



NLTRA Board of Directors Agenda and Meeting Packet PART TWO

Reports/Back up Documents-Meeting Packet Part Two

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

- 1. Destimetrics Report (Page 1)**
- 2. Membership Accounts Receivable Report, September 2017 (Page 2)**
- 3. Membership Staff Report (Page 3)**
- 4. Membership Upcoming Events/Programs (Page 4)**
- 5. Conference Revenue Statistics Report (Page 5)**
- 7. Monthly Summary of Transportation Meeting Outcomes (Page 9)**
- 1. Finance Committee Reports, (Draft) September, 2017 (Page 11)**
- 2. WinterWondergrass Survey Results (Page 49)**
- 3. Tough Mudder 2016 Event Recap (Page 99)**
- 4. Spartan 2017 Event Recap (Page 110)**

Executive Summary

Data based on a sample of up to 9 properties in the North Lake Tahoe destination, representing up to 1280 Units ('DestiMetrics Census**') and 39.63% of 3229 total units in the North Lake Tahoe destination ('Destination Census**')

Last Month Performance: Current YTD vs. Previous YTD		2017/18	2016/17	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Sep) changed by (-10.8%)	Occupancy (Sep) :	48.7%	54.6%	-10.8%
North Lake Tahoe ADR for last month (Sep) changed by (10.4%)	ADR (Sep) :	\$ 288	\$ 261	10.4%
North Lake Tahoe RevPAR for last month (Sep) changed by (-1.5%)	RevPAR (Sep) :	\$ 140	\$ 143	-1.5%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Oct) changed by (3.5%)	Occupancy (Oct) :	29.5%	28.5%	3.5%
North Lake Tahoe ADR for next month (Oct) changed by (1.6%)	ADR (Oct) :	\$ 217	\$ 214	1.6%
North Lake Tahoe RevPAR for next month (Oct) changed by (5.2%)	RevPAR (Oct) :	\$ 64	\$ 61	5.2%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (3.1%)	Occupancy	55.1%	53.4%	3.1%
North Lake Tahoe ADR for the past 6 months changed by (5.4%)	ADR	\$ 306	\$ 291	5.4%
North Lake Tahoe RevPAR for the past 6 months changed by (8.6%)	RevPAR	\$ 169	\$ 155	8.6%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (3.9%)	Occupancy	16.6%	15.9%	3.9%
North Lake Tahoe ADR for the future 6 months changed by (9.1%)	ADR	\$ 310	\$ 284	9.1%
North Lake Tahoe RevPAR for the future 6 months changed by (13.3%)	RevPAR	\$ 51	\$ 45	13.3%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Sep 30, 2017 vs. Previous Year				
Rooms Booked during last month (Sep,17) compared to Rooms Booked during the same period last year (Sep,16) for all arrival dates has changed by (34.6%)	Booking Pace (Sep)	5.8%	4.3%	34.6%

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

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

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Accounts Receivable Summary

Invoices With Apply Dates Through September 30, 2017

Aged as of Saturday, September 30, 2017

<u>Revenue Item</u> (Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities	0.00	0.00	0.00	0.00	0.00	510.00	510.00
Dues	145.00	680.00	775.00	0.00	2,185.00	4,755.00	8,540.00
Email Blast	0.00	225.00	0.00	0.00	75.00	0.00	300.00
Shop Local	0.00	100.00	0.00	0.00	0.00	0.00	100.00
Total Open Invoices	145.00	1,005.00	775.00	0.00	2,260.00	5,265.00	9,450.00

Unapplied Payments With Payment Dates Prior to and Including 09/30/2017

Pre-Payments: Payments Made Prior to 09/30/2017 on Invoices With Apply Dates After 09/30/2017

Total Pre-Payments

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

9,450.00

Staff Report

Agenda Item: G-3
Report: *Membership Staff Report*

Accounts Receivable Collections Made: AR with Dates Through September 30:

91-121+

\$5265	Total
\$280	Received
\$3100	Committed to Payment
\$1885	Write-off
\$	Still Working to reach

New Members September New Members:

- 4 New Members by September 30

Membership Annual Luncheon The Annual Chamber Luncheon was very successful, with an overwhelming positive feedback from attendees, staff and sponsors. Key successes were that the NLTRA increased awareness and attention to its successes and a clearer understanding of what each department does, overwhelming interest in the luncheon topic and overall positive feedback on the logistics of the event (food, location, run of show, etc.)

- 93 Attendees
- Estimated Net Revenue: \$889
 - *Pending 1 outstanding invoice that we unsure of the amount*

Upcoming Events	Free Business Seminar: De-	November 14	
	mystifying Budgeting	8:00 – 9:30am	North Tahoe Events Center
	Shop Local Holiday Campaign	November 24 <i>through</i>	
		December 24	North Lake Tahoe
	Shop Local Holiday Event	November 29	Granlibakken

FREE Small Business Seminar

De-mystify Budgeting

Date

November 14, 2017

Time

8:00 - 9:30am

Where

North Tahoe

Event Center

8318 North Lake Blvd

Kings Beach, CA

Seminar Details

Does budgeting for your business feel like a dreaded chore or a mountain too high to even attempt?

This small business budgeting seminar will equip you with some tactics on how to get started on your budgeting process, which aspects to focus on, and how to avoid some common pitfalls. Learn which audiences you should think about (hint: you come first!), what terminology they use, and why they are interested in your projections.

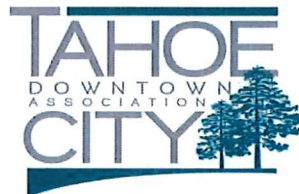
The seminar will be taught by Christina Borsum, the co-founder of Summit Co-Lab, the California-wide impact consultancy. Christina offers over 15 years of experience in Financial Planning & Analysis and contributes her financial and risk management acumen to drive sustainable economic development for small businesses and impact-minded investors.

The seminar is brought to you by NTBA, NLTRA, and Tahoe City Downtown Association. It is free for Association/NLT Chamber members, however optional coffee and pastries are \$5/person. Pre-registration is required for coffee/pastries. Space is limited, so sign up today. For more information, please contact NTBA staff at (530) 546- 9000.

[Click here to register online](#)

Register Online BudgetSeminarNov14.EventBrite.com

Sponsored by



Special thanks to Sierra Business Council

Monthly Report September 2017
CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 17/18</u>	<u>FY 16/17</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/17:	\$1,549,160	\$2,391,757	-35%
Forecasted Commission for this Revenue:	\$47,856	\$83,557	-43%
Number of Room Nights:	8261	12157	-32%
Number of Delegates:	3002	16013	-81%
Annual Revenue Goal:	\$2,500,000	\$3,000,000	-17%
Annual Commission Goal:	\$70,000	\$135,000	-48%

<u>Monthly Detail/Activity</u>	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	5	3	
Revenue Booked:	\$45,964	\$113,630	-60%
Projected Commission:	\$2,568	\$2,245	14%
Room Nights:	307	962	-68%
Number of Delegates:	139	987	-86%
	3 Corp, 1 Smf,	1 Corp, 1	
Booked Group Types:	1 Film Crew	Assoc, 1 Smf	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>September-17</u>	<u>* Est.</u>	<u>September-16</u>	
Number of Groups:	6		10	
Revenue Arrived:	\$175,816		\$788,598	-78%
Projected Commission:	\$4,434		\$6,209	-29%
Room Nights:	957		4148	-77%
Number of Delegates:	388		1757	-78%
	3 Corp, 1			
	Assoc, 1 Smf, 1		4 Corp, 3	
Arrived Group Types:	Film Crew		Assoc., 3 Smf	

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

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

Arrived Group Types:	2 Corp, 1 Assoc, 1 Non- profit	4 Corp, 1 Assoc, 1 Film Crew
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Monthly Detail/Activity

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

Arrived in the month

	<u>July-17</u>	<u>July-16</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$294,470	\$712,929	-59%
Projected Commission:	\$13,840	\$39,282	
Room Nights:	1299	3175	-59%
Number of Delegates:	645	1551	-58%
Arrived Group Types:	4 Corp.	2 Assoc, 1 Govt, 1 Corp and 1 Seminar	

	<u>Current Numbers</u>	<u>Goals</u>
For 2018/19:	\$601,837	\$750,000
For 2019/20:	\$208,595	\$250,000

NUMBER OF LEADS Generated as of 9/30/17:	71
YTD 9/30/16:	65
YTD 9/30/15:	35

Total Number of Leads Generated in Previous Years:

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

Monthly Report September 2017

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>17/18</u>	<u>16/17</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/17:	\$192,069	\$294,943	-35%
Forecasted Commission for this Revenue:	\$20,929	\$11,051	89%
Number of Room Nights:	1211	2417	-50%
Number of Delegates:	305	1220	-75%
Annual Commission Projection:	\$10,000	\$15,000	-33%

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

<u>Arrived in the month</u>	<u>September-17</u>	* Est.	<u>September-16</u>
Number of Groups:	1		2
Revenue Arrived:	\$33,892		\$47,420
Projected Commission:	\$0		\$2,263
Room Nights:	136		416
Number of Delegates:	70		160
Booked Group Types:	1 Assoc.		1 Corp., 1 Smf

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

<u>Arrived in the month</u>	<u>August-17</u>	<u>August-16</u>
Number of Groups:	1	0
Revenue Arrived:	\$32,350	\$0
Projected Commission:	\$1,617	\$0
Room Nights:	82	0
Number of Delegates:	20	0
Booked Group Types:	1 Corp.	0

<u>Monthly Detail/Activity</u>	<u>July-17</u>	<u>July-16</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$26,320

Projected Commission:	\$0	\$3,948
Room Nights:	0	244
Number of Delegates:	0	529
Booked Group Types:		2 Corp.

