents of the University of California on behalf of its U.C. Davis TERC (Grantee) regarding use of Placer County TOT monies to assist in funding the Lake Tahoe Water Conditions Interactive Visitor Displays.

This Agreement Extension No. 1 confirms the Grantee's commitment to follow the scope of work as defined in the original TOT Funding Application and within the Grantee's revised time schedule for project completion. The Grantee will continue to report any additional necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion.

The NLTRA and Grantee desire to insure that tasks are accomplished to complete the Lake Tahoe Water Conditions Interactive Visitor Displays, as funded, within the revised time schedule. All other agreed upon considerations in the original attached Memorandum of Agreement approved by the NLTRA Board of Directors and the Regents of the University of California will remain as written. This approval provided a Placer County TOT Infrastructure grant of up to \$65,000 to Grantee for this purpose, of which \$5,560 remains from the original allocation.

The Grantee agrees to complete the project improvements, as outlined, by September 30, 2016, (the revised "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.

In witness whereof, this Memorandum of Agreement -- Extension No. 1 was executed by the parties hereto as of the date written.

Sandy Evans Hall, CEO
North Lake Tahoe Resort Association

6-3-16

Date

Regents of University of California
Karen Wood, Contracts & Grants Analyst

6-17-16

Date



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MEMORANDUM OF AGREEMENT-EXTENSION NO.1
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE REGENTS OF THE
UNIVERSITY OF CALIFORNIA ON BEHALF OF ITS U.C. DAVIS TAHOE ENVIRONMENTAL RESEACH
CENTER FOR USE OF PLACER COUNTY TOT FUNDS

This Extension No. 1 to the first Memorandum of Agreement, originally entered into in October 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and the Regents of the University of California on behalf of its U.C. Davis TERC (Grantee) regarding use of Placer County TOT monies to assist in funding the Tahoe City Field Station Wayfinding Signage Project.

This Agreement Extension No. 1 confirms the Grantee's commitment to follow the scope of work as defined in the original TOT Funding Application and within the Grantee's revised time schedule for project completion. The Grantee will continue to report any additional necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion.

The NLTRA and Grantee desire to insure that tasks are accomplished to complete the wayfinding signage project at the Tahoe City Field Station within the revised time schedule. All other agreed upon considerations in the original attached Memorandum of Agreement approved by the NLTRA Board of Directors and the Regents of the University of California will remain as written. This approval provided a Placer County TOT Infrastructure grant of up to \$6,250 to Grantee for this purpose, of which \$3,134 remains from the original allocation.

The Grantee agrees to complete the project improvements, as outlined, by September 30, 2016, (the revised "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.

In witness whereof, this Memorandum of Agreement – Extension No. 1 was executed by the parties hereto as of the date written.


Sandy Evans Hall, CEO
Date 6-3-16
North Lake Tahoe Resort Association


Regents of University of California
Date 6-17-16
Karen Wood, Contracts & Grants Analyst

Proposal for:

Market Research Services

North Lake Tahoe Resort Association



Prepared for:
**North Lake Tahoe Resort
Association**

Prepared by:
RRC Associates, LLC

Primary Contact:
Dave Belin
RRC Associates
4770 Baseline Road, Ste 360
Boulder, CO 80303
Direct: 303-396-1622
dave@rrcassociates.com

Introduction and General Qualifications

RRC Associates is a consulting and research firm founded in 1983 and based in Boulder, Colorado. We specialize in providing services to the tourism and hospitality industry. Our firm has 19 persons on staff, representing a variety of disciplines and advanced degrees. The group has been blended to allow us to provide competent and cost effective consulting and information gathering services to a wide range of clients. For each client, we leverage the most appropriate research methodology, including surveys (Internet, mail, telephone, and intercept), secondary research, focus groups, one-on-one interviews, panel research, and other data gathering strategies. The extent of our involvement with clients frequently extends into the analysis and interpretation phases, and sometimes beyond.

Customization of work to meet the client's needs is an important part of our company's philosophy. RRC is flexible in terms of project scope and budget and takes pride in customizing work to accommodate client requests. We work closely with our customers to create research programs that fit their needs, and our history of long-term involvement with clients speaks to our ability to satisfy needs over time. RRC Associates has conducted visitor research for numerous DMOs/CVBs across North America for the past 33 years.

Goals of the Research

The primary objective of the market research would be to provide information about visitors to North Lake Tahoe. Ultimately, the research would strive to measure and evaluate the impacts and dynamics of summer tourism in the North Lake Tahoe area.

Specifically, some of the topics that the visitor research program could document might include some or all of the following:

- Demographic information
- Proportion of overall visitation related to day visitors, overnight staying in commercial lodging, overnight staying with friends and family, and second homeowners
- Geographic origin
- Prior visits to the area
- Purpose of the visit to North Lake Tahoe
- Activities participated in on the trip
- Length of trip
- Travel party composition and number
- Type of lodging, including rent-by-owner units
- Spending types and amounts/categories
- Other vacation areas considered instead of North Lake Tahoe
- Other vacation areas visited in conjunction with the trip to North Lake Tahoe
- Greatest strength and weakness of the area
- Other issues

We would work closely with you to design the survey questionnaire, such that the questions asked on the survey would provide the visitor information you need.

The results of the research would be presented with various breakouts and segmentations, such as visitor type, purpose of trip, type of accommodations, gender, family status, or any other variable on the survey. In this way, the results would provide greater value by profiling certain segments of interest, in addition to the overall total response.

Recommended Approach

All market research/survey projects and methodologies have tradeoffs, including budget, sample size, staffing, timing, accuracy, and other considerations. The recommended methodological approach for this particular project would be **intercept surveys** that are randomly administered to visitors in a variety of locations around the North Lake Tahoe area.

Following is an overview of key elements of our proposed Visitor Intercept Survey research plan.

- Questionnaire design: RRC will take the lead in designing the questionnaire and will work with NLTRA to refine and finalize it. Based on our current understanding of your objectives, the primary focus of the survey will be to document visitor characteristics, patterns, and satisfaction with the experience. The survey would also capture Net Promoter Score (NPS), and we would also anticipate that the survey would capture a standard set of demographics (e.g. age, gender, geographic origin, household income, etc.) and selected trip characteristics (e.g. mode of travel to NLT, length of stay, trip purpose, etc.), among other potential topics. We would note that it will likely be important to try to keep the survey to 4 to 6 minutes in length to minimize the respondent survey fatigue.
- Survey locations and times: RRC Associates would work with you to identify the best locations for the intercept survey, including a few special events. A surveying calendar that would schedule the surveys by day of the week would also be developed. We currently understand that the data collection for the survey would be done in summer 2016, likely from late June to early September.
- Survey administration: North Lake Tahoe would recruit, train, manage and employ the staff to conduct the survey work. Random sampling techniques (e.g. surveying every “nth” visitor to approach) would be used to help ensure the representativeness of the respondent sample. RRC would anticipate utilizing the Google Nexus tablets that you currently have for administering the surveys electronically. We would note that this survey approach has “voice to text” capture capabilities, to help record verbatim comments, in addition to capturing a variety of other aspects of the survey experience (location, length of time, ability to “listen in” on survey administration, etc.). We would

potentially consider using paper surveys as well for respondent convenience or as a backup to the electronic tablets.

- **Survey incentive:** For intercept surveys, it is often helpful to offer a compelling incentive to help motivate participation in the research and to foster goodwill. An incentive could be a sweepstakes drawing for airline tickets, a NLT gift basket, a free hotel stay, and/or a token thank-you provided to every respondent such as a tube of lip balm, small energy bar, decorative pin, coupon for ice cream or coffee, etc. We would note that the cost of any incentive is not included in the budget, and we would look to discuss alternatives for incentives with NLTRA.
- **Sample size:** Depending on the length of the questionnaires and the availability/volume of respondents, we would likely target approximately 1,000+/- survey completions a robust volume which strikes a balance between statistical precision and cost, and also should permit a variety of cross-tabulations. The 95 percent confidence interval for a sample of 1,000 is +/-3.1 percentage points. We would be open to discussing other sample size alternatives as desired.
- **Deliverable.** RRC Associates would process the data collected and analyze and report the results in a written report that would provide a clear, graphically rich overview of the methodology and key findings, along with a high-level executive summary. Specific comparisons would be made between convention delegates and leisure visitors. Additional supplementary cross-tabulations could be provided that highlight additional segmentations/breakouts of interest, such as selected demographic and behavioral groups. The appendices would also include relevant methodological materials and a listing of the verbatim comments.

Qualifications of Key Personnel

This section presents some brief information about the key personnel who would be involved with this project.

Dave Belin – Project Lead. As the Director of Consulting Services at RRC Associates, Dave excels in designing guest research projects that incorporate the needs of clients; he then distills the information and delivers action-based recommendations and key research findings. His work has formed the basis of numerous strategic and marketing plans for resorts and other tourism-based clients. Examples of projects he has directed include guest research studies and economic impact studies in the recreation and tourism industries including, the Steamboat Springs Resort Chamber Association and the Boulder Visitors and Convention Bureau. He has conducted economic analyses for municipalities, valuation models for resorts, and regional economic impact studies. Research methodologies with which Dave has extensive experience include surveys conducted via diverse methodologies (the Internet, telephone, mail-out/mail-

back, and intercept) and focus groups. Dave possesses a master's degree in Business Administration from the Fuqua School of Business at Duke University.

David Becher – Lead Researcher has over 20 years of experience in both the research and planning divisions of RRC Associates. He has served as the lead analyst on market research projects for a variety of clients in the tourism, and real estate industries. He has also served as the primary planner/analyst on a variety of economic assessment/impact studies, research on housing and growth management. He also heads up RRC's lodging occupancy tracking. David has Master's degrees in Urban and Regional Planning and Public Administration from University of Colorado at Denver, and an MBA from the University of Colorado at Boulder.

Rob Linde -Project Coordinator joined the RRC Associates team in April of 2014 as Director of Business Development. He brings a wealth of knowledge in the mountain resort, tourism and the outdoor industry. Prior to RRC Associates, Rob served as Senior Manager of Marketing, SnowSports School, Retail and Rental Operations. Before that, he was with the National Ski Area Association (NSAA) as National Marketing Director. He is active on a number of community boards including the Boulder Convention and Visitors Bureau as Past Chair.

Other Senior Team Members

RRC will draw upon the collective experience and resources utilizing other senior team members as needed, including: Chris Cares, Founding Partner and Managing Director and Nate Fristoe, Director of Operations.

Cost for Services

The total cost for the study is presented below, using the approach outlined above. Note that we are flexible in terms of modifying the approach and budget with respect to frequency of reporting, depth of analysis, and other factors.

Estimated Budget	
NLTRA Intercept Surveys and Deliverables	
Survey Design and Programming	\$2,900
Survey Coordination	\$1,600
Data Processing	\$3,200
Analysis of Data and Written Report	\$4,600
Total	\$12,300
Optional: In-person Presentation of Results (exclusive of direct travel costs)	\$1,600

Conclusion

Thank you again for contacting us regarding this project. We believe that the outlined scope of work will prove helpful to North Lake Tahoe and we would be excited to have the opportunity to be of assistance. Please keep in mind that we are open to refining any part of the proposed scope of work and budget to best meet your needs. We look forward to hearing from you and the opportunity to further discuss our proposal.

Sincerely,



Dave Belin
Director of Consulting Services
RRC Associates, Inc.

Authorization of Research Program

Thank you again for inviting us to assist NLTRA with research this upcoming summer. If the terms and approach regarding the research program above are acceptable, please authorize the commencement of work by signing below and returning one signed copy by fax, mail or email.

AUTHORIZATION

NORTH LAKE TAHOE RESORT ASSOCIATION

RRC ASSOCIATES LLC



JOHN THOMPSON
TOURISM DIRECTOR

DAVE BELIN
DIRECTOR OF CONSULTING SERVICES

DATE

June 9, 2016
DATE



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Date: June 29, 2016

Subject: Discussion and Possible Approval of the 2016/17 Capital Investment/
Transportation Plan & 2016/2022 Long Range Funding Plan (MOTION)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Request:

- That, after discussion, the Board approve the revised and newly formatted CI/T Plan and 2016/2022 Long Range Funding Plan, inclusive of any further comments.
- The CI/T plan along with Appendices is attached for your final review.

Capital Investment/Transportation Committee Recommendation:

- The CI/T Committee will review and make a recommendation at its June 27th meeting.
- Staff will report the status of the Committee's recommendation at the Board meeting.

Background:

- The CIT Committee provided many positive suggestions and comments at its May 23rd meeting in regards to the first draft of the 2016/17 annual CI/T Plan and Long Range Funding Plan 2016-2022.
- Staff has incorporated those comments and revised the format as recommended.
- The 2015/16 plan was prepared later than normal because of the parallel effort of the on-going Tourism Master Plan update and did not include the Long Range Plan financials.
- Once the Master Plan was completed, the 2016/17 CI/T Plan was to be completed in its entirety by the end of the 15/16 fiscal year.
- In addition to providing an annual update to project status, long range priorities, funding needs and probabilities, the Committee has made many positive improvements in presentation and organization of this annual update.
- It includes projects funded and completed to date, projects and transit services underway or on-going, 16/17 budget summary, long range priorities and funding plan, and TOT grant process and project selection criteria.



June 29, 2016

Subject: Kings Beach Public Pier Concept Project Planning Additional Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Request:

That the CI/T Committee recommend approval of Amendment #1 to the MOU between the NLTRA and the California Tahoe Conservancy for the Kings Beach Public Pier Project Planning effort to:

- Increase the funding amount by \$69,575 from \$25,000 to a not to exceed \$94,575.
- Extend the completion date to September 30, 2017
- Revise the Scope of Work to evaluate 3 site locations for the pier instead of 2.

Capital Investment/Transportation Committee Recommendation:

- The CI/T Committee will review and make a recommendation at its June 27th meeting.
- Staff will report the status of the Committee's recommendation at the Board meeting.

Background;

- This is Amendment #1 to the original MOU signed with the CTC in April 2015.
- Two alternative pier locations have been evaluated and public comment, including from Placer County, have strongly suggested looking at the third alternative before a pier location is selected. (Placer comments attached)
- The attached Amendment request clearly explains the need for the revisions and the funding.
- The same consultant will proceed with this analysis as soon as approval is obtained.
- The Board of Supervisors will make the final approval on July 12th if this committee and the NLTRA Board so recommend.
- CTC planner, Sue Rae Irelan, will be at the Board meeting to answer any questions.
- The original MOU and CTC Application from 2014 is also attached.



June 13, 2016

Ron Treabess
Director of Partnerships and Community Planning
North Lake Tahoe Resort Association
100 North Lake Blvd., 2nd Floor
Tahoe City, California 96145

BOARD MEMBERS

LARRY SEVISON, Chair
Placer County

JOHN HOOPER, Vice Chair
Public Member

LYNN SUTER
Public Member

TODD FERRARA
Resources Agency

KAREN FINN
Department of Finance

TOM DAVIS
City of South Lake Tahoe

NORMA SANTIAGO
El Dorado County

NANCY J. GIBSON
U.S. Forest Service (ex-officio)

PATRICK WRIGHT
Executive Director

Dear Mr. Treabess:

On behalf of the California Tahoe Conservancy and the California Department of Parks and Recreation, thank you for your consideration of the attached application amendment request for *Kings Beach Public Pier Concept Project Planning*. To date, NLTRA's partnership in this planning effort for the long-envisioned replacement of the public pier at the Kings Beach State Recreation Area has been most valuable. Continued public investment will create an enduring recreation resource for the Kings Beach area.

Thank you for your consideration of this request. Please contact Sue Rae Irellan at 530-525-9137 related to this application.

Sincerely,

Patrick Wright
Executive Director

Cc: Steve Musillami, California Department of Parks and Recreation
(1 Capitol Mall, Suite 410, Sacramento, CA 95814-3245)



AMENDMENT #1
Kings Beach Public Pier Concept Project Planning
North Lake Tahoe Resort Association
Capital Investment Project/Program

Amendment #1 revises the 1) Scope of Work, 2) Total Project Cost, 3) Total TOT Funds Requested, and 4) Project Schedule as outlined in the *Kings Beach Public Pier Concept Project Planning* grant application and Memorandum of Agreement (MOA) between the North Lake Tahoe Resort Association (NLTRA) and the California Tahoe Conservancy (Conservancy), signed on April 30, 2015.