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

NUMBER OF LEADS Generated as of 9/30/17: 71

Total Number of Leads Generated in Previous Years:

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



November 1, 2017

Subject: Monthly Summary of Transportation Meetings Outcomes, Issues, and Action Steps for September 2017

From: Ron Treabess, Director of Community Partnerships and Planning

September 7, 2017, Truckee-North Tahoe Transportation Management Association

- The meeting was called to order at 8:09 am at Granlibakken and a quorum was established.
- The Board approved the appointment of Mike Woodman to fill the rotating RTPA Board member seat as designated by the NCTC for a two-year term on the TMA Board.
- Presentation of Tahoe Transportation District/Placer County Project Updates—Russ Nygaard/TTD and Peter Kraatz/Placer DPWF.
 - Hwy 89/Fanny Bridge—described agencies involved, lead agency Central Federal Lands, showed site maps, and much detailed information provided. Weekly updates on the project can be found at fannybridge.org.
 - Dollar Creek Bike Trail—2 ¼ mile Class 1 trail under construction on Placer County and CTC land that should be completed next spring. Eventually the trail will connect top of Dollar Hill to Tahoe Vista Regional Park.
 - Meeks Bay Bike Trail—showed the alignment of the new trail from Sugar Pine Point to Meeks Bay Resort. The entire trail should be complete during next summer's construction season.
- Reports Included:
 - North Lake Tahoe Express—northlaketahoeexpress.com has been updated and is now live. Jaime has been working with airport staff in launching the new site. Subsidy was paid in July, but was not over budget. Passenger counts were down slightly.
 - TART—Ridership overall has increased 14%, many days without full service caused by staffing issues, drop in night ridership but still considered successful. Still challenges of finding drivers. 11 are still needed for winter service.
 - Town of Truckee Transit Division—ridership was up 7.3% for Dial-a-Ride and fixed route service. Truckee Thursdays Shuttle passenger count is up 28% over last year.
 - Planning and Consulting—Teshara gave updates on various projects of other agencies including Linking Tahoe Plan, Short Range Transportation Plan, Truckee River

Recreational Access planning, and TRPA's major hazardous tree removal plan for state highways. Kraatz added that The PC Board has taken action to address hazards along County roads.

- Executive Director—Working to get Fall transit schedules compiled and distributed which focus on new year-round night service. Now work will begin on the winter schedule and the new transit website.

September 8, 2017, Tahoe Transportation District

- The meeting was called to order at 9:47 am at the North Tahoe Event Center, and a quorum was established.
- Board adopted the *Linking Tahoe Corridor Connectivity Plan* to be used as a TTD implementation approach to achieving transit and transportation system improvements was related to Tahoe Region. The Plan will be posted on the NLTRA website.
- Board recommended adoption by the TRPA Governing Board of the resolution to grant TART, TTD, and other transit operators up to five years to meet an updated Transportation Development Act farebox recovery ratio of 15 percent.
- The Board held a Public Hearing to receive public comment on the Draft Short Range Transit Plan. The Plan will come back to the Board after the public Comment period has closed.
- Board recommended adoption of the Supporting Resolution regarding F.Y. 16/17 Proposition 1B California Transit Security Grant Program.
- Discussed F.Y. 18 NDOT Work Program and the 2018-2021 Statewide Transportation Improvement Program.
- Approved purchase of Diesel Trolley for Transit Operations including partial Emerald Bay

September 27, 2017, Placer County Transportation Planning Agency

- The meeting was called to order at 9:00 am and a quorum was established.
- Board approved Master Agreement and Letter of Task Agreement for Fixed Route Transit Operator Short Range Transit Plans with LSC Transportation Consultants.
- Board approved the list of transportation and air quality improvement projects as provided for funding under the CMAQ program and directed staff to work with local agencies to program these projects in the Metropolitan Transportation Improvement Plan.
- Information was provided on the Unmet Transit needs 2017 process and schedule for various County-wide meetings. The North Tahoe meeting took place on October 12th at the Tahoe City Transit Center.
- Executive Director reported that Senate Bill 1 was passed and signed by the Governor will provide additional funding for transit and road improvements. Private signature gathering is now occurring to place a referendum on SB 1 which could dismantle the bill.
- Efforts on Transportation Sales Tax legislation allowing a sales tax in a designated district within the County has hit some snags at this time, leaving North Lake Tahoe as the only district in the County to have received this permissible legislation to enact a local sales tax for transportation. PCTPA has convened a meeting with Western County City Managers and County Executive to discuss the option of a multi-jurisdictional JPA. The Agency will be polling this month to provide data for considerations. PCTPA consultant TBWB will be presenting to the Board in late October to go over the polling results and future transportation sales tax options.



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FINANCE COMMITTEE

Thursday, June 22, 2017 at 3:00 pm.

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Christy Beck, Mike Salmon via telephone, Ramona Cruz via telephone, Chad Fenstermacher via telephone.

COMMITTEE MEMBERS NOT PRESENT: Erin Casey, Dave Brown, and Eric Pilcher.

RESORT ASSOCIATION STAFF: Al Priester, Sandy Evans Hall, Lauren Sully.

OTHERS IN ATTENDANCE: None

A. Call to Order – Establish Quorum:

- Christy Beck called the meeting to order at 3:04pm and a quorum was established.

B. Public Forum: None

C. Agenda Amendments and Approval. (MOTION)

M/S/C (Ramona Cruz/Mike Salmon/4-0-0)

D. Approval of Finance Committee Meeting Minutes for May 25, 2017. (MOTION)

M/S/C (Ramona Cruz/Mike Salmon or Chad/4-0-0)

E. REVIEW ACTION ITEMS:

- Discussion about commission revenue and commissions payable to Jason and Greg.
- Commission revenue is booked in the month in which the event concluded.
- Goal for the Finance Committee for fiscal year 17-18, to document the commission process.
- What does the contract say in regards to when payment is due, 30 days, 60 days?

Ramona Cruz left the meeting.

Action Item 4: QuickBooks A/R customer and A/P vendor reconciliation. [Ongoing]

- Discussion: Utilized the built in reconciliation features of QuickBooks for NLTRA and NLTMC for A/R. However, A/P discrepancies were mostly caused by using General Journal entries and will have to be corrected as we can. Ongoing process to get A/P and A/R discrepancies from 2011 and 2013 to zero balances. This action item will remain until that process is completed.
- 11/29/16 Meeting: Cleaning up QuickBooks – continuing to make adjustments.
- 12/22/16 Meeting: Continuous and most likely not be completed for numerous months. Balances in vendors and customers accounts that do not effect financials. This is a low priority and will be updated as we make progress.
- 03/30/17 Meeting: We may end up having to start a new set of books in QB at some point (fresh start) if we can't get these resolved. Ongoing, will stay ongoing.
- 04/27/17 Meeting: We may have to start new books as long as we can maintain 16/17 actuals to be able to provided year over year comparison.
- 05/25/17 Meeting: Still ongoing process.
- 06/22/17 Meeting: We were able to clear some vendors and customers zero balances in QuickBooks, but this is still an ongoing process. Previous bills and payments were entered as journal entries, which creates issues for removal.

Action Item 9: Al to confirm Administration allocation for 2016-2017.

- Discussion: Negotiations are ongoing with the County. Will not be going back to 15/16, address this and make changes.
- 11/29/16 Meeting: Ongoing as we negotiate the 17/18 Contract. Something to continue to talk about. Keep this item on here.
- 12/22/16 Meeting: Ongoing.
- 03/30/17 Meeting: Ongoing with Erin at the County. Ongoing - S/B resolved by next few meetings.

- 04/27/17 Meeting: Still ongoing, Erin is busy working with Sandy and will work this out.
- 05/25/17 Meeting: Still ongoing, working with the County and the contract.
- 06/22/17 Meeting: We now have a one-month contract for July, but this is ongoing until we have a final agreed upon contract.

Action Item 14: From 10/27/16 Finance Committee Meeting, Memo of Management's Position on Accounting Policies.

- 11/29/16 Meeting - Discussion: Still open. Trying to have that complete for packet going to the board so that it can be approved for part of our policies and procedures. Will present it at the December Finance Committee Meeting so it can be reviewed prior to taking it to the board in January.
- 12/22/16 Meeting: Due to it being a short month, push forward to next month. No pressing issues.
- 02/23/17 Meeting: Due to IT Consultant's deletion of QB files, deferred until recovery complete.
- 03/30/17 Meeting: Was on hold while recovering financials in QB. Ongoing.
- 04/27/17 Meeting: Thought we would be caught up by this meeting, did not have time. Will try and get this done by next meeting.
- 05/25/17 Meeting: Still open, we are closing the Marketing Coop audit soon and will have that finished as soon as that is done.
- 06/22/17 Meeting: We will update the commission procedures. We do have policies and procedures, they just need to be updated.

Action Item 20: December Financials to include a comparative balance sheet for current month (detail), last month (summarized) and last year's year-end audited balances.

- 03/30/17 Meeting: Lost our ability to get this report but will be able to produce for next meeting.
- 04/27/17 Meeting: We have comparative balance sheet for this year and last. AI has not been able to get to report writer since we lost data. Report writer you can combine reports and create custom reports. Templates need to be re-engineered. We can and will save these outside of QB going forward.
- 05/25/17 Meeting: We have it generated automatically in the system for current month. To get last month and year-end audited balances requires statement writer approach, which has not been started yet. Other reports have priority. This remains ongoing.
- 06/22/17 Meeting: 24:00 We have the various month detail for last year, but have not been able to do the template format that was being requested by Mike, hoping to have an opportunity to get this done if we extend the cutoff date for June 30. Remains open.

Action Item 21: Contract negotiation for 17/18 to address holding accounts for refunds and expenses from the prior year at a specified date.

- 03/30/17 Meeting: In process, ongoing.
- 04/27/17 Meeting: AI to follow-up with Erin.
- 05/25/17 Meeting: Still ongoing.
- 06/22/17 Meeting: Remains Open.

Action Item 23: Provide explanation of incongruity in commission revenue decreasing year over year while commission expense to employees increased year over year.

- 06/22/17 Meeting: Direct contacts impact this, where the lead comes from NLTRA but may not have been the first one. NLTRA pays commission expense but no revenue is generated. Discussion to be continued. Create action item for commission policy and procedures.

***Action Item:** Flushing out roles and goals for commission's policy and procedures.

F. Discussion and possible approval of May 2017 Financial Statements. (MOTION)

- A/R declined 55% YOY.
- Membership A/R declined 50% YOY, we have \$3,900 reserved in account 1201-02 (allowance for doubtful accounts)
- Membership Director, Natalie, has been working to address accounts over 120 days and working backwards. Of the \$9,590 that is over 120 days, has already collected \$2,400 and has commitments of people paying of \$5,700. Looking at a possible write-off of about \$600 from that category.
- Membership shows a loss for this month, last month there was a profit. This is because the amount owed to RSC for the Awards Dinner had to be negotiated, which did not conclude until the end of May. We should have accrued this.
- This does go against our retained earnings, which is at \$22,000, but would indicate that we expect a small profit for the month of July, which should take this down to about \$12,500 and if our collections continue the way they have been in the last 3 weeks, we may be able to make the decision that we over accrued bad debt expense for

FY 16-17 and bring that back into revenue for membership and reduce the operating loss for the year to around \$10,000.

- Currently under budget in total of \$315,369.00.
- Professional fees include staff accountant that was budgeted in Salaries and Wages.
- We have not finished the reforecast; JT's departure has delayed this.

Approval of May 2017 Financial Statements.

M/S/C (Mike Salmon/Christy Beck/3-0-0)

- Due to the loss of financials, we are behind on closing the books and will not have June financials in time for the June Finance Committee Meeting.
- We just did a PTO audit and found that Ron Treabess was due to have his PTO increased in FY 15-16, but it was never done. Which adds up to about 70 hours.
- We still have to reconcile health benefits from 15-16, the correct amount of withholding was not adjusted. We also need to make sure that 16-17 accruals were accurate.
- Lauren spent a significant amount of time reconciling our contracts between Augustine and The Abbi Agency. In the process of requiring the right documentation, Lauren discovered duplicate billings on different invoices from both agencies. This process saved us from over paying roughly \$15,000.
- June finance meeting will be pushed to the August Meeting.
- Agreed that draft financials would be fine until audit is completed.

G. Supplemental Information

- Staff Report
- May 2017 Dashboard Report

H. Approval of May 2017 CEO Expenses. (MOTION)

M/S/C (Christy Beck/Mike Salmon/3-0-0)

I. Committee Member Comments

- None.

J. Adjourn

- Finance Committee Meeting was adjourned at 4:06 pm.



PO Box 884 – Tahoe City, CA 96145 Ph. - (530) 581.8700 Fx. – (530) 581.1686

FINANCE COMMITTEE

**Friday, September 28, 2017 at 10:00 am.
NLTRA - Visitor Center Conference Room**

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Christy Beck, David Brown, Ramona Cruz via telephone, and Erin Casey via telephone.

COMMITTEE MEMBERS NOT PRESENT: Eric Pilcher, Mike Salmon, and Chad Fenstermacher.

RESORT ASSOCIATION STAFF: Al Priester, Cindy Gustafson via telephone, and Lauren Sully.

OTHERS IN ATTENDANCE: None

A. Call to Order – Establish Quorum:

- Christy Beck called the meeting to order at 3:35 pm and a quorum was established.

B. Public Forum: None

C. Agenda Amendments and Approval. (MOTION)

M/S/C (Ramona Cruz/Dave Brown/4-0-0)

D. Approval of Finance Committee Meeting Minutes for June 22, 2017. (MOTION)

No approval. (Ramona left the meeting early and Dave was not there.)

E. REVIEW ACTION ITEMS:

- **Next month don't list each meeting discussion on agenda. Include in Attachment in next month's packet to be reviewed then.**

Action Item 4: QuickBooks A/R customer and A/P vendor reconciliation. [Ongoing]

- 09/01/17 Meeting: Ongoing, we have been able to clean up some of it but it might require setting up new books to completely eliminate it. (which we can address at a later date when we have time)

Action Item 9: Al to confirm Administration allocation for 2016-2017.

- 09/01/17 Meeting: Ongoing, it has been the County's request to re-look at the allocation percentage for each department to allocate administration department at the end of each month and year. (Al recommended to do it by revenue, can either take revenue total or expenditure total). Need to check with Erin to make sure that is okay.

Action Item 14: From 10/27/16 Finance Committee Meeting, Memo of Management's Position on Accounting Policies.

- 09/01/17 Meeting: Still open and will be completed before the auditors start field work on 9/18/17.

Action Item 20: December Financials to include a comparative balance sheet for current month (detail), last month (summarized) and last year's year-end audited balances.

- 09/01/17 Meeting: Deferring until recovery is complete. Although the data recovery is complete, the auditing of that information is not. Everything is stamped pre-audit because we are still finishing our audit prior to the auditors coming in. The revenues got recorded on last year percentages and not the July budgeted percentages, so these P&L Budget vs. Actual reports differ from the financials that are in the packet in terms of revenues, not expenses. (Should happen after the audit.)

Action Item 21: Contract negotiation for 17/18 to address holding accounts for refunds and expenses from the prior year at a specified date.

- 09/01/17 Meeting: Through two contract negotiations, July 31 (one month) and Jan 31 (six months), we have yet to address a holding account for refunds and expenses. For ex, we are getting some refunds and additional

invoices for 16/17 that has happened in the past six months beyond the close of the year and long after the audit has been completed. (Typically below \$10k). We started a holding account??

- 09/28/17 Meeting:

Action Item 23: Provide explanation of incongruity in commission revenue decreasing year over year while commission expense to employees increased year over year.

- 09/01/17 Meeting: Need to have a meeting with Christy Beck and the staff. There is a lot of mechanisms that are not understood by NLTRA staff and hotel accounting departments.

F. Discussion of August 2017 Pre-Audit Draft Financial Statements.

- A|R is lower compared to June 30. Reflection of monitoring A|R and getting them collected.
- Membership A/R – Natalie has collected 18% of August A/R reported as of September 27, 2017.
- Discussion of deferred revenue and membership not using TOT funds. Can use deferred fund balance.
- Will recap this next Finance Committee Meeting.
- Audit report should be done by October Finance Meeting to present BOD meeting.
- For next meeting – will discuss June detailed financials, July, August and September condensed financials, if audit complete which is expected.
- Net Income for previous month balance sheet to current month. In preparing for audit changes were made in June.
- Provide a trail of any changes made that apply to July and August.
- Audit fieldwork started September 18, 2017.
- Commission's receivable and commission expense due to Greg and Jason were not accrued in August. Will true up financials after audit.
- **Change commission policy to make two accruals at month-end, one to record commissions receivable and to record commission expense payable to Greg and Jason.**

M/S/C (Dave Brown/Christy Beck/4-0-0)

G. Supplemental Information

- June and July 2017 Dashboard Report – Reviewed last meeting.
- August 2017 Dashboard Report
 - Discussion of Report – no update on TOT for fourth quarter yet. Erin indicated that County received TOT reports yesterday and they have increased. Occupancy rates down but ADR is up.

H. Committee Member Comments

- None.

I. Adjourn

- Finance Committee Meeting was adjourned at 4:14 pm.

MEMO

To: NLTRA Finance Committee

Cc: File

From: Al Priester, Director of Finance and Human Resources

Date: October 24, 2017

Re: Staff Action Items

Following are the Staff Action Items that remain open:

ACTION ITEM 4: QuickBooks A/R customer and A/P vendor reconciliation. Ongoing, may require setting up new books.

ACTION ITEM 9: Al to confirm Administration allocation for 2016-2017.

- Discussion: Negotiations are ongoing with the County. Will not be going back to 15/16, address this and make changes.
- 11/29/16 Meeting: Ongoing as we negotiate the 17/18 Contract. Something to continue to talk about. Keep this item on here.
- 12/22/16 Meeting: Ongoing.
- 2/23/17 Meeting: On-going
- 3/30/17 Meeting: Ongoing with Erin at the County. **Ongoing** - S/B resolved by next few meetings.
- 6/22/17 Meeting: in midst of one month and six month contract negotiations with Placer County; deferred.
- 09/01/17 Meeting: Ongoing, it has been the County's request to re-look at the allocation percentage for each department to allocate administration department at the end of each month and year. (Al recommended to do it by revenue, can either take revenue total or expenditure total). Need to check with Erin to make sure that is okay.

ACTION ITEM 14: From 10/27/16 Finance Committee Meeting, Memo of Management's Position on Accounting Policies.

- 11/29/16 Meeting - Discussion: Still open. Trying to have that complete for packet going to the board so that it can be approved for part of our policies and procedures. Will present it at the December Finance Committee Meeting so it can be reviewed prior to taking it to the board in January.
- 12/22/16 Meeting: Due to it being a short month, push forward to next month. No pressing issues.
- 2/23/17 Meeting: Due to IT Consultant's deletion of QB files, deferred until recovery complete.

- 3/30/17 Meeting: Was on hold while recovering financials in QB. **Ongoing**. Will be completed before end of audit field work.
- 09/01/17 Meeting: Still open and will be completed before the auditors start field work on 9/18/17.

ACTION ITEM 20: December Financials to include a comparative balance sheet for current month (detail), last month (summarized) and last year's year end audited balances. Due to IT Consultant's deletion of QB files, deferred until recovery complete.

- 3/30/17 Meeting: Lost our ability to get this report, Lower priority
- 09/01/17 Meeting: Deferring until recovery is complete. Although the data recovery is complete, the auditing of that information is not. Everything is stamped pre-audit because we are still finishing our audit prior to the auditors coming in. The revenues got recorded on last year percentages and not the July budgeted percentages, so these P&L Budget vs. Actual reports differ from the financials that are in the packet in terms of revenues, not expenses. (Should happen after the audit.)