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PATRICK WRIGHT
Executive Director

Project Information

The proposed expansion of the scope of work and budget includes the development and environmental review of a third location alternative for rebuilding the Kings Beach public pier within the Kings Beach State Recreation Area (KBSRA). The proposed budget request includes an increase of \$69,575 from the 2015 Kings Beach Public Pier Concept Project Planning Memorandum of Agreement, increasing the total amount to \$94,575.

The expanded Scope of Work will allow for review of a third alternative for pier redesign located westward of the current pier in order to:

- Respond to public input received during the environmental scoping process; and
- Consider a reasonable range of feasible alternatives that avoid potential impact to biological resources.

When the initial scope of work and grant request budget were developed and approved, the Conservancy and the California Department of Parks and Recreation (State Parks) focused on pier redesign and its necessary environmental analysis and permitting requirements. Since then, the project partners concluded that a KBSRA General Plan (GP) revision is needed to allow for consideration of the pier's relocation elsewhere within KBSRA. The partners secured additional funding for the Kings Beach General Plan Revision and Public Pier Rebuild Project (GP/Pier Project) and in September 2015, initiated work.

The environmental evaluation process for the GP/Pier Project, including the pier rebuild elements, began in December, 2015 with a public scoping process. The scoping process presented two pier rebuild location alternatives (the Central Pier and East Pier) for public consideration. State Parks and the Tahoe Regional Planning Agency (TRPA), as lead agencies under their separate environmental requirements, received requests for consideration of a third alternative pier location, westward of the current pier near the Kings Beach Events Center.

In response to that public input, the agencies intend to expand the scope of the environmental evaluation to consider a third pier location alternative and are seeking the funding necessary to include it. The requested amendment would fund limited concept design necessary to create a conceptual third locational alternative, as well as evaluation of its environmental effects as part of the joint environmental document.

Total Cost

The 2015 Kings Beach Public Pier Concept Project Planning total budget was \$250,000. That amount was an estimate prior to completing work order agreements with the consultant team led by Ascent Environmental. The current total cost for the consultant team associated with the pier rebuild elements of the GP/Pier Project, including a third pier location alternative, is \$345,000.

The total proposed budget for the GP/Pier Project with environmental analysis, including the pier elements, is \$1,037,221. A pier rebuild project could not be considered without revision to the General Plan, so these additional costs are necessary to allow completion of the project envisioned in this amended grant request. Funding sources for the GP/Pier Project, assuming a third pier location alternative, are:

California Tahoe Conservancy	\$ 500,000*	(48.2%)
California State Parks	\$ 442,666	(42.7%)
NLTRA (total requested TOT funds)	\$ 94,575	(9.1%)

**Prior to initiation of the environmental document, the Conservancy also funded \$64,400 to develop the East Pier alternative and has incurred hundreds of hours of staff time with the anticipation of substantial additional staff time as well.*

Total TOT Funds Requested

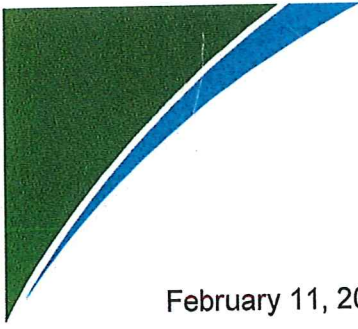
Task 1 – Pier project development including evaluation and permitting preparation (existing)	\$25,000
Task 2 –Preparation and environmental analysis of third alternative	\$47,000
Task 3 – Design and mapping preparation by State Parks	\$3,500
Task 4 – Additional bathymetry and Wind/Wave Analysis (est.)	\$10,000
State Parks-Required Cost Recovery (15%)	\$9,075
Total TOT Funds Requested	\$94,575

Scope of Work Amendment

Creation of a conceptual site plan for a third pier location alternative and evaluation of its effects in the joint EIR/EIS. The alternative will place the pier on the western side of the SRA public beach. The budget presented identifies work necessary for evaluation of three General Plan Revision alternatives with the pier sited in three alternative locations, assuring that the pier relationship to other site features and activities is fully considered.

Schedule

The proposed change to the Scope of Work and budget will extend the MOA's current schedule. Additional time necessary to complete evaluation of a third alternative will extend the completion date to September 30, 2017.



February 11, 2016

Sent via e-mail & USPS

California Department of Parks and Recreation
Sierra District
Attn: Marilyn Linkem, Superintendent
plan.general@parks.ca.gov
P.O. Box 266
Tahoe, CA 96142

Tahoe Regional Planning Agency
Attn: Tiffany Good, Senior Planner
tgood@trpa.org
P.O. Box 5310
State Line, NV 89449

PIER COMMENTS ON PAGE 3 OF 4

Subject: **Kings Beach State Recreation Area General Plan Revision and Environmental Impact Report and Environmental Impact Report/Environmental Statement for the Kings Beach Pier Reconstruction Project**


Dear Ms. Linkem & Ms. Good:

Placer County is pleased to hear of the State's efforts to update the Kings Beach State Recreation Area (KBSRA) General Plan and the Kings Beach Pier Reconstruction Project, and appreciates the opportunity to engage at this early stage in the process. As you are aware, the County is in the process of preparing the Tahoe Basin Area Plan Update, which includes updating the County's existing Kings Beach Community Plan. The County's Tahoe Basin Area Plan is intended to align with the goals and objectives of the Tahoe Regional Planning Agency's (TRPA) 2012 Regional Plan, which focuses on guiding redevelopment of town centers, including the town center of Kings Beach, as a way to achieve environmental threshold gain.

As the Kings Beach State Recreation Area is in the heart of the Kings Beach community, the County sees this area as an urban park consistent with the state's legacy of "affording a sense of place and pride in surrounding neighborhoods," and believes it plays a critical role in the implementation of community and regional goals and the overall sustainability of Kings Beach. To that end, we submit the following initial comments on your project and look forward to a collaborative working relationship throughout your planning effort to ensure that the future of the Kings Beach State Recreation Area is aligned with community and regional goals.

Project Location / Parking and Circulation

The KBSRA plays a key role in how the community of Kings Beach functions; and, given that the North Tahoe Event Center (NTEC) is essentially an island surrounded by the KBSRA, the KBSRA also plays a key role in overall function of the NTEC. The KBSRA General Plan Revision should afford convenient public access to the NTEC for the community; including, allowing for shared community parking, circulation, ingress/egress, and a "store-front" appearance from the street (SR28) to the NTEC. For example, the eight parking stalls on the state property to the north side of the NTEC facility do not serve the broader KBSRA and may better serve the community as part of the NTEC. In addition, as the NOP notes that the "parking lot used for the event center is within the KBSRA and General Plan boundaries", it is important to point out the importance of that lot to serve the NTEC, as it is the primary parking for that use. The County suggests modifying this language in the analysis to read "Parking for the NTEC, is, in large part, provided at the KBSRA surface lot, in addition to other publicly and privately-held parking areas".



Furthermore, based on input received during the County's Tahoe Basin Area Plan Update, the County is exploring community-wide solutions to address parking in Kings Beach and believes that better integration and utilization of the KBSRA parking lot could help to address community parking needs. The KBSRA parking lot is underutilized in the off-season and evening hours; and, given its central location within the Kings Beach community, we believe that there may be an opportunity to explore shared use of the parking facility to better serve the community. This concept of full integration of the KBSRA and the NTEC within the broader community, recognizing the importance of shared community parking, should be fully considered in the analysis.

Planning Consistency

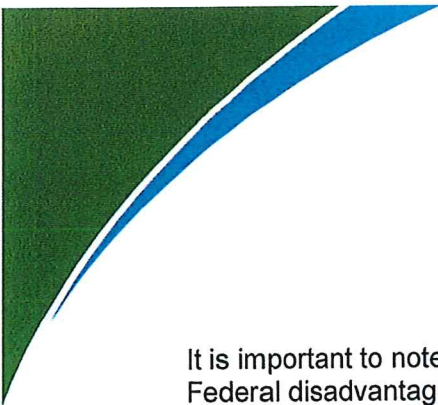
As part of the Tahoe Basin Area Plan Update, key elements have been identified in Kings Beach to help implement the community's vision. One of those elements is the reconstruction of the pier, and so the County is pleased to see this effort come to fruition. Other vision elements include the development of a boardwalk extending through the Town Center on the lakeside of Highway 28, between Secline Beach to the west and Chipmunk Street to the east, and the establishment of an entry gateway at the intersection of Highway 28 and 267, which would include transforming the traffic signal to a roundabout, various mobility improvements and restoration of Griff Creek. The intent of these vision elements is to improve non-motorized access, provide parking away from the busy KBSRA parking lot during summer months and to increase overall recreation opportunities and pier access.

In an effort to implement these vision elements, the County has been working to secure funds to further these concepts and to explore project designs. As you are aware, the community's desire is that the boardwalk be aligned in such a way that it stretches across the KBSRA, thereby further integrating the KBSRA within the Town Center providing improved mobility and pedestrian connections. To that end, we believe it is imperative that these vision elements be addressed in your analysis and, more specifically, that the boardwalk be identified as a key element in the KBSRA Plan.

Other vision elements within the KBSRA that were identified as part of the Tahoe Basin Area Plan Update include maintaining and/or expanding existing recreational amenities on site (the basketball court, plaza, beach uses, playground), looking for opportunities for displaying public art, and the potential for an outdoor (seasonal) ice rink, skateboard park, outdoor amphitheater and outdoor pools. Therefore, we believe that it is important that your analysis consider these vision elements, as well as the list of allowed uses proposed for the site as part of the Tahoe Basin Area Plan Implementing Regulations.

Economic Development

As highlighted above, the KBSRA is centrally located within the town center and plays a critical role in ensuring a sustainable future for Kings Beach. Unlike State Parks or Recreation Areas that are located in more rural or remote areas, the KBSRA is located within a populated, urbanized residential and commercial area. The site is a gathering place for visitors and residents alike, and the beach is heavily utilized year-round given its southern exposure. We believe the KBSRA is a key asset to the community and should be analyzed as such.



It is important to note that Kings Beach has a high Latino population and meets State and Federal disadvantaged community metrics. In an effort to meet social, economic, and environmental goals, the County has invested millions of dollars within the Kings Beach community. Specifically, the County has invested over \$60 million in the one mile long commercial strip, including monies to fund the Kings Beach Commercial Core Improvement Project and the purchase of significant property to improve walkability, pedestrian safety, and to provide redevelopment opportunities. This effort and investment has been made with an eye toward meeting sustainability goals, as well providing incentives for private reinvestment in order to also facilitate shared regional and state Transit-Oriented Development and Greenhouse Gas Emission reduction goals and TRPA environmental thresholds gain. To that end, indirect economic impacts associated with the project should be analyzed, in light of the future economic vitality and sustainability of Kings Beach. The analysis should address reasonably foreseeable impacts indirectly caused by the General Plan Revision and Pier Reconstruction project.

Traffic / Trip Generation

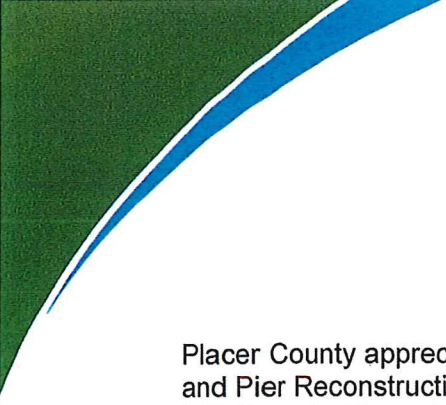
With respect to the Pier Reconstruction project: If environmental impacts from the project are analyzed at a project level in the EIR/EIS, we recommend that any new parking and circulation areas that are needed as a result of the expanded Kings Beach Pier be identified and analyzed at a project level. As this project is located within the urban core of Kings Beach, we are concerned with trip generation impacts on County roadways (mainly in the Kings Beach grid). The biggest traffic impact associated with this project will be spillover of parking demands into the grid. Since the NOP appears to be addressing Parking, Circulation, and Transportation, County staff will be interested in reviewing traffic impacts in the Draft EIR/EIS when it is available. The KBSRA should be identifying parking and transit needs to minimize these impacts.

Pier Reconstruction Location

While we understand that only two pier locations have been identified as part of the project description in the NOP, we believe that a third location should be analyzed as an alternative in the environmental analysis. The central location of the existing pier bifurcates the beachfront and will expand the potential for human-powered vs. power boat conflicts; and, while the pier location near the existing boat ramp has been identified as the community vision-preferred location, it may interfere with fish spawning habitat. Therefore, a third location closer to the NTEC should be considered and analyzed as an alternative. This alternative location would possibly resolve the fish spawning and human-powered/power boat conflicts, open up an unobstructed beachfront and connect the NTEC consistent with the community's vision, and help better integrate uses within Kings Beach thereby fostering a keener sense of place and enhanced community character.

Public Outreach

The Kings Beach community has a high Latino population and, therefore, the County suggests Spanish language outreach to the Latino community. Actively outreaching and seeking feedback from the Latino community will be beneficial, as this community utilizes the KBSRA much like a central plaza or backyard for picnics and family gatherings.



Placer County appreciates the opportunity to comment on the KBSRA General Plan Revision and Pier Reconstruction project and thanks you for your leadership in this important community initiative. As Placer is concurrently preparing the Tahoe Basin Area Plan Update and implementing key community vision elements identified as part of the Update, we believe it would be beneficial for us meet with you to discuss these comments and to work together to further community and regional goals for Kings Beach.

Should you have any questions, please contact Jennifer Merchant, Deputy CEO-Tahoe, at jmerchan@placer.ca.gov or 530-546-1952.

Sincerely,

COUNTY OF PLACER



David Boesch
Placer County Executive Officer

Cc: Sue Rae Irelan, Environmental Planner (CTC)
Jennifer Merchant, Deputy CEO – Tahoe (PC)
Michael Johnson, CDRA Director (PC)



September 15, 2014

Ron Treabess
Director of Partnerships and Community Planning
North Lake Tahoe Resort Association
100 North Lake Blvd., 2nd Floor
Tahoe City, California 96145

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City of South Lake Tahoe

NORMA SANTIAGO
El Dorado County

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U.S. Forest Service (ex-officio)

PATRICK WRIGHT
Executive Director

Dear Mr. Treabess:

It's with great pleasure that I transmit an application from the State of California for TOT Capital Investment Funding for consideration by the North Lake Tahoe Resort Association. The California Tahoe Conservancy and the California Department of Parks and Recreation are jointly submitting this application for *Kings Beach Public Pier Concept Project Planning*, which is planning for the long-envisioned replacement of the public pier at the Kings Beach State Recreation Area.

Thank you for your consideration of this request. Please contact Lisa O'Daly at 530-543-6037 related to this application.

Sincerely,

Raymond J. Lacey
Deputy Director

Cc: Steve Musillami, California Department of Parks and Recreation
(1 Capitol Mall, Suite 410, Sacramento, CA 95814-3245)



north lake tahoe

Chamber | CVB | Resort Association

The North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGRAM FUNDING APPLICATION

PROJECT INFORMATION

1. Project/program name **Kings Beach Public Pier Concept Project Planning**
2. Brief description of project/program Complete preliminary planning and environmental analysis for redevelopment of the public pier at the Kings Beach State Recreation Area (KBSRA). This includes feasibility analysis, conceptual design, environmental analysis, and development of preliminary construction costs.

FINANCIAL INFORMATION

1. Total project cost _____ **\$250,000**
2. Total TOT funds requested _____ **\$25,000**
3. Identify other funding from secured sources: The California Tahoe Conservancy and the California Department of Parks and Recreation, operating in partnership, will complete project activities. Various State sources will combine to provide funding for the planning process. This application requests \$25,000 of TOT funding toward the total project cost. The application also requests consideration of funding availability prior to the stated July, 2015 date. Securing supplementary funds early in the process provides an opportunity to coordinate with state funding mechanisms and allows a more streamlined process to accomplish project activities.
4. Will the project require future financial funding? Yes, construction funding. What is the source of the future financial support? Future construction funding will also be necessary, but is not part of this application. Project partners shall seek implementation funding from State and local sources.

Will this include maintenance needs? Yes

What is the source of maintenance funding? Maintenance will be a State responsibility
5. Provide project proforma and implementation schedule (timeline) Pier redevelopment planning activities will begin in 2014 and will build upon previous State investments.
6. How will project cost overruns or operating cost shortfalls be funded? State contracting provisions require sufficient funds be available prior to contract approval. Should the scope of services change, State funds shall be made available to meet the needs.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address California Tahoe Conservancy; 1061 Third Street; South Lake Tahoe, CA 96150
2. Financial Capability See below.
3. Experience with projects of similar nature The California Tahoe Conservancy has a thirty year track record of producing public access and recreation projects throughout the California side of the Tahoe Basin. More specifically, the Conservancy has invested over \$12,000,000 in Conservancy owned and operated projects and projects sponsored and operated by grantees in Placer County's Kings Beach community and its environs. Similarly, State Parks operates and maintains some of the Region's premier recreation sites and facilities and recently completed a pier reconstruction project in Emerald Bay State Park.
4. Objectives of project sponsor The Conservancy's objective in implementing these public projects, including the proposed redevelopment of the Kings Beach Public Pier, is to enhance public access to Lake Tahoe and protect and improve the quality of the natural environment of the Region.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users See attached
2. Time of year See attached
Weekends See attached
Weekdays See attached
3. Number of visitors to be attracted as a result of project/program See attached
 % Local See attached
 % Out of area See attached (Define location of visitor)
4. Projected expenditures by out of area attendees (per capita):
 Hotel N/A
 Restaurant N/A
 Other N/A
5. How will the project improve or enhance service to the visitor? See attached

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? Kings Beach principally, yet through contribution to the ongoing redevelopment of Kings Beach, all portions of North Lake Tahoe will benefit.

2. What region-wide tourism benefits will be created? Redevelopment of the Kings Beach Public Pier will assure that the access and recreation benefits expected of a public pier will be available in normal water conditions. Tourism benefits of a functional pier include providing boating access of all types, promoting point-to-point travel for boaters that contributes to vehicle traffic reduction, and enhancing the beach experience by offering a different way to experience Lake Tahoe.
3. Will local resources be used to create, design, construct this project? The proposed project is a planning project that will be completed following State consultant contracting provisions. Some local consulting services could be utilized in that context.
4. What types of businesses will receive the greatest economic impact? Public infrastructure investment in Kings Beach, including the potential for redevelopment of the Kings Beach Public Pier, have created a significant economic boost to all parts of the North Lake Tahoe economy, especially the tourist accommodation and retail sectors. This investment is reinventing the community hub with services and amenities attractive for residents and visitors. The proposed project will continue the State commitment to improving access and upgrading the design and environmental quality of KBSRA features.

Are they supportive of this project? Project fulfills goals of the adopted Community Plan.

5. Will the project require the addition of governmental service? No, the present services will be maintained.

If yes, describe N/A

How will these costs be funded? N/A

6. Document the community support for the project Project fulfills goals of the adopted Community Plan.

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

See Attached

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

See Attached

OTHER

List other benefits or elements that should be considered by the Resort Association in evaluating this request The State values the partnership with the NLTRA that has contributed to some of the most iconic public access projects in the Lake Tahoe Region. We look forward to continue that partnership on projects in the future.

The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM
FUNDING APPLICATION ATTACHMENT
King Beach Public Pier Concept Project Planning

ECONOMIC IMPACT OF PROJECT

Redevelopment of the Kings Beach Public Pier will realize the longtime goal of providing a functional pier at the Kings Beach State Recreation Area (KBSRA). The redeveloped pier will be accessible to individuals of all abilities and functional for boaters at the normal range of water levels. Beginning in 1990 and throughout the Kings Beach Community Plan development process, multiple community interests identified the value to the local and regional economy of upgrading the quality of the existing pier and maintaining public boating access even in periods of low water conditions. Key elements of the economic effect of upgrading the Kings Beach Public Pier are:

- **Increasing Access and Users.** The KBSRA experiences impressive summer visitation, providing the single largest natural amenity supporting the tourist accommodation and retail economy of Kings Beach. Beach goers and boaters of all types create an active and diverse public gathering and recreation area. The existing pier, however, limits contribution to that diversity in important ways. The nature of the shoreline and the existing length of the pier exclude motorized access unless the lake is at its highest level. At no point in 2014, for example, has there been enough water under the pier to allow a motorized boat user to stop at the pier and enjoy access to the State or nearby private attractions. Predictions for future lake levels include the potential for longer and more frequent periods of low water, further restricting the pier's functionality. Low water conditions under the pier, its generally outdated design elements, and its barriers for access from the land or water by persons with disabilities, limit the pier's attractiveness and usefulness as an access or recreation amenity. Specific to the Lake Tahoe Water Trail, the existing development at KBSRA, including the beach area and pier, presents significant barriers to access from the water for persons with disabilities.

Pier redevelopment details involved in the current planning effort will examine the potential for a longer pier, some of which could be a floating pier design, that will be consistent with the Federal Access Board Guidelines regarding access for people with mobility challenges and design details complementary to other public and private infrastructure investment in the area. Project proponents expect pier redevelopment of this type will allow motorized boat use of the pier in all normal water level conditions. Accessibility benefits extend to motorized and human powered boaters along the Lake Tahoe Water Trail, enabling the full diversity of users to enjoy the pier and secure access to the site from the water, even in low water conditions, and allow access throughout the year. It will also showcase the Region's primary natural asset by providing an opportunity for residents and visitors to walk out over Lake Tahoe and feel surrounded by the expanse of water and mountains.

- **Supporting Kings Beach Redevelopment.** Proposed changes to the Kings Beach Public Pier complement the significant public and private investment being made within the community in order to revitalize the economy, restore and improve Lake Tahoe's clarity, and improve bike and pedestrian mobility and safety. These changes will provide an enhanced local and visitor

experience that will add additional value to the benefit from public improvements at the heart of the community.

- **Supporting Transportation Options.** Travel around Lake Tahoe on the water predates European settlement. This point-to-point travel today occurs in kayaks, on standup paddleboards and using large and small motorized boats of all descriptions. The attractiveness for residents and visitors of boating to/from a destination is demonstrated at places like Gar Woods, the Tahoe City Marina and Chambers Landing. Additionally, users on the Lake Tahoe Water Trail travel point-to-point to access overnight accommodations, lunch and shopping opportunities, and hiking trails. Current conditions at the Kings Beach Public Pier do not allow this type of access to State or nearby private amenities in many seasons of many years. Access conditions also present barriers for boaters of all types with disabilities. Pier redevelopment can increase this access, diversify transportation options, and support the Regional efforts to reduce traffic along the roadways with its attendant environmental problems.

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)
Redevelopment of the Kings Beach Public Pier addresses priorities established in the *North Lake Tahoe Tourism and Community Investment Plan* (2004) related to: Visitor and Community Facilities and Services, Redevelopment, and Transportation. As described above, creating an accessible pier that is functional during normal lake level conditions better serves all potential users, including visitors and residents, members of the boating public, and general beach users. Redevelopment of this facility continues the ongoing upgrade of public infrastructure in Kings Beach with its attendant support for all sectors of the tourism economy. And finally, securing public boating access available to all not only supports the vision of the NLTRA, but also serves the State interests in protecting and promoting public access to Lake Tahoe. The Kings Beach Public Pier Concept Project Planning proposal is the first step in the redevelopment effort.

Additionally, the proposal will address NLTRA Core Project Groupings. It allows consideration of public pier redevelopment that enhances the following project types:

1. Trails: supports access to and from the Lake Tahoe Water Trail for persons of all abilities.
2. Recreation Amenities: creates a functioning pier for general recreation and boating users of all types available in more years for a longer season of use.
3. Tourism Redevelopment: contributes to the high design values achieved throughout other public infrastructure redevelopment projects critical to meeting visitor expectations.
4. Transportation Infrastructure: enhances transportation options by producing a functioning pier to serve point-to-point travel on Lake Tahoe for the boating public.

The proposal will also address NLTRA Core Function Areas as follows:

1. Human powered initiative: provides access to recreation amenities for non-motorized boaters of all abilities.
2. Transportation vision: contributes to the diversity of transportation options in North Lake Tahoe by providing a public boating access facility functional in normal water conditions.
3. Tourism economy: supplements the public infrastructure investment in Kings Beach central to achieving the community plan.

Project Funding Strategy Guidelines

The Kings Beach Public Pier Concept Project Planning proposal includes provisions that address all aspects of the TOT Funding Strategy priorities and should gain the maximum score for criteria of high importance. As discussed in other sections of this application, planning activities that can result in providing a functional public pier in Kings Beach serve the human powered sports initiative, regional transportation vision, and advancement of the tourism economy. Additionally, the proposal addresses trails, recreation amenities, tourism redevelopment, and transportation infrastructure. The request involves a small portion of the total TOT budget and provides substantial matching funds, gaining additional points in the application evaluation.



**MEMORANDUM OF AGREEMENT
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE
CALIFORNIA TAHOE CONSERVANCY FOR USE OF TOT INFRASTRUCTURE
FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the California Tahoe Conservancy (Grantee) regarding use of Placer County TOT monies to assist in funding Kings Beach Public Pier Concept Project Planning. The purpose of this project is to complete preliminary planning and environmental analysis for redevelopment of the public pier at the Kings Beach State Recreation Area. This will include feasibility analysis, conceptual design, environmental analysis, and development of preliminary construction costs.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion. The final report will include an evaluation of the ability to secure necessary capital funding to construct a facility, and to maintain and operate such for the long term;

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantee do hereby agree as follows:

1. The NLTRA and Grantee's desire to insure that certain actions are taken to insure completion of the project to provide the necessary concept project planning. The project is outlined in the project scope of work and time schedule included in the Infrastructure Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on October 21, 2014. This approval provides an Infrastructure grant of up to \$25,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project as defined in the application scope of work by June 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the

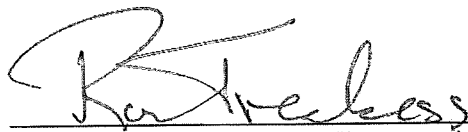
Grantee. Such revision and/or extension shall not be unreasonably denied.

3. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA and Placer County dependent on the type of payment requested: As a sum for an invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
3. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid.
4. Upon approval of Grantee's invoice(s) request by NLTRA, invoice(s) and documentation will be forwarded to Placer County for direct payment to Grantee.
6. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, reconcile all expenditures, and identify all unspent funding including TOT funds.
7. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
8. Prior to completion of the project and/or implementation of project actions, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
9. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
10. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for

three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

11. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
12. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
13. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and 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 the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer 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 this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee 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 the Grantee or the NLTRA or to enlarge, in any way, the Grantee's liability but is intended solely to provide indemnification of the NLTRA from Grantee's performance pursuant to this contract or agreement.
14. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
15. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced Infrastructure Funding Application, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties.

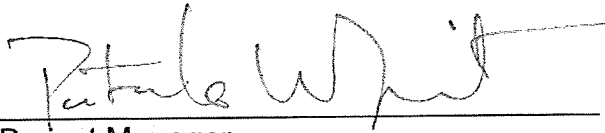
In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.



Director of Community Partnerships and Planning
North Lake Tahoe Resort Association

April 20, 2015

Date



Project Manager
California Tahoe Conservancy (Grantee)

April 30, 2015

Date

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06/24/16

Accrual Basis

North Lake Tahoe Resort Association

Balance Sheet

As of May 31, 2016

May 31, 16

ASSETS**Current Assets****Checking/Savings**

1001-00 · Petty Cash	1,056.32
1003-00 · Cash - Operations BOTW #6712	821,790.71
1007-00 · Cash - Payroll BOTW #7421	5,950.89
1008-00 · Marketing Reserve - Plumas	50,011.92
1009-00 · Cash Flow Reserve - Plumas	100,031.79
1071-00 · Payroll Reserves BOTW #8163	29,581.56
1080-00 · Special Events BOTW #1626	13,145.22
10950 · Cash in Drawer	360.92

1,021,929.33

Total Checking/Savings**Accounts Receivable**

1200-00 · Quickbooks Accounts Receivable	60,659.79
1290-00 · A/R - TOT	8.00

60,667.79

Total Accounts Receivable**Other Current Assets**

1200-99 · AR Other	6,416.02
12000 · Undeposited Funds	1,908.69
1201-00 · WebLink Accounts Receivable	68,670.00
1201-02 · Allowance for Doubtful Accounts	-3,000.00
12100 · Inventory Asset	28,426.99
1298 · Receivable from Employees	42.05
1299 · Receivable from NLTMC	106,834.35

209,298.10

Total Other Current Assets**Total Current Assets**

1,291,895.22

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

2,754.51

Total Fixed Assets**Other Assets**

1400-00 · Prepaid Expenses	2,000.00
1401-00 · Recruitment Fees	6,400.58
1430-00 · Prepaid 1st Class Postage	55,776.53
1400-00 · Prepaid Expenses - Other	

64,177.11

Total 1400-00 · Prepaid Expenses

1410-00 · Prepaid Insurance	4,675.00
1500-00 · Suspense*	740.00

69,592.11

Total Other Assets

1,364,241.84

TOTAL ASSETS**LIABILITIES & EQUITY****Liabilities****Current Liabilities****Accounts Payable**

2000-00 · Accounts Payable	182,071.60
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Total Accounts Payable

182,071.60

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06/24/16

Accrual Basis

North Lake Tahoe Resort Association

Balance Sheet

As of May 31, 2016

	May 31, 16
Credit Cards	
2080-00 · Bank of the West - Master Cards	
2080-03 · MC_5950_Judy	-490.00
Total 2080-00 · Bank of the West - Master Cards	-490.00
Total Credit Cards	-490.00
Other Current Liabilities	
2100-00 · Salaries / Wages Payable	36,218.90
2101-00 · Incentive Payable	32,195.52
2100-00 · Salaries / Wages Payable - Other	68,414.42
Total 2100-00 · Salaries / Wages Payable	56,488.29
2180-00 · Estimated PTO Liability	
2190-00 · Sales and Use Tax Payable	30.00
2195-00 · Use Tax Payable	2,296.05
25500 · *Sales Tax Payable	-1,083.45
2190-00 · Sales and Use Tax Payable - Other	1,242.60
Total 2190-00 · Sales and Use Tax Payable	10,369.60
2250-00 · Accrued Expenses	80,728.33
2400-60 · Deferred Revenue- Member Dues	
24000 · Payroll Liabilities	873.18
24100 · Wage Garnishment Payable	873.18
Total 24000 · Payroll Liabilities	130.00
2650-00 · Deferred Rev - Events	6.00
26900 · Unbilled Purchases	271,350.00
2700-00 · Deferred Rev. County	1,242.47
2800-00 · Suspense	490,844.89
Total Other Current Liabilities	672,426.49
Total Current Liabilities	672,426.49
Total Liabilities	672,426.49
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	224,835.14
Total Equity	691,815.35
TOTAL LIABILITIES & EQUITY	1,364,241.84