ACTION ITEM 21: Contract negotiation for 17/18 to address holding accounts for refunds and expenses from the prior year at a specified date.

- 3/30/17 Meeting: In process, **ongoing**.
- 09/01/17 Meeting: Through two contract negotiations, July 31 (one month) and Jan 31 (six months), we have yet to address a holding account for refunds and expenses. For ex, we are getting some refunds and additional invoices for 16/17 that has happened in the past six months beyond the close of the year and long after the audit has been completed. (Typically below \$10k). We started a holding account

ACTION ITEM 23: Provide explanation of incongruity in Commission revenue increasing year over year while Commission expense to employees increased year over year.

- 6/22/17 Meeting: Flesh out roles and goals for commissions policies and procedures. Coordinate meeting with Christy Beck and Conference staff.
- 09/01/17 Meeting: Need to have a meeting with Christy Beck and the staff. There are a lot of mechanisms that are not understood by NLTRA staff and hotel accounting departments.



Finance Staff Report

Date: 10/24/17

TO: NLTRA Finance Committee

FROM: Al Priester, Director of Finance and Human Resources

RE: Sep 2017 Financial Statements

The Sep 2017 Financials in the Finance Committee packet for the October 26, 2017 meeting are being presented as **pre-audit drafts** and include: a detailed NLTRA Comparative Balance Sheet with A/R and A/P Aging's, a Membership A/R Aging, a Comparative Current Month Profit & Loss, and a Current Month Profit & Loss by Class. No Budget vs Actuals reports are provided as the Aug-Sep detail budget is still under reconciliation with the six month County contract. Also included are a NLTRC Comparative Balance Sheet with A/R and A/P Aging's, a Comparative Current Month Profit & Loss and a current Month and YTD Budget vs Actual.

Important points to note at September 30, 2017 are:

- Total Cash on Hand of \$1,081,158 remains strong and compares to prior year Cash on Hand of \$856,600.
- A/R increased slightly from \$33,752 to \$36,091. A/R over 90 days delinquent decreased \$6,639 to \$16,014 from the prior month's \$9,375. These are hotel property invoices deemed collectible with no reserve being established.
- Membership A/R declined 33% from \$14,130 to \$9,450. Over 120 days delinquent decreased from \$8,255 to \$5,265 MOM. A bad debt write-off of \$2,768 was recognized in Sep.
- A/P are at \$280,045 with minimal A/P delinquent more than 90 days. A/P balance is primarily a \$141,000 Marketing Co-op invoice paid Oct 2nd, and a \$72,628 Vail invoice received Sep 26th.
- YTD profit of \$35,461 translates to expenditures under budget for the three months ended Sep 30.
- The Profit and Loss by Class is useful in gauging where each Department is in relation to their budget. Marketing, Conference & VIC are looked at in total for purposes of any over budget funds being paid back to the County at year-end and are under budget by \$38,799 YTD. Membership is over budget by \$14,632 for the period.
- Losses in Membership will reduce Retained Earnings. YTD, Membership has lost \$14,632. Retained Earnings at the beginning of the year, before Audit

adjustments, was \$4,073, a deficit of \$10,559. The County has continually asked the question of how the NLTRA can operate Membership at a deficit and not be using TOT funds. The answer is, NLTRA invoices Membership dues annually, collects those dues, i.e. cash in the bank, but only recognizes 1/12th of the dues as income monthly. The difference between what has been collected monthly versus what is recognized as income monthly is posted to Deferred Revenue in accordance with GAAP. The balance in the Deferred Revenue account represents the cash sitting in the bank account that has not yet been recognized as revenue. That cash is not TOT funds. To the extent that Membership's losses do not exceed the balance in Deferred Revenue, Membership is not using TOT funds. Deferred Revenue over the last 12 months has ranged from a low of \$31,665 in December to a high of \$103,080 in January. The balance of Deferred Revenue at Sep 30, 2017 is \$46,230.

Action requested: No Action requested due to these financials being pre-audit drafts.

PRE-AUDIT DRAFT

North Lake Tahoe Resort Association

Balance Sheet

As of September 30, 2017

	Sep 30, 17	Sep 30, 16	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1001-00 · Petty Cash	778.82	1,000.00	-221.18	-22.1%
1003-00 · Cash - Operations BOTW #6712	726,002.38	572,128.42	153,873.96	26.9%
1007-00 · Cash - Payroll BOTW #7421	5,860.43	2,511.45	3,348.98	133.4%
1008-00 · Marketing Reserve - Plumas	50,112.11	50,037.00	75.11	0.2%
1009-00 · Cash Flow Reserve - Plumas	100,299.07	100,098.68	200.39	0.2%
1071-00 · Payroll Reserves BOTW #8163	29,581.56	29,581.56	0.00	0.0%
1080-00 · Special Events BOTW #1626	167,257.94	100,189.44	67,068.50	66.9%
10950 · Cash in Drawer	1,266.18	1,053.06	213.12	20.2%
Total Checking/Savings	1,081,158.49	856,599.61	224,558.88	26.2%
Accounts Receivable				
1200-00 · Quickbooks Accounts Receivable	28,140.97	102,542.68	-74,401.71	-72.6%
1210-00 · A/R - Sales Estimates	7,949.80	0.00	7,949.80	100.0%
1290-00 · A/R - TOT	0.00	-23,940.82	23,940.82	100.0%
Total Accounts Receivable	36,090.77	78,601.86	-42,511.09	-54.1%
Other Current Assets				
1200-99 · AR Other	1,598.66	1,614.30	-15.64	-1.0%
12000 · Undeposited Funds	0.00	703.74	-703.74	-100.0%
1201-00 · WebLink Accounts Receivable	9,450.00	20,815.00	-11,365.00	-54.6%
1201-02 · Allowance for Doubtful Accounts	0.00	-7,280.00	7,280.00	100.0%
12100 · Inventory Asset	19,271.00	27,008.16	-7,737.16	-28.7%
1298 · Receivable from Employees	0.00	-22.43	22.43	100.0%
1299 · Receivable from NLTMC	0.00	2,254.12	-2,254.12	-100.0%
1490-00 · Security Deposits	550.00	50.00	500.00	1,000.0%
Total Other Current Assets	30,869.66	45,142.89	-14,273.23	-31.6%
Total Current Assets	1,148,118.92	980,344.36	167,774.56	17.1%
Fixed Assets				
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00	0.0%
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-68,767.95	0.00	0.0%
1740-00 · Computer Equipment	43,766.13	43,766.13	0.00	0.0%
1741-00 · Accum. Depr. - Computer Equip	-43,227.35	-42,419.87	-807.48	-1.9%
1750-00 · Computer Software	40,080.06	34,993.97	5,086.09	14.5%
1751-00 · Accum. Amort. - Software	-35,698.19	-34,206.96	-1,491.23	-4.4%
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00	0.0%
1771-00 · Accum. Amort - Leasehold Impr	-24,284.08	-24,117.38	-166.70	-0.7%
Total Fixed Assets	4,920.43	2,299.75	2,620.68	114.0%
Other Assets				
1400-00 · Prepaid Expenses				
1410-00 · Prepaid Insurance	1,850.90	1,934.24	-83.34	-4.3%
1430-00 · Prepaid 1st Class Postage	1,000.00	1,000.00	0.00	0.0%
1400-00 · Prepaid Expenses - Other	8,576.66	5,579.10	2,997.56	53.7%
Total 1400-00 · Prepaid Expenses	11,427.56	8,513.34	2,914.22	34.2%
Total Other Assets	11,427.56	8,513.34	2,914.22	34.2%
TOTAL ASSETS	1,164,466.91	991,157.45	173,309.46	17.5%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	280,045.43	123,370.38	156,675.05	127.0%
Total Accounts Payable	280,045.43	123,370.38	156,675.05	127.0%
Credit Cards				
2080-00 · Bank of the West - Master Cards				
2080-01 · MC_5901_Hall	0.00	681.75	-681.75	-100.0%
2080-02 · MC_4222_Jason	14.99	0.00	14.99	100.0%
2080-06 · MC_5288_Emily	738.56	2,392.96	-1,654.40	-69.1%

North Lake Tahoe Resort Association

Balance Sheet

As of September 30, 2017

10/24/17

Accrual Basis

	Sep 30, 17	Sep 30, 16	\$ Change	% Change
2080-07 · MC_6850_Ginger	0.00	39.00	-39.00	-100.0%
2080-08 · MC_5755_John	0.00	1,005.41	-1,005.41	-100.0%
2080-09 · MC_0319_Sarah	399.54	0.00	399.54	100.0%
2080-10 · MC_9495_AI	1,144.77	2,662.57	-1,517.80	-57.0%
2080-12 · MC_3960_Natalie	280.56	0.00	280.56	100.0%
Total 2080-00 · Bank of the West - Master Cards	2,578.42	6,781.69	-4,203.27	-62.0%
Total Credit Cards	2,578.42	6,781.69	-4,203.27	-62.0%
Other Current Liabilities				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	38,973.37	35,719.15	3,254.22	9.1%
2101-00 · Incentive Payable	47,492.13	10,399.44	37,092.69	356.7%
2102-00 · Commissions Payable	4,729.41	8,404.31	-3,674.90	-43.7%
2120-00 · Empl. Federal Tax Payable	3,117.87	2,888.75	229.12	7.9%
2175-00 · 401 (k) Plan	1,558.93	1,104.44	454.49	41.2%
2180-00 · Estimated PTO Liability	74,725.45	60,648.50	14,076.95	23.2%
24100 · Wage Garnishment Payable	0.00	842.13	-842.13	-100.0%
Total 21000 · Salaries/Wages/Payroll Liabilit	170,597.16	120,006.72	50,590.44	42.2%
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	-147.31	0.00	-147.31	-100.0%
Total 2190-00 · Sales and Use Tax Payable	-147.31	0.00	-147.31	-100.0%
2250-00 · Accrued Expenses	158.18	10,000.31	-9,842.13	-98.4%
2400-60 · Deferred Revenue- Member Dues	46,230.00	51,681.25	-5,451.25	-10.6%
2651-00 · Deferred Rev - Conference	8,249.99	7,425.00	824.99	11.1%
2800-00 · Suspense	727.04	0.00	727.04	100.0%
2900-00 · Due To/From County of Placer	64.81	0.00	64.81	100.0%
Total Other Current Liabilities	225,879.87	189,113.28	36,766.59	19.4%
Total Current Liabilities	508,503.72	319,265.35	189,238.37	59.3%
Total Liabilities	508,503.72	319,265.35	189,238.37	59.3%
Equity				
32000 · Unrestricted Net Assets	215,902.18	29,217.09	186,685.09	639.0%
3300-11 · Designated Marketing Reserve	254,324.57	254,324.57	0.00	0.0%
3301 · Cash Flow Reserve	100,200.29	100,050.45	149.84	0.2%
3302 · Marketing Cash Reserve	50,075.08	50,018.91	56.17	0.1%
Net Income	35,461.07	238,281.08	-202,820.01	-85.1%
Total Equity	655,963.19	671,892.10	-15,928.91	-2.4%
TOTAL LIABILITIES & EQUITY	1,164,466.91	991,157.45	173,309.46	17.5%

North Lake Tahoe Resort Association
A/R Aging Summary
As of September 30, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Destination Tahoe Meetings & Events	0.00	0.00	0.00	0.00	550.00	550.00
DSC (Destination Services Corporation)	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	2,560.00	2,026.15	4,586.15
Hard Rock Hotel & Casino Lake Tahoe	0.00	0.00	0.00	0.00	0.01	0.01
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	711.50	711.50
Hotel Becket	0.00	0.00	0.00	0.00	1,368.55	1,368.55
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.00	0.00	0.00	0.00	90.80	90.80
North Tahoe Paddle	0.00	0.00	0.00	400.00	0.00	400.00
Northstar California	0.00	0.00	0.00	8,266.97	3,375.03	11,642.00
Ritz-Carlton Lake Tahoe	0.00	0.00	0.00	0.00	4,677.31	4,677.31
Sales Estimates	5,646.10	2,303.70	0.00	0.00	0.00	7,949.80
Squaw Valley Lodge Granite Peak Mgmt	0.00	0.00	0.00	0.00	1,837.40	1,837.40
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe City Inn	0.00	0.00	0.00	0.00	0.01	0.01
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	89.50	89.50
Tahoe Sailing Charters	0.00	0.00	0.00	300.00	0.00	300.00
The Ridge Tahoe	0.00	0.00	0.00	0.00	550.00	550.00
West Shore Sports	0.00	0.00	0.00	600.00	0.00	600.00
TOTAL	<u>5,646.10</u>	<u>2,303.70</u>	<u>0.00</u>	<u>12,126.97</u>	<u>16,014.00</u>	<u>36,090.77</u>

Accounts Receivable Summary

Invoices With Apply Dates Through September 30, 2017

Aged as of Saturday, September 30, 2017

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	0.00	0.00	0.00	510.00	510.00
Dues		145.00	680.00	775.00	0.00	2,185.00	4,755.00	8,540.00
Email Blast		0.00	225.00	0.00	0.00	75.00	0.00	300.00
Shop Local		0.00	100.00	0.00	0.00	0.00	0.00	100.00
Total Open Invoices		145.00	1,005.00	775.00	0.00	2,260.00	5,265.00	9,450.00

**Unapplied Payments With Payment
Dates Prior to and Including
09/30/2017**

Pre-Payments: Payments Made Prior to 09/30/2017 on Invoices With Apply Dates After 09/30/2017

Total Pre-Payments

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

9,450.00

North Lake Tahoe Resort Association
A/P Aging Summary
As of September 30, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
ADP	74.00	0.00	0.00	0.00	0.00	74.00
Adrianna Marie Kantlehner	0.00	75.00	0.00	0.00	0.00	75.00
Airport Self Storage	273.00	0.00	0.00	0.00	0.00	273.00
Alpine Lock & Key, Inc.	0.00	182.05	0.00	0.00	0.00	182.05
Amber Burke	137.07	27.82	0.00	0.00	0.00	164.89
Andy Chapman	5,093.75	6,312.50	0.00	0.00	0.00	11,406.25
Anne-Karin Atwood*	0.00	50.99	0.00	0.00	0.00	50.99
Annie's Cleaning Service	700.00	550.00	0.00	0.00	0.00	1,250.00
AT & T*	440.89	0.00	0.00	0.00	0.00	440.89
Auburn Ski Club Associates	0.00	0.00	0.00	2,500.00	0.00	2,500.00
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Board of Equalization	2,613.00	0.00	0.00	0.00	0.00	2,613.00
Cindy Gustafson	49.22	0.00	0.00	0.00	0.00	49.22
Cintas Corporation #623	257.50	263.57	0.00	0.00	0.00	521.07
CoPower	0.00	292.40	0.00	0.00	0.00	292.40
Crystal Range Associates	98.55	0.00	0.00	0.00	0.00	98.55
Dawn Baffone*	38.52	0.00	0.00	0.00	0.00	38.52
DMAwest, Inc.	0.00	0.00	50.00	1,030.00	0.00	1,080.00
Emily Detwiler*	925.70	106.50	0.00	0.00	0.00	1,032.20
Employers Assurance Co.	0.00	0.00	884.70	0.00	0.00	884.70
FedEx	0.00	137.10	0.00	0.00	0.00	137.10
FP Mailing Solutions	162.34	0.00	0.00	0.00	0.00	162.34
Geo-Tourism Specialties	194.75	0.00	0.00	0.00	0.00	194.75
Granlibakken Management Company, Ltd.	0.00	0.00	621.00	0.00	0.00	621.00
Health Advocate Solutions Inc.	0.00	0.00	260.40	0.00	0.00	260.40
Impact Telecom - TNCI	0.00	33.62	0.00	0.00	0.00	33.62
Independent Technologies	0.00	1,800.00	0.00	0.00	0.00	1,800.00
Jason Neary	25.00	25.00	0.00	0.00	0.00	50.00
Karen Colbert	0.00	0.00	186.00	0.00	0.00	186.00
Kym Fabel	25.00	121.30	0.00	0.00	0.00	146.30
Lake Tahoe Music Festival	0.00	0.00	0.00	3,305.46	0.00	3,305.46
Lauren Bobowski	0.00	75.00	0.00	0.00	0.00	75.00
Lauren Sully	32.36	26.41	0.00	0.00	0.00	58.77
Liberty Utilities*	708.10	0.00	0.00	0.00	0.00	708.10
Lorrie Riley	915.00	0.00	0.00	0.00	0.00	915.00
LSC Transportation Consultants, Inc.*	0.00	1,516.25	0.00	0.00	0.00	1,516.25
McClintock Accountancy	8,000.00	0.00	0.00	0.00	0.00	8,000.00
Moh Rajabzadeh	0.00	26.25	0.00	0.00	0.00	26.25
Natalie Parrish*	18.19	8.99	0.00	0.00	0.00	27.18
North Lake Tahoe Marketing Co-op	0.00	141,000.00	0.00	0.00	0.00	141,000.00
North Tahoe Arts*	0.00	679.50	0.00	0.00	0.00	679.50
North Tahoe Self Storage	0.00	6.00	0.00	0.00	0.00	6.00
Philadelphia Insurance Companies	0.00	-300.00	0.00	0.00	0.00	-300.00
Porter Simon*	0.00	0.00	0.00	140.00	0.00	140.00
Principal Financial Group	0.00	228.25	104.86	-376.13	406.84	363.82
Print Art/Sierra Mail*	0.00	0.00	205.92	0.00	0.00	205.92
Richter7	0.00	0.00	0.00	5,000.00	0.00	5,000.00
Ricoh USA	1,142.33	1,341.50	0.00	0.00	0.00	2,483.83
Ron Treabess	36.61	94.39	0.00	0.00	0.00	131.00
Rotor Collective Digital Cinema, Inc.	0.00	0.00	0.00	1,560.00	0.00	1,560.00
Russ Viehmann Electric	142.63	0.00	0.00	0.00	0.00	142.63
Sarah Winters	103.64	264.96	0.00	0.00	0.00	368.60
Sierra Nevada Ad Partners	0.00	2,917.54	0.00	0.00	0.00	2,917.54
Southwest Gas Corporation*	12.10	0.00	0.00	0.00	0.00	12.10
Spectrum	0.00	-41.57	0.00	0.00	0.00	-41.57
Sprint	64.32	0.00	0.00	0.00	0.00	64.32
SwervePoint, LLC	0.00	1,387.33	0.00	0.00	0.00	1,387.33
Swigard's True Value Hardware, Inc.*	0.00	0.00	28.91	0.00	0.00	28.91
Tahoe Basics	0.00	105.00	557.00	-198.00	0.00	464.00
Tahoe House, Inc.*	0.00	34.20	0.00	0.00	0.00	34.20
Tahoe Supply Company	0.00	108.27	0.00	0.00	0.00	108.27
Tahoe Truckee Sierra Disposal*	225.77	0.00	0.00	0.00	0.00	225.77
Tahoe Wild	0.00	18.00	0.00	0.00	0.00	18.00
The Abbi Agency, Inc.	4,000.00	0.00	0.00	0.00	0.00	4,000.00
The Store...Copies and More	0.00	118.99	153.16	0.00	0.00	272.15
Transportation Management Association	0.00	0.00	0.00	3,000.00	0.00	3,000.00
Uline	451.65	0.00	0.00	0.00	0.00	451.65
Vail Resorts	73,667.73	0.00	0.00	0.00	0.00	73,667.73