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06/24/16

North Lake Tahoe Resort Association

A/R Aging Summary

As of May 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Alfred Sonnenberg, CPA	0.00	0.00	0.00	0.00	0.00	0.00
American Red Cross - Capital	0.00	0.00	0.00	0.00	0.00	0.00
Americas Best Value Inn, Tahoe City	0.00	0.00	0.00	0.00	0.00	0.00
Anne Poole Weddings	0.00	0.00	0.00	0.00	75.00	75.00
Asian Noodles Too	0.00	0.00	0.00	0.00	0.00	0.00
Atomic Printing Inc.	0.00	0.00	0.00	0.00	0.00	0.00
Auerbach Engineering Corporation	0.00	0.00	0.00	0.00	0.00	0.00
B2 Marketing Communications	0.00	0.00	0.00	0.00	0.00	0.00
Bank of America	0.00	0.00	0.00	0.00	0.00	0.00
Bear League	0.00	0.00	0.00	0.00	0.00	0.00
Bella Affair Catering	0.00	0.00	0.00	0.00	0.00	0.00
Bob Hartsfield	0.00	0.00	0.00	0.00	0.00	0.00
Bob Scoville	0.00	0.00	0.00	0.00	0.00	0.00
Boulder Bay Resort, LLC	0.00	0.00	0.00	0.00	0.00	0.00
Bowl Incline	0.00	0.00	0.00	0.00	0.00	0.00
Bullwheel Company, Inc.	0.00	0.00	0.00	0.00	0.00	0.00
CA Board of Equalization	0.00	0.00	0.00	0.00	0.00	0.00
Cal Neva	0.00	0.00	0.00	0.00	0.00	0.00
California Tahoe Conservancy	0.00	0.00	0.00	0.00	0.00	0.00
Captain Chris' Fishing Charters & Lake To	0.00	0.00	0.00	0.00	0.00	0.00
Carol Franc Buck Foundation	0.00	0.00	0.00	0.00	0.00	0.00
Carpenters Local Union 2035	0.00	0.00	0.00	0.00	0.00	0.00
Carson City Toyota & Scion	0.00	0.00	0.00	0.00	0.00	0.00
CATT	0.00	0.00	0.00	0.00	0.00	0.00
CB's Pizza	0.00	0.00	0.00	0.00	0.00	0.00
Centerpoint Corporate Services	0.00	0.00	0.00	0.00	0.00	0.00
Chaney House	0.00	0.00	0.00	0.00	0.00	0.00
Charter Business	0.00	0.00	0.00	0.00	0.00	0.00
Chris Werner Photography	0.00	0.00	0.00	0.00	0.00	0.00
Congressman Tom McIntock Office	0.00	0.00	85.00	0.00	0.00	85.00
County of Placer	0.00	0.00	0.00	0.00	2,253,664.00	2,253,664.00
Creative Concepts	0.00	0.00	0.00	0.00	0.00	0.00
Crest Cafe & Catering	0.00	0.00	0.00	0.00	0.00	0.00
Danielle Hankinson Photography	0.00	0.00	0.00	0.00	0.00	0.00
Darin Talbot	0.00	0.00	0.00	0.00	0.00	0.00
Daryn Kratz	0.00	0.00	0.00	0.00	0.00	0.00
David Shelton, P.E.	0.00	0.00	0.00	0.00	0.00	0.00
Dead Sea Warehouse	0.00	0.00	0.00	0.00	0.00	0.00
Design Workshop	0.00	0.00	0.00	0.00	0.00	0.00
Dr. Jonathan Smith, LTD	0.00	0.00	0.00	0.00	0.00	0.00
Dress The Part(y) for Charity, LLC	0.00	0.00	0.00	0.00	0.00	0.00
DSC (Destination Services Corporation)	0.00	0.00	0.00	0.00	0.00	0.00
Eagle Ridge Snowmobiles, Inc.	0.00	0.00	0.00	0.00	0.00	0.00
Eric Poulsen	0.00	0.00	0.00	0.00	0.00	0.00
Ernie Grossman	0.00	0.00	0.00	0.00	0.00	0.00
EXL Media Corporation	0.00	0.00	0.00	0.00	0.00	0.00
Expedia	0.00	0.00	0.00	0.00	158.00	158.00
Forest Suites Resort	0.00	0.00	0.00	0.00	0.00	0.00
Fred Ilfeld	0.00	0.00	0.00	0.00	0.00	0.00
Gallery Keoki	0.00	0.00	0.00	0.00	0.00	0.00
Gary Davis Group	0.00	0.00	0.00	0.00	0.00	0.00
Girls on the Run	0.00	0.00	0.00	0.00	0.00	0.00
Granlibakken Resort	0.00	0.00	0.00	0.00	0.00	0.00
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
Homewood Village Resort, LLC	0.00	0.00	0.00	0.00	0.00	0.00
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
Incline Elementary School	0.00	0.00	0.00	0.00	0.00	0.00
Innovative IT Services	0.00	0.00	0.00	0.00	0.00	0.00
IVCB Visitors Bureau	0.00	0.00	0.00	0.00	0.00	0.00
J.C. Krise	0.00	0.00	0.00	0.00	0.00	0.00
Jake's on the Lake	0.00	0.00	0.00	0.00	0.00	0.00
James Costalupes, General Counsel	0.00	0.00	0.00	0.00	0.00	0.00
Jeremiah Nelson	0.00	0.00	0.00	0.00	0.00	0.00
John Shuff	0.00	0.00	0.00	0.00	0.00	0.00
John Wilcox	0.00	0.00	0.00	0.00	0.00	0.00
Kahn Investment Co	0.00	0.00	0.00	0.00	0.00	0.00
Karen's Playskool	0.00	0.00	0.00	0.00	0.00	0.00
Kathleen Eagan	0.00	0.00	0.00	0.00	0.00	0.00
Kelly Brothers Painting, Inc (KBP)	0.00	0.00	0.00	0.00	0.00	0.00
Kevin Mitchell	0.00	0.00	0.00	0.00	0.00	0.00
Kings Beach Downtown Association	0.00	0.00	0.00	0.00	0.00	0.00
Kristen Morgan, DDS	0.00	0.00	0.00	0.00	0.00	0.00
Lake Tahoe Deluxe Vacation Rentals	0.00	0.00	0.00	0.00	0.00	0.00
Lake Tahoe Jetovator	0.00	0.00	0.00	0.00	300.00	300.00
Lake Tahoe Shakespeare Fest	0.00	0.00	0.00	0.00	0.00	0.00

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06/24/16

North Lake Tahoe Resort Association A/R Aging Summary As of May 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Lakeside Pizza	0.00	0.00	0.00	0.00	0.00	0.00
Larry Sevison	0.00	0.00	0.00	0.00	0.00	0.00
Law Offices of James Burau	0.00	0.00	0.00	0.00	0.00	0.00
League to Save Lake Tahoe	0.00	0.00	0.00	0.00	0.00	0.00
Loverde Builders, Inc.	0.00	0.00	0.00	0.00	0.00	0.00
Main Street Commercial Real Estate	0.00	0.00	0.00	0.00	0.00	0.00
Maisel Electric	0.00	0.00	0.00	0.00	0.00	0.00
McBride-Stavis Appraisers	0.00	0.00	0.00	0.00	0.00	0.00
McClintock Accountancy Corp.	0.00	0.00	0.00	0.00	0.00	0.00
Moonshine Ink	0.00	0.00	0.00	0.00	0.00	0.00
Mount Rose Ski Resort/Ski Tahoe	0.00	0.00	0.00	0.00	0.00	0.00
Mourelatos Lakeshore Resort	0.00	0.00	0.00	0.00	0.00	0.00
NLT Historical Society (Gatekeeper's)	0.00	0.00	0.00	0.00	0.00	0.00
North Lake Dog Camp	0.00	0.00	0.00	0.00	0.00	0.00
North Lake Tahoe Marketing Cooperative	0.00	0.00	0.00	0.00	0.00	0.00
North Shore Resorts/Tahoe E	0.00	0.00	0.00	0.00	0.00	0.00
North Tahoe Catering Co.	0.00	0.00	0.00	0.00	0.00	0.00
North Tahoe Fire Protection District	0.00	0.00	0.00	0.00	0.00	0.00
North Tahoe Water Sports	0.00	0.00	0.00	0.00	0.00	0.00
Northstar California	0.00	0.00	0.00	472.77	10,126.97	10,599.74
O'Neal Brokers of Lake Tahoe	0.00	0.00	0.00	0.00	0.00	0.00
Obexer and Son	0.00	0.00	0.00	0.00	0.00	0.00
Ogilvy Consulting	0.00	0.00	0.00	0.00	150.00	150.00
Olympic Bike Shop	0.00	0.00	0.00	0.00	0.00	0.00
Packard Realty/Chinquapin	0.00	0.00	0.00	0.00	0.00	0.00
Patty Boxeth	0.00	0.00	0.00	0.00	0.00	0.00
Photography With Love	0.00	0.00	0.00	0.00	0.00	0.00
Placer-Lake Tahoe Film Office	0.00	0.00	0.00	0.00	-2,253,656.00	-2,253,656.00
Placer County (monthly check)	0.00	0.00	0.00	0.00	0.00	0.00
Placer County Assessors Office	0.00	0.00	0.00	0.00	0.00	0.00
Placer County Board of Supervisors	0.00	0.00	0.00	0.00	0.00	0.00
Placer County Executive Office	0.00	0.00	0.00	0.00	0.00	0.00
Planned Parenthood	0.00	0.00	0.00	0.00	0.00	0.00
Plumas Bank	0.00	0.00	0.00	0.00	0.00	0.00
Pomin's Tahoe Hot Tubs	0.00	0.00	0.00	0.00	0.00	0.00
Porter Simon	0.00	0.00	0.00	0.00	0.00	0.00
Poulsen Commercial	0.00	0.00	0.00	0.00	0.00	0.00
PR Design & Engineering	0.00	0.00	0.00	0.00	0.00	0.00
PWA Insurance Services	0.00	0.00	0.00	0.00	0.00	0.00
Randy Hill	0.00	0.00	0.00	0.00	0.00	0.00
Red, White and Tahoe Blue	0.00	0.00	0.00	0.00	-555.20	-555.20
Reno Sparks Convention & Visitors Auth.	0.00	0.00	0.00	0.00	0.00	0.00
Reno Tahoe Visitor	0.00	0.00	2,011.50	2,456.50	5,362.93	9,830.93
Resort at Squaw Creek*	0.00	0.00	239.50	0.00	0.00	239.50
River Ranch Lodge & Restaurant	0.00	0.00	0.00	0.00	0.00	0.00
RMc Consulting	0.00	0.00	0.00	0.00	0.00	0.00
Ron Treabess*	0.00	0.00	0.00	0.00	0.00	0.00
Russ/Terri Viehmann	0.00	0.00	0.00	0.00	0.00	0.00
Sales estimates	0.00	0.00	0.00	0.00	0.00	0.00
sand harbor wat	0.00	0.00	0.00	0.00	0.00	0.00
Sandy Hauserman	0.00	0.00	0.00	0.00	0.00	0.00
Sarah Deardorff	0.00	0.00	0.00	0.00	0.00	0.00
Sawmill Heights Apartments	0.00	0.00	0.00	0.00	0.00	0.00
Sedcorp	0.00	0.00	0.00	0.00	0.00	0.00
Sierra Business Council	0.00	0.00	0.00	0.00	0.00	0.00
Sierra Mountain Properties	0.00	0.00	0.00	0.00	0.00	0.00
Sierra Nevada Media Group	0.00	0.00	0.00	0.00	0.00	0.00
Silver & Gold Shop	0.00	0.00	0.00	0.00	0.00	0.00
Sitkoff/O'Neil Accountancy	0.00	0.00	755.00	0.00	0.00	755.00
Spectrum Media	0.00	0.00	0.00	0.00	0.00	0.00
Squaw Valley Chapel, United Church of Chr	0.00	0.00	0.00	0.00	-0.55	-0.55
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	0.00	0.00
Squaw Valley Public Service District	0.00	0.00	0.00	0.00	411.75	411.75
Squaw Valley Resort	0.00	0.00	0.00	0.00	0.00	0.00
Stoel Rives LLP	0.00	0.00	0.00	0.00	0.00	0.00
Strotz Photography	0.00	0.00	0.00	0.00	0.00	0.00
Suddenlink	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Adventure Company, LLC	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe City Chiropractic	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe City Downtown Association	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe City Marital Arts Academy	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe City Wine Walk	0.00	0.00	500.00	0.00	0.00	500.00
Tahoe Conservatory of Music	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Cross Country Ski Area	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Donner Association	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Forest Hospital	0.00	0.00	0.00	0.00	0.00	0.00

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06/24/16

North Lake Tahoe Resort Association
A/R Aging Summary
 As of May 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Tahoe Marina Lodge	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	903.29	903.29
Tahoe Music Institute	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Safe Alliance	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Sailing Charters	0.00	0.00	0.00	0.00	400.00	400.00
Tahoe Sierra Board of Realtors, Inc.	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Specialty Carpets	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Tavern Properties	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Tech Group*	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Telephone Directories	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Training Partners	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Tree Co./McBride's Nursery	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Truckee Airport District	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Truckee Community Foundation	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Truckee Excellence in Education	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Truckee Unified School District	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe TV	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Woodside	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe Yacht Harbor	0.00	0.00	0.00	0.00	537.00	537.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	0.00	0.00
The Lighthouse Shopping Center	0.00	0.00	0.00	-224.25	224.25	0.00
The Ridge Tahoe	0.00	0.00	0.00	4,978.35	4,096.80	9,075.15
The Ritz-Carlton	0.00	0.00	0.00	0.00	3,773.43	3,773.43
The Village at Squaw Valley	0.00	0.00	0.00	0.00	0.00	0.00
Theresa May Duggan	0.00	0.00	0.00	0.00	0.00	0.00
TNT/TMA	0.00	0.00	0.00	0.00	0.00	0.00
Tom Van Berkem	0.00	0.00	0.00	0.00	0.00	0.00
Tootsies	0.00	0.00	0.00	0.00	0.00	0.00
Travelocity.com	0.00	0.00	0.00	0.00	0.00	0.00
Truckee Home & Building Show	0.00	0.00	0.00	0.00	0.00	0.00
Truckee Railroad Museum	0.00	0.00	0.00	0.00	0.00	0.00
Truckee Tahoe Lumber Company	0.00	0.00	0.00	0.00	0.00	0.00
Truckee Tahoe Medical Group	0.00	0.00	0.00	0.00	0.00	0.00
Tux Town	0.00	0.00	0.00	0.00	20,000.00	20,000.00
U.S.A. Cyling	0.00	0.00	0.00	0.00	0.00	0.00
Wanderlust	0.00	0.00	0.00	0.00	0.00	0.00
Ward-Young Architecture/Planning	0.00	0.00	0.00	0.00	0.00	0.00
Waters of Tahoe Properties	0.00	0.00	0.00	0.00	0.00	0.00
Webb Land Surveying	0.00	0.00	0.00	0.00	0.00	0.00
Weidinger Public Relations	0.00	0.00	0.00	0.00	0.00	0.00
West Shore Sports	0.00	0.00	0.00	0.00	0.00	0.00
Wise Anti-aging Technologies	0.00	0.00	0.00	0.00	0.00	0.00
Wolfdale's Cuisine Unique, Inc.	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	0.00	3,591.00	7,683.37	49,393.42	60,667.79

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06/24/16

North Lake Tahoe Resort Association

A/P Aging Summary

As of May 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	1,531.25	2,731.69	0.00	0.00	0.00	4,262.94
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
AI Priestler	0.00	0.00	130.88	0.00	0.00	130.88
Annie's Cleaning Service	550.00	0.00	0.00	0.00	0.00	550.00
Aurora World, Inc.	354.76	0.00	0.00	0.00	0.00	354.76
Bank of the West Bank Card Center	11,069.22	0.00	0.00	0.00	0.00	11,069.22
Bison Bookbinding and Letterpre	0.00	468.95	0.00	0.00	0.00	468.95
Bittersweet Springs	0.00	0.00	0.00	0.00	699.75	699.75
Bryan Oland	0.00	1,890.00	0.00	0.00	0.00	1,890.00
CalTravel, Inc.	0.00	0.00	0.00	0.00	990.00	990.00
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
Dorfman Pacific Co.	0.00	1,021.48	0.00	0.00	238.84	1,260.32
Emily Detwiler*	180.91	53.08	0.00	0.00	0.00	233.99
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 Jewelry	0.00	0.00	0.00	0.00	-369.11	-369.11
Gallery Keoki, Inc.	0.00	0.00	0.00	0.00	46.60	46.60
Geo-Tourism Specialties	1,070.78	0.00	0.00	0.00	0.00	1,070.78
Ginger Karl*	50.00	0.00	0.00	0.00	0.00	50.00
Globe Pequot Press	0.00	0.00	0.00	0.00	12.42	12.42
Granlibakken, Inc.	0.00	621.00	837.00	0.00	0.00	1,458.00
Greg Howey*	25.00	25.00	0.00	0.00	0.00	50.00
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	0.00	206.80	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
JC Sunny LLC	0.00	271.39	0.00	0.00	0.00	271.39
Jeff Freeman Photography	600.00	0.00	0.00	125.00	0.00	725.00
John Thompson*	0.00	381.89	0.00	0.00	0.00	381.89
Judy Laverty*	21.67	0.00	-88.33	0.00	0.00	-66.66
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	27.16	35.80	0.00	0.00	0.00	62.96
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
Liberty Utilities*	189.97	347.88	0.00	0.00	0.00	537.85
Longleaf Services, Inc.	0.00	0.00	0.00	0.00	0.03	0.03
LSC Transportation Consultants, Inc.*	0.00	450.00	0.00	0.00	0.00	450.00
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	257.81	257.82	387.03	0.00	902.66
Multiple	0.00	0.00	0.00	0.00	0.00	0.00
North Lake Tahoe Marketing Co-op	0.00	48,500.00	0.00	0.00	0.00	48,500.00
North Tahoe Event Center, Inc.	728.50	0.00	0.00	0.00	0.00	728.50
Placer County Dept of Public Works	26,150.00	0.00	0.00	0.00	0.00	26,150.00
Porter Simon*	0.00	0.00	280.00	0.00	0.00	280.00
RB Technologies	65.00	0.00	0.00	0.00	0.00	65.00
Resort at Squaw Creek	12,197.46	1,632.95	0.00	0.00	0.00	13,830.41
Ricoh USA	1,548.56	0.00	0.00	0.00	0.00	1,548.56
Ron Treabess	145.38	0.00	0.00	0.00	0.00	145.38
Sandy Evans Hall*	166.09	25.00	0.00	0.00	0.00	191.09
Sarah Winters	20.00	103.36	0.00	25.00	25.00	173.36
School of Thought	0.00	0.00	0.00	0.00	2,550.00	2,550.00
Shop Local	0.00	0.00	0.00	30.00	0.00	30.00
Sierra Essentials	0.00	63.00	0.00	0.00	0.00	63.00
Sierra Nevada Ad Partners	0.00	590.00	0.00	0.00	0.00	590.00
Sierra Nevada Media Group*, Inc.	0.00	343.60	0.00	0.00	0.00	343.60
Silent Auction Pro	0.00	0.00	431.16	0.00	0.00	431.16
Spectrum	0.00	0.20	-0.39	0.00	0.00	-0.19
Stephen's Farmhouse	0.00	0.00	0.00	0.00	20.40	20.40