North Lake Tahoe Resort Association

A/P Aging Summary

As of September 30, 2017

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
WACE	0.00	540.00	0.00	0.00	0.00	540.00
Wholesale Resort Accessories, Inc.	0.00	246.00	0.00	0.00	21.50	267.50
YIG Administration	0.00	-17.00	-17.00	-8.51	25.47	-17.04
TOTAL	<u>100,628.72</u>	<u>160,362.11</u>	<u>3,034.95</u>	<u>15,952.82</u>	<u>66.83</u>	<u>280,045.43</u>

PRE-AUDIT DRAFT

Profit & Loss

September 2017

	Sep 17	Sep 16	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	296,582.00	314,665.00	-18,083.00	-5.8%
4200-00 · Membership Dues	11,116.66	11,552.09	-435.43	-3.8%
4201-00 · New Member Fees	75.00	75.00	0.00	0.0%
4205-00 · Conference Dues	916.67	825.00	91.67	11.1%
4250-00 · Revenues-Membership Activities	691.24	3,540.00	-2,848.76	-80.5%
4350-00 · Special Events (Marketing)	77,627.73	0.00	77,627.73	100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	0.00	0.01	-0.01	-100.0%
4600-00 · Commissions - Other	5,552.36	19,621.11	-14,068.75	-71.7%
Total 4600-00 · Commissions	5,552.36	19,621.12	-14,068.76	-71.7%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	951.00	0.00	951.00	100.0%
46000 · Merchandise Sales - Other	8,604.34	9,452.43	-848.09	-9.0%
Total 46000 · Merchandise Sales	9,555.34	9,452.43	102.91	1.1%
Total Income	402,117.00	359,730.64	42,386.36	11.8%
Gross Profit	402,117.00	359,730.64	42,386.36	11.8%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	1,724.67	6,318.41	-4,593.74	-72.7%
5020-00 · P/R - Tax Expense	9,480.13	9,414.92	65.21	0.7%
5030-00 · P/R - Health Insurance Expense	6,407.62	7,138.55	-730.93	-10.2%
5040-00 · P/R - Workmans Comp	0.00	976.50	-976.50	-100.0%
5060-00 · 401 (k)	3,780.05	3,758.29	21.76	0.6%
5070-00 · Other Benefits and Expenses	200.24	253.44	-53.20	-21.0%
5000-00 · Salaries & Wages - Other	121,742.18	112,391.77	9,350.41	8.3%
Total 5000-00 · Salaries & Wages	143,334.89	140,251.88	3,083.01	2.2%
5100-00 · Rent				
5110-00 · Utilities	945.97	855.80	90.17	10.5%
5140-00 · Repairs & Maintenance	324.68	96.79	227.89	235.5%
5150-00 · Office - Cleaning	700.00	550.00	150.00	27.3%
5100-00 · Rent - Other	12,439.00	12,294.36	144.64	1.2%
Total 5100-00 · Rent	14,409.65	13,796.95	612.70	4.4%
5310-00 · Telephone				
5320-00 · Telephone	2,277.58	2,297.21	-19.63	-0.9%
Total 5310-00 · Telephone	2,277.58	2,297.21	-19.63	-0.9%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	15.54	144.30	-128.76	-89.2%
Total 5420-00 · Mail - USPS	15.54	144.30	-128.76	-89.2%
5510-00 · Insurance/Bonding	2,081.82	1,585.28	496.54	31.3%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	759.95	177.14	582.81	329.0%
5520-00 · Supplies - Other	1,020.80	646.00	374.80	58.0%
Total 5520-00 · Supplies	1,780.75	823.14	957.61	116.3%
5610-00 · Depreciation	216.35	221.28	-4.93	-2.2%
5700-00 · Equipment Support & Maintenance	83.33	1,157.94	-1,074.61	-92.8%
5710-00 · Taxes, Licenses & Fees	1,162.47	3,358.73	-2,196.26	-65.4%
5740-00 · Equipment Rental/Leasing	1,304.67	1,315.67	-11.00	-0.8%
5820 · Sales CRM/CMS	0.00	19.00	-19.00	-100.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	0.00	940.00	-940.00	-100.0%
5920-00 · Professional Fees - Accountant	8,915.00	11,170.00	-2,255.00	-20.2%
5900-00 · Professional Fees - Other	5,093.75	0.00	5,093.75	100.0%
Total 5900-00 · Professional Fees	14,008.75	12,110.00	1,898.75	15.7%
5941-00 · Research & Planning	1,516.25	750.00	766.25	102.2%

North Lake Tahoe Resort Association

Profit & Loss

September 2017

	Sep 17	Sep 16	\$ Change	% Change
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	75,561.83	25,017.86	50,543.97	202.0%
6421-09 · Wanderlust	4,000.00	0.00	4,000.00	100.0%
Total 6420-01 · Sponsorships	79,561.83	25,017.86	54,543.97	218.0%
6421-00 · New Event Development	0.00	332.18	-332.18	-100.0%
6422-00 · Event Media				
6422-02 · Photography	0.00	2,131.50	-2,131.50	-100.0%
Total 6422-00 · Event Media	0.00	2,131.50	-2,131.50	-100.0%
6426-00 · Dues & Subscriptions	0.00	109.40	-109.40	-100.0%
Total 6420-00 · Events	79,561.83	27,590.94	51,970.89	188.4%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	0.00	627.81	-627.81	-100.0%
6437-00 · Tuesday Morning Breakfast Club	0.00	648.00	-648.00	-100.0%
6441-00 · Membership - Miscellaneous Exp	0.00	1.00	-1.00	-100.0%
6423-00 · Membership Activities - Other	276.69	1,450.53	-1,173.84	-80.9%
Total 6423-00 · Membership Activities	276.69	2,727.34	-2,450.65	-89.9%
6490-00 · Classified Ads	0.00	225.00	-225.00	-100.0%
6730-00 · Marketing Cooperative/Media	140,500.00	126,500.00	14,000.00	11.1%
6742-00 · Non-NLT Co-Op Marketing Program	1,557.29	1,035.27	522.02	50.4%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	150.00	0.00	150.00	100.0%
6743-04 · High Notes	0.00	1,640.00	-1,640.00	-100.0%
Total 6743-00 · BACC Marketing Programs	150.00	1,640.00	-1,490.00	-90.9%
7500-00 · Trade Shows/Travel	0.00	15.00	-15.00	-100.0%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	20.00	51.08	-31.08	-60.9%
59900 · POS Inventory Adjustments	0.00	-15.66	15.66	100.0%
8100-00 · Cost of Goods Sold - Other	5,148.90	4,818.86	330.04	6.9%
Total 8100-00 · Cost of Goods Sold	5,168.90	4,854.28	314.62	6.5%
8200-00 · Associate Relations	142.99	292.75	-149.76	-51.2%
8300-00 · Board Functions	409.20	319.25	89.95	28.2%
8500-00 · Credit Card Fees	554.22	583.26	-29.04	-5.0%
8700-00 · Automobile Expenses	425.43	408.02	17.41	4.3%
8750-00 · Meals/Meetings	95.39	511.38	-415.99	-81.4%
8810-00 · Dues & Subscriptions	788.96	379.83	409.13	107.7%
8910-00 · Travel	425.54	1,357.82	-932.28	-68.7%
8920-00 · Bad Debt	2,768.00	1,078.50	1,689.50	156.7%
Total Expense	415,016.49	347,350.02	67,666.47	19.5%
Net Ordinary Income	-12,899.49	12,380.62	-25,280.11	-204.2%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	69.49	0.00	69.49	100.0%
Total Other Income	69.49	0.00	69.49	100.0%
Other Expense				
Balancing Adjustments	0.00	0.08	-0.08	-100.0%
Total Other Expense	0.00	0.08	-0.08	-100.0%
Net Other Income	69.49	-0.08	69.57	86,962.5%
Net Income	-12,830.00	12,380.54	-25,210.54	-203.6%

North Lake Tahoe Resort Association
Profit & Loss by Class

Accrual Basis

September 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
Ordinary Income/Expense								
Income								
4050-00 · County of Placer TOT Funding	237,265.60	23,726.56	2,965.82	26,692.38	5,931.64	0.00	0.00	296,582.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	11,116.66	0.00	11,116.66
4201-00 · New Member Fees	0.00	0.00	0.00	0.00	0.00	75.00	0.00	75.00
4205-00 · Conference Dues	0.00	916.67	0.00	0.00	0.00	0.00	0.00	916.67
4250-00 · Revenues-Membership Activities								
4251-00 · Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	366.24	0.00	366.24
4250-00 · Revenues-Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	325.00	0.00	325.00
Total 4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	691.24	0.00	691.24
4350-00 · Special Events (Marketing)	77,627.73	0.00	0.00	0.00	0.00	0.00	0.00	77,627.73
4600-00 · Commissions	0.00	5,552.36	0.00	0.00	0.00	0.00	0.00	5,552.36
46000 · Merchandise Sales								
4502-00 · Non-Retail VIC income	0.00	0.00	0.00	951.00	0.00	0.00	0.00	951.00
46000 · Merchandise Sales - Other	0.00	0.00	0.00	8,604.34	0.00	0.00	0.00	8,604.34
Total 46000 · Merchandise Sales	0.00	0.00	0.00	9,555.34	0.00	0.00	0.00	9,555.34
Total Income	314,893.33	30,195.59	2,965.82	36,247.72	5,931.64	11,882.90	0.00	402,117.00
Gross Profit	314,893.33	30,195.59	2,965.82	36,247.72	5,931.64	11,882.90	0.00	402,117.00
Expense								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	1,375.00	0.00	0.00	0.00	0.00	-1,375.00	0.00	0.00
5010-00 · Sales Commissions	0.00	1,724.67	0.00	0.00	0.00	0.00	0.00	1,724.67
5020-00 · P/R - Tax Expense	1,390.49	1,766.59	88.14	1,786.76	220.44	772.08	3,455.63	9,480.13
5030-00 · P/R - Health Insurance Expense	1,912.73	1,165.42	23.51	1,514.89	42.60	756.47	992.00	6,407.62
5060-00 · 401 (k)	760.18	937.90	46.35	797.98	115.92	323.85	797.87	3,780.05
5070-00 · Other Benefits and Expenses	50.47	41.98	0.85	66.98	2.12	11.89	25.95	200.24
5000-00 · Salaries & Wages - Other	21,827.94	16,817.36	1,251.16	20,989.38	3,127.87	11,002.60	46,725.87	121,742.18
Total 5000-00 · Salaries & Wages	27,316.81	22,453.92	1,410.01	25,155.99	3,508.95	11,491.89	51,997.32	143,334.89
5100-00 · Rent								
5110-00 · Utilities	135.16	67.58	9.46	540.48	13.23	51.07	128.99	945.97
5140-00 · Repairs & Maintenance	71.90	35.94	1.80	109.00	4.49	27.86	73.69	324.68
5150-00 · Office - Cleaning	215.38	107.69	5.38	53.85	13.46	83.46	220.78	700.00
5100-00 · Rent - Other	1,929.15	923.08	369.23	6,461.54	369.23	729.15	1,657.62	12,439.00
Total 5100-00 · Rent	2,351.59	1,134.29	385.87	7,164.87	400.41	891.54	2,081.08	14,409.65
5310-00 · Telephone								
5320-00 · Telephone	563.76	244.99	34.33	320.14	141.88	245.10	727.38	2,277.58
Total 5310-00 · Telephone	563.76	244.99	34.33	320.14	141.88	245.10	727.38	2,277.58
5420-00 · Mail - USPS								
5480-00 · Mail - Fed Ex	0.00	0.00	0.00	15.54	0.00	0.00	0.00	15.54
Total 5420-00 · Mail - USPS	0.00	0.00	0.00	15.54	0.00	0.00	0.00	15.54
5510-00 · Insurance/Bonding	437.18	395.55	15.36	520.45	44.00	166.54	502.74	2,081.82
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	0.00	0.00	0.00	759.95	0.00	0.00	0.00	759.95
5520-00 · Supplies - Other	113.88	36.46	1.83	610.63	4.56	40.01	213.43	1,020.80
Total 5520-00 · Supplies	113.88	36.46	1.83	1,370.58	4.56	40.01	213.43	1,780.75
5610-00 · Depreciation	20.19	8.75	0.63	126.70	3.49	5.29	51.30	216.35
5700-00 · Equipment Support & Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	83.33	83.33
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	0.00	0.00	0.00	1,162.47	1,162.47
5740-00 · Equipment Rental/Leasing	159.47	131.90	59.36	387.66	150.03	234.61	181.64	1,304.67
5900-00 · Professional Fees								
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	8,915.00	8,915.00
5900-00 · Professional Fees - Other	5,093.75	0.00	0.00	0.00	0.00	0.00	0.00	5,093.75
Total 5900-00 · Professional Fees	5,093.75	0.00	0.00	0.00	0.00	0.00	8,915.00	14,008.75
5941-00 · Research & Planning	0.00	0.00	1,516.25	0.00	0.00	0.00	0.00	1,516.25
6420-00 · Events								
6420-01 · Sponsorships								
6023-00 · Autumn Food & Wine	75,561.83	0.00	0.00	0.00	0.00	0.00	0.00	75,561.83
6421-09 · Wanderlust	4,000.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
Total 6420-01 · Sponsorships	79,561.83	0.00	0.00	0.00	0.00	0.00	0.00	79,561.83
Total 6420-00 · Events	79,561.83	0.00	0.00	0.00	0.00	0.00	0.00	79,561.83
6423-00 · Membership Activities	0.00	0.00	0.00	0.00	0.00	276.69	0.00	276.69
6730-00 · Marketing Cooperative/Media	131,333.33	9,166.67	0.00	0.00	0.00	0.00	0.00	140,500.00
6742-00 · Non-NLT Co-Op Marketing Program	1,407.29	0.00	0.00	150.00	0.00	0.00	0.00	1,557.29
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	150.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
Total 6743-00 · BACC Marketing Programs	150.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0.00	0.00	0.00	20.00	0.00	0.00	0.00	20.00
8100-00 · Cost of Goods Sold - Other	0.00	0.00	0.00	5,148.90	0.00	0.00	0.00	5,148.90
Total 8100-00 · Cost of Goods Sold	0.00	0.00	0.00	5,168.90	0.00	0.00	0.00	5,168.90
8200-00 · Associate Relations	0.00	0.00	0.00	142.99	0.00	0.00	0.00	142.99

**North Lake Tahoe Resort Association
Profit & Loss by Class**

September 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
8300-00 · Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	409.20	409.20
8500-00 · Credit Card Fees	0.00	0.00	0.00	386.27	0.00	167.95	0.00	554.22
8700-00 · Automobile Expenses	189.71	0.00	2.46	66.02	6.15	73.72	87.37	425.43
8750-00 · Meals/Meetings	0.00	0.00	12.00	33.39	0.00	0.00	50.00	95.39
8810-00 · Dues & Subscriptions	14.99	0.00	0.00	49.99	0.00	146.50	577.48	788.96
8910-00 · Travel	425.54	0.00	0.00	0.00	0.00	0.00	0.00	425.54
8920-00 · Bad Debt	0.00	0.00	0.00	0.00	0.00	2,768.00	0.00	2,768.00
Total Expense	249,139.32	33,572.53	3,438.10	41,059.49	4,259.47	16,507.84	67,039.74	415,016.49
Net Ordinary Income	65,754.01	-3,376.94	-472.28	-4,811.77	1,672.17	-4,624.94	-67,039.74	-12,899.49
Other Income/Expense								
Other Income								
4700-00 · Revenues- Interest & Investment	18.94	0.00	0.00	0.00	0.00	0.00	50.55	69.49
Total Other Income	18.94	0.00	0.00	0.00	0.00	0.00	50.55	69.49
Other Expense								
8990-00 · Allocated	44,882.76	7,368.81	669.89	6,698.92	2,009.68	5,359.13	-66,989.19	0.00
Total Other Expense	44,882.76	7,368.81	669.89	6,698.92	2,009.68	5,359.13	-66,989.19	0.00
Net Other Income	-44,863.82	-7,368.81	-669.89	-6,698.92	-2,009.68	-5,359.13	67,039.74	69.49
Net Income	20,890.19	-10,745.75	-1,142.17	-11,510.69	-337.51	-9,984.07	0.00	-12,830.00

North Lake Tahoe Resort Association

Profit & Loss

July through September 2017

	Jul - Sep 17	Jul - Sep 16	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,055,363.00	943,995.00	111,368.00	11.8%
4200-00 · Membership Dues	33,787.08	33,534.05	253.03	0.8%
4201-00 · New Member Fees	75.00	450.00	-375.00	-83.3%
4205-00 · Conference Dues	2,750.01	2,475.00	275.01	11.1%
4250-00 · Revenues-Membership Activities				
4250-02 · Tourism Summit	0.00	1,075.00	-1,075.00	-100.0%
4251-00 · Revenue-Tue AM Breakfast Club	739.54	1,305.00	-565.46	-43.3%
4250-00 · Revenues-Membership Activities - Other	599.95	2,005.00	-1,405.05	-70.1%
Total 4250-00 · Revenues-Membership Activities	1,339.49	4,385.00	-3,045.51	-69.5%
4252-00 · Revenue - Sponsorships	0.00	500.00	-500.00	-100.0%
4350-00 · Special Events (Marketing)	77,627.73	0.00	77,627.73	100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	0.00	4,805.92	-4,805.92	-100.0%
4600-00 · Commissions - Other	28,194.61	77,010.79	-48,816.18	-63.4%
Total 4600-00 · Commissions	28,194.61	81,816.71	-53,622.10	-65.5%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	5,890.00	5,192.00	698.00	13.4%
46000 · Merchandise Sales - Other	33,908.26	34,420.62	-512.36	-1.5%
Total 46000 · Merchandise Sales	39,798.26	39,612.62	185.64	0.5%
Total Income	1,238,935.18	1,106,768.38	132,166.80	11.9%
Gross Profit	1,238,935.18	1,106,768.38	132,166.80	11.9%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	4,179.91	15,981.15	-11,801.24	-73.8%
5020-00 · P/R - Tax Expense	25,178.97	25,804.43	-625.46	-2.4%
5030-00 · P/R - Health Insurance Expense	26,008.85	30,875.88	-4,867.03	-15.8%
5040-00 · P/R - Workmans Comp	2,044.40	976.50	1,067.90	109.4%
5060-00 · 401 (k)	11,062.69	9,941.50	1,121.19	11.3%
5070-00 · Other Benefits and Expenses	649.11	669.91	-20.80	-3.1%
5000-00 · Salaries & Wages - Other	278,146.93	276,782.92	1,364.01	0.5%
Total 5000-00 · Salaries & Wages	347,270.86	361,032.29	-13,761.43	-3.8%
5100-00 · Rent				
5110-00 · Utilities	2,834.88	1,952.46	882.42	45.2%
5140-00 · Repairs & Maintenance	469.38	166.36	303.02	182.2%
5150-00 · Office - Cleaning	2,605.00	1,347.40	1,257.60	93.3%
5100-00 · Rent - Other	37,605.00	37,131.08	473.92	1.3%
Total 5100-00 · Rent	43,514.26	40,597.30	2,916.96	7.2%
5310-00 · Telephone				
5320-00 · Telephone	6,906.17	7,215.40	-309.23	-4.3%
5350-00 · Internet	25.00	0.00	25.00	100.0%
Total 5310-00 · Telephone	6,931.17	7,215.40	-284.23	-3.9%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	0.00	1,000.00	-1,000.00	-100.0%
5480-00 · Mail - Fed Ex	120.54	325.22	-204.68	-62.9%
5420-00 · Mail - USPS - Other	509.00	0.00	509.00	100.0%
Total 5420-00 · Mail - USPS	629.54	1,325.22	-695.68	-52.5%
5510-00 · Insurance/Bonding	2,610.66	2,511.28	99.38	4.0%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	930.79	177.14	753.65	425.5%
5520-00 · Supplies - Other	3,130.85	2,828.40	302.45	10.7%
Total 5520-00 · Supplies	4,061.64	3,005.54	1,056.10	35.1%
5530-00 · Visitor Communications - Other	0.00	-109.00	109.00	100.0%
5610-00 · Depreciation	665.72	663.84	1.88	0.3%
5700-00 · Equipment Support & Maintenance	5,764.98	3,820.92	1,944.06	50.9%