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North Lake Tahoe Resort Association
A/P Aging Summary
As of May 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Summit Side Gallery	0.00	243.75	0.00	0.00	0.00	243.75
Swigard's True Value Hardware, Inc.*	30.37	0.00	0.00	0.00	0.00	30.37
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	380.00	0.00	80.00	-140.00	320.00
Tahoe Timber	1,000.00	0.00	0.00	0.00	0.00	1,000.00
Tahoe Truckee Sierra Disposal*	161.34	0.00	0.00	0.00	0.00	161.34
Tangled Roots Writing	0.00	100.00	0.00	0.00	0.00	100.00
The Store...Copies and More	0.00	284.40	0.00	0.00	0.00	284.40
Tim Cleary & Associates, Inc.	756.25	0.00	0.00	0.00	0.00	756.25
Tim Schroeder	0.00	0.00	0.00	0.00	-280.00	-280.00
TNCI	40.13	0.00	0.00	0.00	0.00	40.13
Tough Mudder Incorporated	0.00	0.00	50,000.00	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*	0.00	140.18	-0.46	0.00	-34.85	104.87
Verizon Wireless	139.05	0.00	0.00	0.00	136.07	275.12
Viking Carpet Care*	580.00	0.00	0.00	0.00	0.00	580.00
Wanda's Flower Shop	0.00	0.00	800.00	0.00	0.00	800.00
Wholesale Resort Accessories, Inc.	508.50	128.00	0.00	0.00	21.50	658.00
Wild Flower Guides	75.00	0.00	0.00	0.00	0.00	75.00
Wolfdale's Cuisine Unique*	60.00	0.00	0.00	0.00	0.00	60.00
Woodluck Wholesale	0.00	742.80	0.00	0.00	-298.65	444.15
World Triathlon Corporation*	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	61,581.88	61,876.61	52,647.68	647.03	5,318.40	182,071.60

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06/24/16

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

May 2016

	May 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	-26,980.00
4201-00 · New Member Fees	450.00
4250-00 · Revenues-Membership Activities	38,316.33
4251-00 · Revenue-Tue AM Breakfast Club	550.00
4350-00 · Special Events (Marketing)	-15,000.00
4502-00 · Non-retail VIC income	-243.75
46000 · Merchandise Sales	5,793.25
Total Income	274,235.83
Gross Profit	274,235.83
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	3,616.97
5020-00 · P/R - Tax Expense	5,736.27
5030-00 · P/R - Health Insurance Expense	7,540.62
5040-00 · P/R - Workmans Comp	888.75
5060-00 · 401 (k)	2,601.83
5070-00 · Other Benefits and Expenses	647.82
5000-00 · Salaries & Wages - Other	72,730.19
Total 5000-00 · Salaries & Wages	93,762.45
5100-00 · Rent	
5110-00 · Utilities	860.53
5140-00 · Repairs & Maintenance	30.37
5150-00 · Office - Cleaning	1,130.00
5100-00 · Rent - Other	11,984.36
Total 5100-00 · Rent	14,005.26
5310-00 · Telephone	
5320-00 · Telephone	2,482.91
Total 5310-00 · Telephone	2,482.91
5510-00 · Insurance/Bonding	595.80
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	77.80
5520-00 · Supplies - Other	727.17
Total 5520-00 · Supplies	804.97
5700-00 · Equipment Support & Maintenance	380.00
5710-00 · Taxes, Licenses & Fees	258.59
5740-00 · Equipment Rental/Leasing	1,569.66
5800-00 · Training Seminars	575.00
5900-00 · Professional Fees	
5920-00 · Professional Fees - Accountant	12,076.54
Total 5900-00 · Professional Fees	12,076.54
5941-00 · Research & Planning	8,512.50
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	26,150.00
Total 5948-00 · Transportation Projects	26,150.00
6420-00 · Sponsorship	
6421-00 · New Event Development	4,110.00
6420-00 · Sponsorship - Other	27,044.07
Total 6420-00 · Sponsorship	31,154.07
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	100.00

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

May 2016

	May 16
6434-00 · Community Awards Dinner	-5,007.42
6442-00 · Public Relations/Website	291.25
6423-00 · Membership Activities - Other	1,245.13
Total 6423-00 · Membership Activities	-3,371.04
6437-00 · Tuesday Morning Breakfast Club	621.00
6701-00 · Market Study Reports/Research	2,449.33
6730-00 · Marketing Cooperative/Media	48,500.00
6742-00 · Non-NLT Co-Op Marketing Program	901.12
6743-00 · BACC Marketing Programs	-40.00
6743-01 · Shop Local	1,500.00
6743-02 · Shopping Destination	200.00
6743-03 · Touch Lake Tahoe	1,000.00
6743-05 · Peak Your Adventure	2,660.00
Total 6743-00 · BACC Marketing Programs	2,660.00
8100-00 · Cost of Goods Sold	632.73
51100 · Freight and Shipping Costs	3,264.10
8100-00 · Cost of Goods Sold - Other	3,896.83
Total 8100-00 · Cost of Goods Sold	3,896.83
8200-00 · Associate Relations	99.86
8300-00 · Board Functions	141.09
8500-00 · Credit Card Fees	475.96
8700-00 · Automobile Expenses	200.99
8750-00 · Meals/Meetings	72.00
8810-00 · Dues & Subscriptions	309.98
Total Expense	249,284.87
Net Ordinary Income	24,950.96
Other Income/Expense	
Other Income	23.36
4700-00 · Revenues- Interest & Investment	6.00
52500 · Purchase Discounts	29.36
Total Other Income	29.36
Other Expense	0.00
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	29.36
Net Income	24,980.32

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2015 through May 2016

	Jul '15 - May 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	3,024,935.00
4200-00 · Membership Ann/Conf Dues	87,713.36
4201-00 · New Member Fees	1,745.00
4250-00 · Revenues-Membership Activities	59,527.76
4251-00 · Revenue-Tue AM Breakfast Club	9,265.00
4252-00 · Revenue - Sponsorships	500.00
4350-00 · Special Events (Marketing)	21,719.00
4502-00 · Non-retail VIC income	3,781.25
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
4600 · Merchandise Sales	64,733.91
4720-00 · Miscellaneous	420.00
Total Income	3,444,877.46
Cost of Goods Sold	
52900 · Purchases - Resale Items	60.00
Total COGS	60.00
Gross Profit	3,444,817.46
Expense	
5000-00 · Salaries & Wages	
5000-01 · In-Market Administration	0.00
5010-00 · Sales Commissions	20,890.97
5020-00 · P/R - Tax Expense	78,099.69
5030-00 · P/R - Health Insurance Expense	96,799.96
5040-00 · P/R - Workmans Comp	10,941.35
5060-00 · 401 (k)	30,007.18
5070-00 · Other Benefits and Expenses	5,061.33
5000-00 · Salaries & Wages - Other	922,834.12
Total 5000-00 · Salaries & Wages	1,164,634.60
5100-00 · Rent	
5110-00 · Utilities	10,466.83
5140-00 · Repairs & Maintenance	5,373.73
5150-00 · Office - Cleaning	6,475.00
5100-00 · Rent - Other	126,228.01
Total 5100-00 · Rent	148,543.57
5310-00 · Telephone	
5320-00 · Telephone	25,744.65
5350-00 · Internet	289.85
5310-00 · Telephone - Other	171.27
Total 5310-00 · Telephone	26,205.77
5420-00 · Mail - USPS	
5470-00 · Mail - UPS	505.30
5480-00 · Mail - Fed Ex	783.74
5420-00 · Mail - USPS - Other	913.81
Total 5420-00 · Mail - USPS	2,202.85
5510-00 · Insurance/Bonding	6,573.78
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	4,087.27
5520-00 · Supplies - Other	11,296.27
Total 5520-00 · Supplies	15,383.54

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2015 through May 2016

	Jul '15 - May 16
5530-00 · Visitor Communications - Other	35.44
5610-00 · Depreciation	6,374.59
5700-00 · Equipment Support & Maintenance	6,979.59
5710-00 · Taxes, Licenses & Fees	8,527.98
5740-00 · Equipment Rental/Leasing	15,631.77
5800-00 · Training Seminars	3,966.68
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	3,180.00
5920-00 · Professional Fees - Accountant	92,908.34
5900-00 · Professional Fees - Other	312.50
Total 5900-00 · Professional Fees	96,400.84
5941-00 · Research & Planning	55,188.50
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	26,150.00
Total 5948-00 · Transportation Projects	26,150.00
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	16,211.82
6422-00 · IronMan Lake Tahoe	387,567.47
6427-00 · USA Cycling	-3,857.83
6420-00 · Sponsorship - Other	38,669.07
Total 6420-00 · Sponsorship	453,190.53
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	2,857.56
6434-00 · Community Awards Dinner	-11,465.81
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83
6441-00 · Membership - Miscellaneous Exp	69.24
6442-00 · Public Relations/Website	3,920.50
6443-00 · Membership - Bridal Faire	3,269.86
6423-00 · Membership Activities - Other	13,831.25
Total 6423-00 · Membership Activities	12,547.43
6437-00 · Tuesday Morning Breakfast Club	4,964.00
6701-00 · Market Study Reports/Research	5,398.94
6730-00 · Marketing Cooperative/Media	985,019.83
6742-00 · Non-NLT Co-Op Marketing Program	16,928.94
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	11,965.38
6743-02 · Shopping Destination	1,500.00
6743-03 · Touch Lake Tahoe	1,050.00
6743-05 · Peak Your Adventure	1,000.00
6743-00 · BACC Marketing Programs - Other	35,105.00
Total 6743-00 · BACC Marketing Programs	50,620.38
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	1,630.82
59900 · POS Inventory Adjustments	-231.47
8100-00 · Cost of Goods Sold - Other	35,733.60

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Accrual Basis

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

	Jul '15 - May 16
Total 8100-00 · Cost of Goods Sold	37,132.95
8200-00 · Associate Relations	3,619.55
8300-00 · Board Functions	1,773.49
8500-00 · Credit Card Fees	6,329.56
8700-00 · Automobile Expenses	6,288.93
8750-00 · Meals/Meetings	4,655.79
8810-00 · Dues & Subscriptions	7,338.26
8910-00 · Travel	4,603.25
8930-00 · Prior Period Adjustments	-7,233.44
Total Expense	3,220,136.05
Net Ordinary Income	224,681.41
Other Income/Expense	
Other Income	
4700-00 · Revenues- Interest & Investment	43.71
52500 · Purchase Discounts	110.02
Total Other Income	153.73
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	153.73
Net Income	224,835.14

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06/24/16
Accrual Basis

North Lake Tahoe Resort Association Profit & Loss by Class July 2015 through May 2016

	11 - Marketing	30 - Conference	41 - Transportation	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
Ordinary Income/Expense								
Income								
4050-00 - County of Placer TOT Funding	2,061,161.34	305,927.34	184,150.37	268,624.30	205,071.65	0.00	0.00	3,024,935.00
4200-00 - Membership Ann/Conf Dues	0.00	4,800.00	0.00	0.00	0.00	82,913.36	0.00	87,713.36
4201-00 - New Member Fees	0.00	0.00	0.00	0.00	0.00	1,745.00	0.00	1,745.00
4250-00 - Revenues-Membership Activities	5.00	0.00	0.00	80.00	0.00	59,442.76	0.00	59,527.76
4251-00 - Revenue-Tue AM Breakfast Club	90.00	0.00	0.00	15.00	0.00	9,160.00	0.00	9,265.00
4252-00 - Revenue - Sponsorships	0.00	0.00	0.00	0.00	0.00	500.00	0.00	500.00
4350-00 - Special Events (Marketing)	21,719.00	0.00	0.00	0.00	0.00	0.00	0.00	21,719.00
4502-00 - Non-retail VIC income	0.00	0.00	0.00	3,406.25	0.00	375.00	0.00	3,781.25
4600-00 - Commissions	0.00	14,432.44	0.00	0.00	0.00	0.00	0.00	14,432.44
4601-00 - Commissions - South Shore	3,482.63	152,622.11	0.00	0.00	0.00	0.00	0.00	156,104.74
4600-00 - Commissions - Other								
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	64,733.91	0.00	0.00	0.00	64,733.91
4720-00 - Miscellaneous	0.00	0.00	0.00	0.00	0.00	420.00	0.00	420.00
Total Income	2,086,457.97	477,781.89	184,150.37	336,859.46	205,071.65	154,556.12	0.00	3,444,877.46
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	2,086,457.97	477,781.89	184,150.37	336,799.46	205,071.65	154,556.12	0.00	3,444,817.46
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	20,890.97	0.00	0.00	0.00	0.00	0.00	20,890.97
5020-00 - P/R - Tax Expense	16,909.84	15,003.68	5,584.16	12,140.27	5,584.16	6,374.01	16,503.57	78,099.69
5030-00 - P/R - Health Insurance Expense	23,890.61	12,334.69	3,349.81	17,243.92	3,349.82	12,079.54	24,551.57	96,799.96
5040-00 - P/R - Workmans Comp	984.74	984.74	1,094.17	2,078.84	1,094.17	984.74	3,719.95	10,941.35
5050-00 - 401 (k)	5,757.44	7,377.56	2,525.12	4,488.18	2,525.12	509.42	6,824.34	30,007.18
5070-00 - Other Benefits and Expenses	2,002.10	435.84	159.32	485.84	159.32	957.72	861.27	5,061.33
5000-00 - Salaries & Wages - Other	203,706.81	160,302.55	66,319.82	131,601.30	66,319.82	68,745.14	225,838.67	922,834.12
Total 5000-00 - Salaries & Wages	265,334.84	217,330.04	79,032.40	168,036.35	79,032.33	77,567.27	278,299.37	1,164,634.60
5100-00 - Rent								
5110-00 - Utilities	1,368.02	689.29	470.25	5,371.52	470.25	478.15	1,619.35	10,466.83
5140-00 - Repairs & Maintenance	1,312.55	681.92	421.15	775.40	421.15	421.15	1,340.41	5,373.73
5150-00 - Office - Cleaning	1,484.00	745.50	523.50	1,191.00	523.50	523.50	1,484.00	6,475.00
5100-00 - Rent - Other	17,321.14	8,660.90	6,173.28	61,857.46	6,173.28	6,185.75	19,856.20	126,228.01
Total 5100-00 - Rent	21,485.71	10,777.61	7,588.18	69,195.38	7,588.18	7,608.55	24,299.96	148,543.57
5310-00 - Telephone								
5320-00 - Telephone	5,472.14	2,582.45	1,943.04	2,845.64	1,943.07	2,857.52	8,100.79	25,744.65
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	5,761.99	2,582.45	1,943.04	2,845.64	1,943.07	2,857.52	8,272.06	26,205.77
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	661.63	0.00	0.00	122.11	0.00	0.00	0.00	783.74
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	754.31	114.37	46.92	283.35	61.92	513.11	428.87	2,202.85
5510-00 - Insurance/Bonding	1,249.01	1,249.01	197.20	1,643.48	197.20	591.64	1,446.24	6,573.78
5520-00 - Supplies								
5525-00 - Supplies- Computer <\$1000	3,786.98	94.99	0.00	0.00	0.00	85.30	120.00	4,087.27

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss by Class July 2015 through May 2016

	11 - Marketing	30 - Conference	41 - Transportation	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
5520-00 · Supplies - Other	1,400.93	409.79	348.79	1,922.39	228.07	1,208.85	5,777.45	11,296.27
Total 5520-00 · Supplies	5,187.91	504.78	348.79	1,922.39	228.07	1,294.15	5,897.45	15,383.54
5530-00 · 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	1,094.25	522.17	334.32	1,517.67	334.32	373.27	2,803.59	6,979.58
5710-00 · Taxes, Licenses & Fees	302.15	136.32	83.89	186.31	83.89	83.89	7,651.53	8,527.98
5740-00 · Equipment Rental/Leasing	1,578.94	1,496.76	1,325.82	5,153.08	1,325.82	2,875.27	1,876.08	15,631.77
5800-00 · Training Seminars	1,725.48	0.00	0.00	0.00	0.00	2,141.20	100.00	3,966.68
5900-00 · Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	3,180.00	3,180.00
5910-00 · Professional Fees - Attorneys	7,500.00	0.00	0.00	0.00	7,500.00	0.00	77,908.34	92,908.34
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	312.50	312.50
5900-00 · Professional Fees - Other	7,500.00	0.00	0.00	0.00	7,500.00	0.00	81,400.84	96,400.84
Total 5900-00 · Professional Fees	0.00	0.00	26,652.40	0.00	28,536.10	0.00	0.00	55,188.50
5941-00 · Research & Planning	0.00	0.00	26,150.00	0.00	0.00	0.00	0.00	26,150.00
5948-00 · Transportation Projects	0.00	0.00	26,150.00	0.00	0.00	0.00	0.00	26,150.00
5953-00 · Summer Traffic Management (S-2)	0.00	0.00	26,150.00	0.00	0.00	0.00	0.00	26,150.00
Total 5948-00 · Transportation Projects	12,923.74	0.00	0.00	0.00	0.00	0.00	0.00	12,923.74
6020-00 · Programs	12,923.74	0.00	0.00	0.00	0.00	0.00	0.00	12,923.74
6016-00 · Community Marketing Programs	17.69	0.00	0.00	0.00	0.00	0.00	0.00	17.69
Total 6020-00 · Programs	-472.77	0.00	0.00	0.00	0.00	0.00	0.00	-472.77
6023-00 · Autumn Food & Wine	31,689.50	0.00	0.00	0.00	0.00	0.00	0.00	31,689.50
6030-00 · AFW-Media	31,689.50	0.00	0.00	0.00	0.00	0.00	0.00	31,689.50
6023-00 · Autumn Food & Wine - Other	31,234.42	0.00	0.00	0.00	0.00	0.00	0.00	31,234.42
Total 6023-00 · Autumn Food & Wine	14,600.00	0.00	0.00	0.00	0.00	0.00	0.00	14,600.00
6420-00 · Sponsorship	16,211.82	0.00	0.00	0.00	0.00	0.00	0.00	16,211.82
6420-01 · Winter/WonderGrass_Tahoe	387,567.47	0.00	0.00	0.00	0.00	0.00	0.00	387,567.47
6421-00 · New Event Development	-3,857.83	0.00	0.00	0.00	0.00	0.00	0.00	-3,857.83
6422-00 · IronMan Lake Tahoe	38,569.07	0.00	100.00	0.00	0.00	0.00	0.00	38,669.07
6427-00 · USA Cycling	453,090.53	0.00	100.00	0.00	0.00	0.00	0.00	453,190.53
6420-00 · Sponsorship - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 6420-00 · Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6423-00 · Membership Activities	0.00	0.00	0.00	0.00	0.00	2,857.56	0.00	2,857.56
6432-00 · Membership - Newsletter	0.00	0.00	0.00	0.00	0.00	-11,465.81	0.00	-11,465.81
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	0.00	64.83	0.00	64.83
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	0.00	0.00	0.00	69.24	0.00	69.24
6441-00 · Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00	3,920.50	0.00	3,920.50
6442-00 · Public Relations/Website	0.00	0.00	0.00	0.00	0.00	3,269.86	0.00	3,269.86
6443-00 · Membership - Bridal Faire	0.00	0.00	0.00	0.00	0.00	13,831.25	0.00	13,831.25
6423-00 · Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	12,547.43	0.00	12,547.43
Total 6423-00 · Membership Activities	0.00	0.00	0.00	0.00	0.00	4,964.00	0.00	4,964.00
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	5,398.94	0.00	5,398.94
6701-00 · Market Study Reports/Research	5,398.94	0.00	0.00	0.00	0.00	0.00	0.00	5,398.94
6730-00 · Marketing Cooperative/Media	881,354.83	103,650.00	0.00	0.00	0.00	0.00	15.00	985,019.83
6742-00 · Non-NLT Co-Op Marketing Program	15,029.18	0.00	0.00	1,899.76	0.00	0.00	0.00	16,928.94
6743-00 · BACC Marketing Programs	11,985.38	0.00	0.00	0.00	0.00	-20.00	0.00	11,965.38
6743-01 · Shop Local	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6743-02 · Shopping Destination	1,050.00	0.00	0.00	0.00	0.00	0.00	0.00	1,050.00
6743-03 · Touch Lake Tahoe	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00
6743-05 · Peak Your Adventure	35,105.00	0.00	0.00	0.00	0.00	0.00	0.00	35,105.00
6743-00 · BACC Marketing Programs - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss by Class July 2015 through May 2016

	11 - Marketing	30 - Conference	41 - Transportation	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
Total 6743-00 - BACC Marketing Programs	50,640.38	0.00	0.00	0.00	0.00	-20.00	0.00	50,620.38
8100-00 - Cost of Goods Sold	0.00	0.00	0.00	1,612.86	0.00	17.96	0.00	1,630.82
51100 - Freight and Shipping Costs	0.00	0.00	0.00	-231.47	0.00	0.00	0.00	-231.47
59900 - POS Inventory Adjustments	0.00	0.00	0.00	35,733.60	0.00	0.00	0.00	35,733.60
8100-00 - Cost of Goods Sold - Other	0.00	0.00	0.00	37,114.99	0.00	17.96	0.00	37,132.95
Total 8100-00 - Cost of Goods Sold	0.00	0.00	0.00	188.44	120.68	462.38	2,210.97	3,619.55
8200-00 - Associate Relations	374.61	141.78	120.69	0.00	0.00	0.00	1,773.49	1,773.49
8300-00 - Board Functions	0.00	0.00	0.00	1,702.33	22.50	0.00	2,677.35	6,329.56
8500-00 - Credit Card Fees	90.00	94.22	22.50	681.83	1,328.94	1,720.66	980.01	6,288.93
8700-00 - Automobile Expenses	1,340.90	115.57	1,328.07	85.89	191.24	237.64	1,136.22	4,655.79
8750-00 - Meals/Meetings	1,971.98	0.00	1,033.02	539.91	0.00	2,085.88	1,371.82	7,338.26
8810-00 - Dues & Subscriptions	3,340.65	0.00	0.00	20.00	0.00	1,107.58	2,305.52	4,603.25
8910-00 - Travel	1,170.15	0.00	-2,035.00	-302.76	-2,035.00	20.33	-2,351.63	-7,233.44
8930-00 - Prior Period Adjustments	4,169.85	-4,699.23	144,782.17	293,544.51	126,969.19	120,108.71	424,188.47	3,220,136.05
Total Expense	1,775,698.48	334,844.52	144,782.17	43,254.95	78,102.46	34,447.41	-424,188.47	224,681.41
Net Ordinary Income	310,759.49	142,937.37	39,368.20	0.00	0.00	0.00	0.00	43.71
Other Income/Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110.02
4700-00 - Revenues- Interest & Investment	0.00	0.00	0.00	110.02	0.00	0.00	0.00	153.73
52500 - Purchase Discounts	0.00	0.00	0.00	110.02	0.00	0.00	0.00	0.00
Total Other Income	0.00	0.00	0.00	110.02	0.00	0.00	0.00	0.00
Other Expense	203,589.52	46,655.92	46,655.92	42,414.47	46,655.92	38,173.01	-424,144.76	0.00
8990-00 - Allocated	203,589.52	46,655.92	46,655.92	42,414.47	46,655.92	38,173.01	-424,144.76	0.00
Total Other Expense	-203,589.52	-46,655.92	-46,655.92	-42,304.45	-46,655.92	-38,173.01	424,188.47	153.73
Net Other Income	107,169.97	96,281.45	-7,287.72	950.50	31,446.54	-3,725.60	0.00	224,835.14
Net Income								

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
July 2015 through May 2016

	TOTAL			
	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	3,024,935.00	3,108,938.00	-84,003.00	97.3%
4200-00 · Membership Ann/Conf Dues	87,713.36	130,800.00	-43,086.64	67.06%
4201-00 · New Member Fees	1,745.00	4,818.00	-3,073.00	36.22%
4250-00 · Revenues-Membership Activities	59,527.76	68,050.00	-8,522.24	87.48%
4251-00 · Revenue-Tue AM Breakfast Club	9,265.00	8,800.00	465.00	105.28%
4252-00 · Revenue - Sponsorships	500.00	6,100.00	-5,600.00	8.2%
4350-00 · Special Events (Marketing)	21,719.00	86,500.00	-64,781.00	25.11%
4502-00 · Non-retail VIC income	3,781.25	10,007.00	-6,225.75	37.79%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	14,432.44	0.00	14,432.44	100.0%
4600-00 · Commissions - Other	156,104.74	101,675.00	54,429.74	153.53%
Total 4600-00 · Commissions	170,537.18	101,675.00	68,862.18	167.73%
46000 · Merchandise Sales	64,733.91	95,672.00	-30,938.09	67.66%
4720-00 · Miscellaneous	420.00	0.00	420.00	100.0%
Total Income	3,444,877.46	3,621,360.00	-176,482.54	95.13%
Cost of Goods Sold				
52900 · Purchases - Resale Items	60.00	0.00	60.00	100.0%
Total COGS	60.00	0.00	60.00	100.0%
Gross Profit	3,444,817.46	3,621,360.00	-176,542.54	95.13%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0.00	0.00	0.00	0.0%
5010-00 · Sales Commissions	20,890.97	19,554.00	1,336.97	106.84%
5020-00 · P/R - Tax Expense	78,099.69	93,583.00	-15,483.31	83.46%
5030-00 · P/R - Health Insurance Expense	96,799.96	158,812.00	-62,012.04	60.95%
5040-00 · P/R - Workmans Comp	10,941.35	32,307.00	-21,365.65	33.87%
5060-00 · 401 (k)	30,007.18	36,791.00	-6,783.82	81.56%
5065-00 · Merit	0.00	28,612.00	-28,612.00	0.0%
5070-00 · Other Benefits and Expenses	5,061.33	21,914.00	-16,852.67	23.1%
5000-00 · Salaries & Wages - Other	922,834.12	939,982.00	-17,147.88	98.18%
Total 5000-00 · Salaries & Wages	1,164,634.60	1,331,555.00	-166,920.40	87.46%
5100-00 · Rent				
5110-00 · Utilities	10,466.83	15,436.00	-4,969.17	67.81%
5140-00 · Repairs & Maintenance	5,373.73	7,408.00	-2,034.27	72.54%
5150-00 · Office - Cleaning	6,475.00	9,460.00	-2,985.00	68.45%
5100-00 · Rent - Other	126,228.01	126,123.00	105.01	100.08%
Total 5100-00 · Rent	148,543.57	158,427.00	-9,883.43	93.76%
5310-00 · Telephone				
5320-00 · Telephone	25,744.65	15,367.00	10,377.65	167.53%
5350-00 · Internet	289.85	0.00	289.85	100.0%
5310-00 · Telephone - Other	171.27	17,919.00	-17,747.73	0.96%
Total 5310-00 · Telephone	26,205.77	33,286.00	-7,080.23	78.73%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	505.30	0.00	505.30	100.0%
5480-00 · Mail - Fed Ex	783.74	0.00	783.74	100.0%

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
July 2015 through May 2016

	TOTAL			
	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
5420-00 · Mail - USPS - Other	913.81	3,889.00	-2,975.19	23.5%
Total 5420-00 · Mail - USPS	2,202.85	3,889.00	-1,686.15	56.64%
5510-00 · Insurance/Bonding	6,573.78	14,454.00	-7,880.22	45.48%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	4,087.27	2,000.00	2,087.27	204.36%
5520-00 · Supplies - Other	11,296.27	17,672.00	-6,375.73	63.92%
Total 5520-00 · Supplies	15,383.54	19,672.00	-4,288.46	78.2%
5530-00 · Visitor Communications - Other	35.44	460.00	-424.56	7.7%
5610-00 · Depreciation	6,374.59	7,172.00	-797.41	88.88%
5700-00 · Equipment Support & Maintenance	6,979.59	11,847.00	-4,867.41	58.91%
5710-00 · Taxes, Licenses & Fees	8,527.98	6,079.00	2,448.98	140.29%
5740-00 · Equipment Rental/Leasing	15,631.77	19,084.00	-3,452.23	81.91%
5800-00 · Training Seminars	3,966.68	12,450.00	-8,483.32	31.86%
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	0.00	3,180.00	100.0%
5920-00 · Professional Fees - Accountant	92,908.34	15,000.00	77,908.34	619.39%
5900-00 · Professional Fees - Other	312.50	21,000.00	-20,687.50	1.49%
Total 5900-00 · Professional Fees	96,400.84	36,000.00	60,400.84	267.78%
5940-00 · Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 · Research & Planning	55,188.50	95,000.00	-39,811.50	58.09%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	26,150.00	0.00	26,150.00	100.0%
Total 5948-00 · Transportation Projects	26,150.00	0.00	26,150.00	100.0%
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	0.00	17.69	100.0%
6030-00 · AFW-Media	-472.77	0.00	-472.77	100.0%
6023-00 · Autumn Food & Wine - Other	31,689.50	0.00	31,689.50	100.0%
Total 6023-00 · Autumn Food & Wine	31,234.42	0.00	31,234.42	100.0%
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	14,600.00	0.00	14,600.00	100.0%
6421-00 · New Event Development	16,211.82	4,000.00	12,211.82	405.3%
6422-00 · IronMan Lake Tahoe	387,567.47	455,000.00	-67,432.53	85.18%
6427-00 · USA Cycling	-3,857.83	0.00	-3,857.83	100.0%
6420-00 · Sponsorship - Other	38,669.07	0.00	38,669.07	100.0%
Total 6420-00 · Sponsorship	453,190.53	459,000.00	-5,809.47	98.73%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	2,857.56	0.00	2,857.56	100.0%
6434-00 · Community Awards Dinner	-11,465.81	0.00	-11,465.81	100.0%
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83	0.00	64.83	100.0%
6441-00 · Membership - Miscellaneous Exp	69.24	0.00	69.24	100.0%
6442-00 · Public Relations/Website	3,920.50	0.00	3,920.50	100.0%
6443-00 · Membership - Bridal Faire	3,269.86	0.00	3,269.86	100.0%
6423-00 · Membership Activities - Other	13,831.25	39,345.00	-25,513.75	35.15%

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
July 2015 through May 2016

	TOTAL			
	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Total 6423-00 · Membership Activities	12,547.43	39,345.00	-26,797.57	31.89%
6437-00 · Tuesday Morning Breakfast Club	4,964.00	8,107.00	-3,143.00	61.23%
6490-00 · Classified Ads	0.00	750.00	-750.00	0.0%
6701-00 · Market Study Reports/Research	5,398.94	10,000.00	-4,601.06	53.99%
6730-00 · Marketing Cooperative/Media	985,019.83	980,111.12	4,908.71	100.5%
6740-00 · Media/Collateral/Production	0.00	7,635.00	-7,635.00	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	16,928.94	50,650.00	-33,721.06	33.42%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	11,965.38	0.00	11,965.38	100.0%
6743-02 · Shopping Destination	1,500.00	0.00	1,500.00	100.0%
6743-03 · Touch Lake Tahoe	1,050.00	0.00	1,050.00	100.0%
6743-05 · Peak Your Adventure	1,000.00	0.00	1,000.00	100.0%
6743-00 · BACC Marketing Programs - Other	35,105.00	80,000.00	-44,895.00	43.88%
Total 6743-00 · BACC Marketing Programs	50,620.38	80,000.00	-29,379.62	63.28%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	1,630.82	0.00	1,630.82	100.0%
59900 · POS Inventory Adjustments	-231.47	0.00	-231.47	100.0%
8100-00 · Cost of Goods Sold - Other	35,733.60	53,650.00	-17,916.40	66.61%
Total 8100-00 · Cost of Goods Sold	37,132.95	53,650.00	-16,517.05	69.21%
8200-00 · Associate Relations	3,619.55	4,775.00	-1,155.45	75.8%
8300-00 · Board Functions	1,773.49	4,150.00	-2,376.51	42.74%
8500-00 · Credit Card Fees	6,329.56	6,610.00	-280.44	95.76%
8700-00 · Automobile Expenses	6,288.93	9,274.00	-2,985.07	67.81%
8750-00 · Meals/Meetings	4,655.79	9,773.00	-5,117.21	47.64%
8810-00 · Dues & Subscriptions	7,338.26	12,346.00	-5,007.74	59.44%
8910-00 · Travel	4,603.25	9,288.00	-4,684.75	49.56%
8930-00 · Prior Period Adjustments	-7,233.44	0.00	-7,233.44	100.0%
Total Expense	3,220,136.05	3,500,969.12	-280,833.07	91.98%
Net Ordinary Income	224,681.41	120,390.88	104,290.53	186.63%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	43.71	0.00	43.71	100.0%
52500 · Purchase Discounts	110.02	0.00	110.02	100.0%
Total Other Income	153.73	0.00	153.73	100.0%
Other Expense				
8990-00 · Allocated	0.00	5,534.58	-5,534.58	0.0%
Total Other Expense	0.00	5,534.58	-5,534.58	0.0%
Net Other Income	153.73	-5,534.58	5,688.31	-2.78%
Net Income	224,835.14	114,856.30	109,978.84	195.75%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

11 - Marketing

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	2,061,161.34	2,122,865.00	-61,703.66	97.1%
4250-00 · Revenues-Membership Activities	5.00			
4251-00 · Revenue-Tue AM Breakfast Club	90.00			
4350-00 · Special Events (Marketing)	21,719.00	86,500.00	-64,781.00	25.1%
4600-00 · Commissions	3,482.63			
	<u>2,086,457.97</u>	<u>2,209,365.00</u>	<u>-122,907.03</u>	<u>94.4%</u>
Total Income	<u>2,086,457.97</u>	<u>2,209,365.00</u>	<u>-122,907.03</u>	<u>94.4%</u>
Gross Profit	<u>2,086,457.97</u>	<u>2,209,365.00</u>	<u>-122,907.03</u>	<u>94.4%</u>
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	16,909.84	29,683.00	-12,773.16	57.0%
5030-00 · P/R - Health Insurance Expense	23,890.61	50,123.00	-26,232.39	47.7%
5040-00 · P/R - Workmans Comp	984.74	1,408.00	-423.26	69.9%
5060-00 · 401 (k)	5,757.44	8,372.00	-2,614.56	68.8%
5065-00 · Merit	0.00	5,242.00	-5,242.00	0.0%
5070-00 · Other Benefits and Expenses	2,002.10	4,900.00	-2,897.90	40.9%
5000-00 · Salaries & Wages - Other	203,706.81	206,560.00	-2,853.19	98.6%
	<u>265,334.84</u>	<u>320,788.00</u>	<u>-55,453.16</u>	<u>82.7%</u>
Total 5000-00 · Salaries & Wages	<u>265,334.84</u>	<u>320,788.00</u>	<u>-55,453.16</u>	<u>82.7%</u>
5100-00 · Rent				
5110-00 · Utilities	1,368.02	1,925.00	-556.98	71.1%
5140-00 · Repairs & Maintenance	1,312.55	1,375.00	-62.45	95.5%
5150-00 · Office - Cleaning	1,484.00	2,772.00	-1,288.00	53.5%
5100-00 · Rent - Other	17,321.14	17,237.00	84.14	100.5%
	<u>21,485.71</u>	<u>23,309.00</u>	<u>-1,823.29</u>	<u>92.2%</u>
Total 5100-00 · Rent	<u>21,485.71</u>	<u>23,309.00</u>	<u>-1,823.29</u>	<u>92.2%</u>
5310-00 · Telephone				
5320-00 · Telephone	5,472.14			
5350-00 · Internet	289.85			
5310-00 · Telephone - Other	0.00	9,724.00	-9,724.00	0.0%
	<u>5,761.99</u>	<u>9,724.00</u>	<u>-3,962.01</u>	<u>59.3%</u>
Total 5310-00 · Telephone	<u>5,761.99</u>	<u>9,724.00</u>	<u>-3,962.01</u>	<u>59.3%</u>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	18.65			
5480-00 · Mail - Fed Ex	661.63			
5420-00 · Mail - USPS - Other	74.03	495.00	-420.97	15.0%
	<u>754.31</u>	<u>495.00</u>	<u>259.31</u>	<u>152.4%</u>
Total 5420-00 · Mail - USPS	<u>754.31</u>	<u>495.00</u>	<u>259.31</u>	<u>152.4%</u>
5510-00 · Insurance/Bonding	1,249.01	3,300.00	-2,050.99	37.8%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	3,786.98	2,000.00	1,786.98	189.3%
5520-00 · Supplies - Other	1,400.93	3,179.00	-1,778.07	44.1%
	<u>5,187.91</u>	<u>5,179.00</u>	<u>8.91</u>	<u>100.2%</u>
Total 5520-00 · Supplies	<u>5,187.91</u>	<u>5,179.00</u>	<u>8.91</u>	<u>100.2%</u>
5610-00 · Depreciation	1,593.73	1,793.00	-199.27	88.9%
5700-00 · Equipment Support & Maintenance	1,094.25	3,421.00	-2,326.75	32.0%
5710-00 · Taxes, Licenses & Fees	302.15	660.00	-357.85	45.8%
5740-00 · Equipment Rental/Leasing	1,578.94	2,420.00	-841.06	65.2%
5800-00 · Training Seminars	1,725.48	7,000.00	-5,274.52	24.6%
5900-00 · Professional Fees				
5920-00 · Professional Fees - Accountant	7,500.00	7,500.00	0.00	100.0%
	<u>7,500.00</u>	<u>7,500.00</u>	<u>0.00</u>	<u>100.0%</u>
Total 5900-00 · Professional Fees	<u>7,500.00</u>	<u>7,500.00</u>	<u>0.00</u>	<u>100.0%</u>
6020-00 · Programs				
6016-00 · Community Marketing Programs	12,923.74	0.00	12,923.74	100.0%
	<u>12,923.74</u>	<u>0.00</u>	<u>12,923.74</u>	<u>100.0%</u>
Total 6020-00 · Programs	<u>12,923.74</u>	<u>0.00</u>	<u>12,923.74</u>	<u>100.0%</u>
6023-00 · Autumn Food & Wine				

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

11 - Marketing

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
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	16,211.82	4,000.00	12,211.82	405.3%
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	38,569.07			
Total 6420-00 · Sponsorship	453,090.53	459,000.00	-5,909.47	98.7%
6701-00 · Market Study Reports/Research	5,398.94	10,000.00	-4,601.06	54.0%
6730-00 · Marketing Cooperative/Media	881,354.83	880,111.12	1,243.71	100.1%
6742-00 · Non-NLT Co-Op Marketing Program	15,029.18	49,000.00	-33,970.82	30.7%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	11,985.38			
6743-02 · Shopping Destination	1,500.00			
6743-03 · Touch Lake Tahoe	1,050.00			
6743-05 · Peak Your Adventure	1,000.00			
6743-00 · BACC Marketing Programs - Other	35,105.00	80,000.00	-44,895.00	43.9%
Total 6743-00 · BACC Marketing Programs	50,640.38	80,000.00	-29,359.62	63.3%
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	2,200.00	-859.10	61.0%
8750-00 · Meals/Meetings	1,971.98	5,390.00	-3,418.02	36.6%
8810-00 · Dues & Subscriptions	3,340.65	2,500.00	840.65	133.6%
8910-00 · Travel	1,170.15	5,338.00	-4,167.85	21.9%
8930-00 · Prior Period Adjustments	4,169.85			
Total Expense	1,775,698.48	1,879,728.12	-104,029.64	94.5%
Net Ordinary Income	310,759.49	329,636.88	-18,877.39	94.3%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	203,589.52	199,734.00	3,855.52	101.9%
Total Other Expense	203,589.52	199,734.00	3,855.52	101.9%
Net Other Income	-203,589.52	-199,734.00	-3,855.52	101.9%
Net Income	107,169.97	129,902.88	-22,732.91	82.5%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

30 - Conference

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	305,927.34	305,800.00	127.34	100.0%
4200-00 · Membership Ann/Conf Dues	4,800.00	7,050.00	-2,250.00	68.1%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	14,432.44			
4600-00 · Commissions - Other	152,622.11	101,675.00	50,947.11	150.1%
Total 4600-00 · Commissions	167,054.55	101,675.00	65,379.55	164.3%
Total Income	477,781.89	414,525.00	63,256.89	115.3%
Gross Profit	477,781.89	414,525.00	63,256.89	115.3%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	20,890.97	19,554.00	1,336.97	106.8%
5020-00 · P/R - Tax Expense	15,003.68	18,646.00	-3,642.32	80.5%
5030-00 · P/R - Health Insurance Expense	12,334.69	30,675.00	-18,340.31	40.2%
5040-00 · P/R - Workmans Comp	984.74	1,408.00	-423.26	69.9%
5060-00 · 401 (k)	7,377.56	6,740.00	637.56	109.5%
5065-00 · Merit	0.00	4,277.00	-4,277.00	0.0%
5070-00 · Other Benefits and Expenses	435.84	4,625.00	-4,189.16	9.4%
5000-00 · Salaries & Wages - Other	160,302.56	163,424.00	-3,121.44	98.1%
Total 5000-00 · Salaries & Wages	217,330.04	249,349.00	-32,018.96	87.2%
5100-00 · Rent				
5110-00 · Utilities	689.29	968.00	-278.71	71.2%
5140-00 · Repairs & Maintenance	681.92	715.00	-33.08	95.4%
5150-00 · Office - Cleaning	745.50	1,386.00	-640.50	53.8%
5100-00 · Rent - Other	8,660.90	8,624.00	36.90	100.4%
Total 5100-00 · Rent	10,777.61	11,693.00	-915.39	92.2%
5310-00 · Telephone				
5320-00 · Telephone	2,582.45	2,816.00	-233.55	91.7%
Total 5310-00 · Telephone	2,582.45	2,816.00	-233.55	91.7%
5420-00 · Mail - USPS	114.37	605.00	-490.63	18.9%
5510-00 · Insurance/Bonding	1,249.01	2,530.00	-1,280.99	49.4%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	94.99			
5520-00 · Supplies - Other	409.79	935.00	-525.21	43.8%
Total 5520-00 · Supplies	504.78	935.00	-430.22	54.0%
5610-00 · Depreciation	828.67	935.00	-106.33	88.6%
5700-00 · Equipment Support & Maintenance	522.17	1,518.00	-995.83	34.4%
5710-00 · Taxes, Licenses & Fees	136.32	275.00	-138.68	49.6%
5740-00 · Equipment Rental/Leasing	1,496.76	2,068.00	-571.24	72.4%
6730-00 · Marketing Cooperative/Media	103,650.00	100,000.00	3,650.00	103.7%
8200-00 · Associate Relations	141.78	425.00	-283.22	33.4%
8500-00 · Credit Card Fees	94.22			
8700-00 · Automobile Expenses	115.57	990.00	-874.43	11.7%
8750-00 · Meals/Meetings	0.00	385.00	-385.00	0.0%
8810-00 · Dues & Subscriptions	0.00	955.00	-955.00	0.0%
8930-00 · Prior Period Adjustments	-4,699.23			
Total Expense	334,844.52	375,479.00	-40,634.48	89.2%
Net Ordinary Income	142,937.37	39,046.00	103,891.37	366.1%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	46,655.92	45,773.00	882.92	101.9%
Total Other Expense	46,655.92	45,773.00	882.92	101.9%

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Accrual Basis

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

	<u>Jul '15 - May 16</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Net Other Income	<u>-46,655.92</u>	<u>-45,773.00</u>	<u>-882.92</u>	<u>101.9%</u>
Net Income	<u>96,281.45</u>	<u>-6,727.00</u>	<u>103,008.45</u>	<u>-1,431.3%</u>

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

41 - Transportation

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	184,150.37	199,064.00	-14,913.63	92.5%
Total Income	184,150.37	199,064.00	-14,913.63	92.5%
Gross Profit	184,150.37	199,064.00	-14,913.63	92.5%
Expense				
5000-00 · Salaries & Wages	5,584.16	5,794.00	-209.84	96.4%
5020-00 · P/R - Tax Expense	3,349.81	6,221.00	-2,871.19	53.8%
5030-00 · P/R - Health Insurance Expense	1,094.17	1,562.00	-467.83	70.0%
5040-00 · P/R - Workmans Comp	2,525.12	3,381.00	-855.88	74.7%
5060-00 · 401 (k)	0.00	2,790.00	-2,790.00	0.0%
5065-00 · Merit	159.32	1,440.00	-1,280.68	11.1%
5070-00 · Other Benefits and Expenses	66,319.82	71,126.00	-4,806.18	93.2%
5000-00 · Salaries & Wages - Other	79,032.40	92,314.00	-13,281.60	85.6%
Total 5000-00 · Salaries & Wages	79,032.40	92,314.00	-13,281.60	85.6%
5100-00 · Rent	470.25	1,375.00	-904.75	34.2%
5110-00 · Utilities	421.15	418.00	3.15	100.8%
5140-00 · Repairs & Maintenance	523.50	550.00	-26.50	95.2%
5150-00 · Office - Cleaning	6,173.28	6,416.00	-242.72	96.2%
5100-00 · Rent - Other	7,588.18	8,759.00	-1,170.82	86.6%
Total 5100-00 · Rent	7,588.18	8,759.00	-1,170.82	86.6%
5310-00 · Telephone	1,943.04	2,475.00	-531.96	78.5%
5320-00 · Telephone	1,943.04	2,475.00	-531.96	78.5%
Total 5310-00 · Telephone	1,943.04	2,475.00	-531.96	78.5%
5420-00 · Mail - USPS	46.92	0.00	46.92	100.0%
5510-00 · Insurance/Bonding	197.20	616.00	-418.80	32.0%
5520-00 · Supplies	348.79	825.00	-476.21	42.3%
5610-00 · Depreciation	509.93	572.00	-62.07	89.1%
5700-00 · Equipment Support & Maintenance	334.32	440.00	-105.68	76.0%
5710-00 · Taxes, Licenses & Fees	83.89	60.00	23.89	139.8%
5740-00 · Equipment Rental/Leasing	1,325.82	1,210.00	115.82	109.6%
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	26,652.40	47,000.00	-20,347.60	56.7%
5948-00 · Transportation Projects	26,150.00			
5953-00 · Summer Traffic Management (S-2)	26,150.00			
Total 5948-00 · Transportation Projects	26,150.00			
6420-00 · Sponsorship	100.00			
8200-00 · Associate Relations	120.69	400.00	-279.31	30.2%
8500-00 · Credit Card Fees	22.50			
8700-00 · Automobile Expenses	1,328.07	1,100.00	228.07	120.7%
8750-00 · Meals/Meetings	1,033.02	375.00	658.02	275.5%
8810-00 · Dues & Subscriptions	0.00	90.00	-90.00	0.0%
8930-00 · Prior Period Adjustments	-2,035.00			
Total Expense	144,782.17	161,186.00	-16,403.83	89.8%
Net Ordinary Income	39,368.20	37,878.00	1,490.20	103.9%
Other Income/Expense				
Other Expense	46,655.92	41,612.00	5,043.92	112.1%
8990-00 · Allocated	46,655.92	41,612.00	5,043.92	112.1%
Total Other Expense	46,655.92	41,612.00	5,043.92	112.1%
Net Other Income	-46,655.92	-41,612.00	-5,043.92	112.1%

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
41 - Transportation

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Net Income	-7,287.72	-3,734.00	-3,553.72	195.2%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

42 - VIC

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	268,624.30	268,510.00	114.30	100.0%
4250-00 · Revenues-Membership Activities	80.00			
4251-00 · Revenue-Tue AM Breakfast Club	15.00			
4502-00 · Non-retail VIC income	3,406.25	10,007.00	-6,600.75	34.0%
46000 · Merchandise Sales	64,733.91	95,672.00	-30,938.09	67.7%
Total Income	336,859.46	374,189.00	-37,329.54	90.0%
Cost of Goods Sold				
52900 · Purchases - Resale Items	60.00			
Total COGS	60.00			
Gross Profit	336,799.46	374,189.00	-37,389.54	90.0%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	12,140.27	11,168.00	972.27	108.7%
5030-00 · P/R - Health Insurance Expense	17,243.92	21,191.00	-3,947.08	81.4%
5040-00 · P/R - Workmans Comp	2,078.84	2,959.00	-880.16	70.3%
5060-00 · 401 (k)	4,488.18	5,084.00	-595.82	88.3%
5065-00 · Merit	0.00	3,228.00	-3,228.00	0.0%
5070-00 · Other Benefits and Expenses	485.84	2,996.00	-2,510.16	16.2%
5000-00 · Salaries & Wages - Other	131,601.30	128,689.00	2,912.30	102.3%
Total 5000-00 · Salaries & Wages	168,038.35	175,315.00	-7,276.65	95.8%
5100-00 · Rent				
5110-00 · Utilities	5,371.52	6,875.00	-1,503.48	78.1%
5140-00 · Repairs & Maintenance	775.40	1,745.00	-969.60	44.4%
5150-00 · Office - Cleaning	1,191.00			
5100-00 · Rent - Other	61,857.46	61,578.00	279.46	100.5%
Total 5100-00 · Rent	69,195.38	70,198.00	-1,002.62	98.6%
5310-00 · Telephone				
5320-00 · Telephone	2,845.64			
5310-00 · Telephone - Other	0.00	5,720.00	-5,720.00	0.0%
Total 5310-00 · Telephone	2,845.64	5,720.00	-2,874.36	49.7%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	122.11			
5420-00 · Mail - USPS - Other	161.24	1,045.00	-883.76	15.4%
Total 5420-00 · Mail - USPS	283.35	1,045.00	-761.65	27.1%
5510-00 · Insurance/Bonding	1,643.48	3,168.00	-1,524.52	51.9%
5520-00 · Supplies	1,922.39	5,147.00	-3,224.61	37.3%
5530-00 · Visitor Communications - Other	0.00	460.00	-460.00	0.0%
5610-00 · Depreciation	828.67	935.00	-106.33	88.6%
5700-00 · Equipment Support & Maintenance	1,517.67	1,925.00	-407.33	78.8%
5710-00 · Taxes, Licenses & Fees	186.31	1,023.00	-836.69	18.2%
5740-00 · Equipment Rental/Leasing	5,153.08	5,434.00	-280.92	94.8%
5800-00 · Training Seminars	0.00	1,400.00	-1,400.00	0.0%
6740-00 · Media/Collateral/Production	0.00	7,635.00	-7,635.00	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	1,899.76	1,650.00	249.76	115.1%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	1,612.86			
59900 · POS Inventory Adjustments	-231.47			
8100-00 · Cost of Goods Sold - Other	35,733.60	53,650.00	-17,916.40	66.6%
Total 8100-00 · Cost of Goods Sold	37,114.99	53,650.00	-16,535.01	69.2%
8200-00 · Associate Relations	188.44	500.00	-311.56	37.7%
8500-00 · Credit Card Fees	1,702.33	3,300.00	-1,597.67	51.6%
8700-00 · Automobile Expenses	681.83	2,400.00	-1,718.17	28.4%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

42 - VIC

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
8750-00 · Meals/Meetings	85.69	660.00	-574.31	13.0%
8810-00 · Dues & Subscriptions	539.91			
8910-00 · Travel	20.00	550.00	-530.00	3.6%
8930-00 · Prior Period Adjustments	-302.76			
Total Expense	293,544.51	342,115.00	-48,570.49	85.8%
Net Ordinary Income	43,254.95	32,074.00	11,180.95	134.9%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	110.02			
Total Other Income	110.02			
Other Expense				
8990-00 · Allocated	42,414.47	41,612.00	802.47	101.9%
Total Other Expense	42,414.47	41,612.00	802.47	101.9%
Net Other Income	-42,304.45	-41,612.00	-692.45	101.7%
Net Income	950.50	-9,538.00	10,488.50	-10.0%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

50 - Infrastructure

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	205,071.65	212,699.00	-7,627.35	96.4%
Total Income	205,071.65	212,699.00	-7,627.35	96.4%
Gross Profit	205,071.65	212,699.00	-7,627.35	96.4%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	5,584.16	5,794.00	-209.84	96.4%
5030-00 · P/R - Health Insurance Expense	3,349.82	6,221.00	-2,871.18	53.8%
5040-00 · P/R - Workmans Comp	1,094.17	1,562.00	-467.83	70.0%
5060-00 · 401 (k)	2,525.12	3,367.00	-841.88	75.0%
5065-00 · Merit	0.00	2,790.00	-2,790.00	0.0%
5070-00 · Other Benefits and Expenses	159.24	1,659.00	-1,499.76	9.6%
5000-00 · Salaries & Wages - Other	66,319.82	71,126.00	-4,806.18	93.2%
Total 5000-00 · Salaries & Wages	79,032.33	92,519.00	-13,486.67	85.4%
5100-00 · Rent				
5110-00 · Utilities	470.25	1,375.00	-904.75	34.2%
5140-00 · Repairs & Maintenance	421.15	440.00	-18.85	95.7%
5150-00 · Office - Cleaning	523.50	990.00	-466.50	52.9%
5100-00 · Rent - Other	6,173.28	6,116.00	57.28	100.9%
Total 5100-00 · Rent	7,588.18	8,921.00	-1,332.82	85.1%
5310-00 · Telephone				
5320-00 · Telephone	1,943.07	2,200.00	-256.93	88.3%
Total 5310-00 · Telephone	1,943.07	2,200.00	-256.93	88.3%
5420-00 · Mail - USPS	61.92	50.00	11.92	123.8%
5510-00 · Insurance/Bonding	197.20	550.00	-352.80	35.9%
5520-00 · Supplies	228.07	869.00	-640.93	26.2%
5610-00 · Depreciation	509.93	572.00	-62.07	89.1%
5700-00 · Equipment Support & Maintenance	334.32	605.00	-270.68	55.3%
5710-00 · Taxes, Licenses & Fees	83.89	343.00	-259.11	24.5%
5740-00 · Equipment Rental/Leasing	1,325.82	1,506.00	-180.18	88.0%
5810-00 · Public Outreach	0.00	1,000.00	-1,000.00	0.0%
5900-00 · Professional Fees				
5920-00 · Professional Fees - Accountant	7,500.00	7,500.00	0.00	100.0%
Total 5900-00 · Professional Fees	7,500.00	7,500.00	0.00	100.0%
5941-00 · Research & Planning	28,536.10	48,000.00	-19,463.90	59.5%
8200-00 · Associate Relations	120.68	350.00	-229.32	34.5%
8500-00 · Credit Card Fees	22.50			
8700-00 · Automobile Expenses	1,328.94	1,265.00	63.94	105.1%
8750-00 · Meals/Meetings	191.24	638.00	-446.76	30.0%
8930-00 · Prior Period Adjustments	-2,035.00			
Total Expense	126,969.19	166,888.00	-39,918.81	76.1%
Net Ordinary Income	78,102.46	45,811.00	32,291.46	170.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	46,655.92	49,934.00	-3,278.08	93.4%
Total Other Expense	46,655.92	49,934.00	-3,278.08	93.4%
Net Other Income	-46,655.92	-49,934.00	3,278.08	93.4%
Net Income	31,446.54	-4,123.00	35,569.54	-762.7%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

60 - Membership

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4200-00 · Membership Ann/Conf Dues	82,913.36	123,750.00	-40,836.64	67.0%
4201-00 · New Member Fees	1,745.00	4,818.00	-3,073.00	36.2%
4250-00 · Revenues-Membership Activities	59,442.76	68,050.00	-8,607.24	87.4%
4251-00 · Revenue-Tue AM Breakfast Club	9,160.00	8,800.00	360.00	104.1%
4252-00 · Revenue - Sponsorships	500.00	6,100.00	-5,600.00	8.2%
4502-00 · Non-retail VIC income	375.00			
4720-00 · Miscellaneous	420.00			
Total Income	154,556.12	211,518.00	-56,961.88	73.1%
Gross Profit	154,556.12	211,518.00	-56,961.88	73.1%
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	6,374.01	4,485.00	1,889.01	142.1%
5030-00 · P/R - Health Insurance Expense	12,079.54	11,319.00	760.54	106.7%
5040-00 · P/R - Workmans Comp	984.74	1,408.00	-423.26	69.9%
5060-00 · 401 (k)	509.42	688.00	-178.58	74.0%
5065-00 · Merit	0.00	4,444.00	-4,444.00	0.0%
5070-00 · Other Benefits and Expenses	957.72	1,894.00	-936.28	50.6%
5000-00 · Salaries & Wages - Other	68,745.14	66,908.00	1,837.14	102.7%
Total 5000-00 · Salaries & Wages	77,567.27	76,646.00	921.27	101.2%
5100-00 · Rent				
5110-00 · Utilities	478.15	693.00	-214.85	69.0%
5140-00 · Repairs & Maintenance	421.15	440.00	-18.85	95.7%
5150-00 · Office - Cleaning	523.50	990.00	-466.50	52.9%
5100-00 · Rent - Other	6,185.75	6,160.00	25.75	100.4%
Total 5100-00 · Rent	7,608.55	8,283.00	-674.45	91.9%
5310-00 · Telephone				
5320-00 · Telephone	2,857.52			
5310-00 · Telephone - Other	0.00	2,475.00	-2,475.00	0.0%
Total 5310-00 · Telephone	2,857.52	2,475.00	382.52	115.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	215.00			
5420-00 · Mail - USPS - Other	298.11	726.00	-427.89	41.1%
Total 5420-00 · Mail - USPS	513.11	726.00	-212.89	70.7%
5510-00 · Insurance/Bonding	591.64	1,276.00	-684.36	46.4%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	85.30			
5520-00 · Supplies - Other	1,208.85	1,217.00	-8.15	99.3%
Total 5520-00 · Supplies	1,294.15	1,217.00	77.15	106.3%
5530-00 · Visitor Communications - Other	35.44			
5610-00 · Depreciation	509.93	572.00	-62.07	89.1%
5700-00 · Equipment Support & Maintenance	373.27	517.00	-143.73	72.2%
5710-00 · Taxes, Licenses & Fees	83.89	660.00	-576.11	12.7%
5740-00 · Equipment Rental/Leasing	2,875.27	3,641.00	-765.73	79.0%
5800-00 · Training Seminars	2,141.20	3,000.00	-858.80	71.4%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	2,857.56			
6434-00 · Community Awards Dinner	-11,465.81			
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 · Membership - Miscellaneous Exp	69.24			
6442-00 · Public Relations/Website	3,920.50			
6443-00 · Membership - Bridal Faire	3,269.86			
6423-00 · Membership Activities - Other	13,831.25	39,345.00	-25,513.75	35.2%

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Accrual Basis

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

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Total 6423-00 · Membership Activities	12,547.43	39,345.00	-26,797.57	31.9%
6437-00 · Tuesday Morning Breakfast Club	4,964.00	8,107.00	-3,143.00	61.2%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	-20.00			
Total 6743-00 · BACC Marketing Programs	-20.00			
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	17.96			
Total 8100-00 · Cost of Goods Sold	17.96			
8200-00 · Associate Relations	462.38	450.00	12.38	102.8%
8500-00 · Credit Card Fees	1,720.66	3,310.00	-1,589.34	52.0%
8700-00 · Automobile Expenses	513.61	869.00	-355.39	59.1%
8750-00 · Meals/Meetings	237.64	1,375.00	-1,137.36	17.3%
8810-00 · Dues & Subscriptions	2,085.88	6,996.00	-4,910.12	29.8%
8910-00 · Travel	1,107.58			
8930-00 · Prior Period Adjustments	20.33			
Total Expense	120,108.71	159,465.00	-39,356.29	75.3%
Net Ordinary Income	34,447.41	52,053.00	-17,605.59	66.2%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	38,173.01	37,451.00	722.01	101.9%
Total Other Expense	38,173.01	37,451.00	722.01	101.9%
Net Other Income	-38,173.01	-37,451.00	-722.01	101.9%
Net Income	-3,725.60	14,602.00	-18,327.60	-25.5%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

70 - Administration

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	16,503.57	18,013.00	-1,509.43	91.6%
5030-00 · P/R - Health Insurance Expense	24,551.57	33,062.00	-8,510.43	74.3%
5040-00 · P/R - Workmans Comp	3,719.95	22,000.00	-18,280.05	16.9%
5060-00 · 401 (k)	6,824.34	9,159.00	-2,334.66	74.5%
5065-00 · Merit	0.00	5,841.00	-5,841.00	0.0%
5070-00 · Other Benefits and Expenses	861.27	4,400.00	-3,538.73	19.6%
5000-00 · Salaries & Wages - Other	225,838.67	232,149.00	-6,310.33	97.3%
Total 5000-00 · Salaries & Wages	278,299.37	324,624.00	-46,324.63	85.7%
5100-00 · Rent				
5110-00 · Utilities	1,619.35	2,225.00	-605.65	72.8%
5140-00 · Repairs & Maintenance	1,340.41	2,275.00	-934.59	58.9%
5150-00 · Office - Cleaning	1,484.00	2,772.00	-1,288.00	53.5%
5100-00 · Rent - Other	19,856.20	19,992.00	-135.80	99.3%
Total 5100-00 · Rent	24,299.96	27,264.00	-2,964.04	89.1%
5310-00 · Telephone				
5320-00 · Telephone	8,100.79	7,876.00	224.79	102.9%
5310-00 · Telephone - Other	171.27	0.00	171.27	100.0%
Total 5310-00 · Telephone	8,272.06	7,876.00	396.06	105.0%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	271.65			
5420-00 · Mail - USPS - Other	157.22	968.00	-810.78	16.2%
Total 5420-00 · Mail - USPS	428.87	968.00	-539.13	44.3%
5510-00 · Insurance/Bonding	1,446.24	3,014.00	-1,567.76	48.0%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	120.00			
5520-00 · Supplies - Other	5,777.45	5,500.00	277.45	105.0%
Total 5520-00 · Supplies	5,897.45	5,500.00	397.45	107.2%
5610-00 · Depreciation	1,593.73	1,793.00	-199.27	88.9%
5700-00 · Equipment Support & Maintenance	2,803.59	3,421.00	-617.41	82.0%
5710-00 · Taxes, Licenses & Fees	7,651.53	3,058.00	4,593.53	250.2%
5740-00 · Equipment Rental/Leasing	1,876.08	2,805.00	-928.92	66.9%
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	77,908.34	0.00	77,908.34	100.0%
5900-00 · Professional Fees - Other	312.50	21,000.00	-20,687.50	1.5%
Total 5900-00 · Professional Fees	81,400.84	21,000.00	60,400.84	387.6%
6490-00 · Classified Ads	0.00	750.00	-750.00	0.0%
6730-00 · Marketing Cooperative/Media	15.00			
8200-00 · Associate Relations	2,210.97	2,050.00	160.97	107.9%
8300-00 · Board Functions	1,773.49	4,150.00	-2,376.51	42.7%
8500-00 · Credit Card Fees	2,677.35			
8700-00 · Automobile Expenses	980.01	450.00	530.01	217.8%
8750-00 · Meals/Meetings	1,136.22	950.00	186.22	119.6%
8810-00 · Dues & Subscriptions	1,371.82	1,805.00	-433.18	76.0%
8910-00 · Travel	2,305.52	3,400.00	-1,094.48	67.8%
8930-00 · Prior Period Adjustments	-2,351.63			
Total Expense	424,188.47	416,108.00	8,080.47	101.9%
Net Ordinary Income	-424,188.47	-416,108.00	-8,080.47	101.9%
Other Income/Expense				
Other Income				

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

70 - Administration

	Jul '15 - May 16	Budget	\$ Over Budget	% of Budget
4700-00 · Revenues- Interest & Investment	43.71			
Total Other Income	43.71			
Other Expense				
8990-00 · Allocated	-424,144.76	-410,581.42	-13,563.34	103.3%
Total Other Expense	-424,144.76	-410,581.42	-13,563.34	103.3%
Net Other Income	424,188.47	410,581.42	13,607.05	103.3%
Net Income	0.00	-5,526.58	5,526.58	0.0%