North Lake Tahoe Resort Association

Profit & Loss

July through September 2017

	Jul - Sep 17	Jul - Sep 16	\$ Change	% Change
5710-00 · Taxes, Licenses & Fees	2,868.52	5,107.10	-2,238.58	-43.8%
5740-00 · Equipment Rental/Leasing	3,773.92	4,171.84	-397.92	-9.5%
5800-00 · Training Seminars	1,449.00	3,693.72	-2,244.72	-60.8%
5815 · Training Video Series	408.00	7,534.05	-7,126.05	-94.6%
5820 · Sales CRM/CMS	0.00	2,373.94	-2,373.94	-100.0%
5850-00 · Artist of Month - Commissions	891.75	486.00	405.75	83.5%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	140.00	940.00	-800.00	-85.1%
5920-00 · Professional Fees - Accountant	8,915.00	23,420.00	-14,505.00	-61.9%
5900-00 · Professional Fees - Other	17,343.75	0.00	17,343.75	100.0%
Total 5900-00 · Professional Fees	26,398.75	24,360.00	2,038.75	8.4%
5940-00 · Research & Planning Membership	3,000.00	3,000.00	0.00	0.0%
5941-00 · Research & Planning	2,266.25	2,318.55	-52.30	-2.3%
6020-00 · Programs				
6018-00 · Business Assoc. Grants	10,000.00	0.00	10,000.00	100.0%
Total 6020-00 · Programs	10,000.00	0.00	10,000.00	100.0%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	105,771.83	26,292.86	79,478.97	302.3%
6421-06 · Spartan	250,000.00	0.00	250,000.00	100.0%
6421-09 · Wanderlust	4,042.80	0.00	4,042.80	100.0%
Total 6420-01 · Sponsorships	359,814.63	26,292.86	333,521.77	1,268.5%
6421-00 · New Event Development	0.00	1,148.88	-1,148.88	-100.0%
6422-00 · Event Media				
6422-02 · Photography	0.00	4,263.00	-4,263.00	-100.0%
Total 6422-00 · Event Media	0.00	4,263.00	-4,263.00	-100.0%
6426-00 · Dues & Subscriptions	0.00	109.40	-109.40	-100.0%
Total 6420-00 · Events	359,814.63	31,814.14	328,000.49	1,031.0%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	0.00	1,227.81	-1,227.81	-100.0%
6436-00 · Membership - Wnt/Sum Rec Lunch	9.99	0.00	9.99	100.0%
6437-00 · Tuesday Morning Breakfast Club	621.00	2,065.50	-1,444.50	-69.9%
6441-00 · Membership - Miscellaneous Exp	0.00	32.05	-32.05	-100.0%
6442-00 · Public Relations/Website	0.00	81.00	-81.00	-100.0%
6444-00 · Trades	580.00	0.00	580.00	100.0%
6423-00 · Membership Activities - Other	830.07	2,410.56	-1,580.49	-65.6%
Total 6423-00 · Membership Activities	2,041.06	5,816.92	-3,775.86	-64.9%
6490-00 · Classified Ads	50.00	275.00	-225.00	-81.8%
6600-00 · Promotions/Giveaways	0.00	32.14	-32.14	-100.0%
6701-00 · Market Study Reports/Research	0.00	317.47	-317.47	-100.0%
6730-00 · Marketing Cooperative/Media	342,750.00	316,250.00	26,500.00	8.4%
6742-00 · Non-NLT Co-Op Marketing Program	5,369.50	41.61	5,327.89	12,804.4%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	150.00	0.00	150.00	100.0%
6743-04 · High Notes	0.00	4,943.32	-4,943.32	-100.0%
6743-05 · Peak Your Adventure	0.00	976.80	-976.80	-100.0%
Total 6743-00 · BACC Marketing Programs	150.00	5,920.12	-5,770.12	-97.5%
7500-00 · Trade Shows/Travel	0.00	15.00	-15.00	-100.0%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	239.66	224.53	15.13	6.7%
52500 · Purchase Discounts	0.00	-0.44	0.44	100.0%
59900 · POS Inventory Adjustments	77.67	237.83	-160.16	-67.3%
8100-00 · Cost of Goods Sold - Other	18,741.77	17,449.31	1,292.46	7.4%
Total 8100-00 · Cost of Goods Sold	19,059.10	17,911.23	1,147.87	6.4%
8200-00 · Associate Relations	206.74	1,495.00	-1,288.26	-86.2%
8300-00 · Board Functions	462.15	755.45	-293.30	-38.8%

North Lake Tahoe Resort Association

10/24/17

Profit & Loss

Accrual Basis

July through September 2017

	Jul - Sep 17	Jul - Sep 16	\$ Change	% Change
8500-00 · Credit Card Fees	1,658.58	2,025.95	-367.37	-18.1%
8700-00 · Automobile Expenses	1,032.55	1,247.46	-214.91	-17.2%
8750-00 · Meals/Meetings	510.36	1,141.78	-631.42	-55.3%
8810-00 · Dues & Subscriptions	2,526.49	3,116.47	-589.98	-18.9%
8910-00 · Travel	800.42	4,308.49	-3,508.07	-81.4%
8920-00 · Bad Debt	4,607.00	2,895.00	1,712.00	59.1%
Total Expense	1,203,543.60	868,487.22	335,056.38	38.6%
Net Ordinary Income	35,391.58	238,281.16	-202,889.58	-85.2%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	69.49	0.00	69.49	100.0%
Total Other Income	69.49	0.00	69.49	100.0%
Other Expense				
Balancing Adjustments	0.00	0.08	-0.08	-100.0%
Total Other Expense	0.00	0.08	-0.08	-100.0%
Net Other Income	69.49	-0.08	69.57	86,962.5%
Net Income	35,461.07	238,281.08	-202,820.01	-85.1%

North Lake Tahoe Resort Association
Profit & Loss by Class

July through September 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
Ordinary Income/Expense								
Income								
4050-00 · County of Placer TOT Funding	874,694.33	59,509.76	19,377.64	76,483.99	25,297.28	0.00	0.00	1,055,363.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	33,787.08	0.00	33,787.08
4201-00 · New Member Fees	0.00	0.00	0.00	0.00	0.00	75.00	0.00	75.00
4205-00 · Conference Dues	0.00	2,750.01	0.00	0.00	0.00	0.00	0.00	2,750.01
4250-00 · Revenues-Membership Activities								
4251-00 · Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	739.54	0.00	739.54
4250-00 · Revenues-Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	599.95	0.00	599.95
Total 4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	1,339.49	0.00	1,339.49
4350-00 · Special Events (Marketing)	77,627.73	0.00	0.00	0.00	0.00	0.00	0.00	77,627.73
4600-00 · Commissions	0.00	28,194.61	0.00	0.00	0.00	0.00	0.00	28,194.61
46000 · Merchandise Sales								
4502-00 · Non-Retail VIC income	0.00	0.00	0.00	5,890.00	0.00	0.00	0.00	5,890.00
46000 · Merchandise Sales - Other	0.00	0.00	0.00	33,908.26	0.00	0.00	0.00	33,908.26
Total 46000 · Merchandise Sales	0.00	0.00	0.00	39,798.26	0.00	0.00	0.00	39,798.26
Total Income	952,322.06	90,454.38	19,377.64	116,282.25	25,297.28	35,201.57	0.00	1,238,935.18
Gross Profit	952,322.06	90,454.38	19,377.64	116,282.25	25,297.28	35,201.57	0.00	1,238,935.18
Expense								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	4,125.00	0.00	0.00	0.00	0.00	-4,125.00	0.00	0.00
5010-00 · Sales Commissions	0.00	4,179.91	0.00	0.00	0.00	0.00	0.00	4,179.91
5020-00 · P/R - Tax Expense	4,585.01	3,858.92	982.35	4,420.13	1,202.86	1,814.48	8,315.22	25,178.97
5030-00 · P/R - Health Insurance Expense	8,261.57	4,597.95	157.80	5,581.12	199.54	3,636.60	3,574.27	26,008.85
5040-00 · P/R - Workmans Comp	450.36	370.74	40.98	458.02	53.63	175.15	495.52	2,044.40
5060-00 · 401 (k)	2,447.90	2,049.60	517.42	2,194.30	633.37	843.41	2,376.69	11,062.69
5070-00 · Other Benefits and Expenses	219.41	125.94	13.16	150.94	14.41	35.67	89.58	649.11
5000-00 · Salaries & Wages - Other	53,770.47	38,797.85	5,428.81	52,077.86	8,602.71	23,569.42	95,899.81	278,146.93
Total 5000-00 · Salaries & Wages	73,859.72	53,980.91	7,140.52	64,882.37	10,706.52	25,949.73	110,751.09	347,270.86
5100-00 · Rent								
5110-00 · Utilities	416.96	209.20	62.01	1,566.85	82.26	148.63	348.97	2,834.88
5140-00 · Repairs & Maintenance	71.90	35.94	1.80	109.00	4.49	27.86	218.39	469.38
5150-00 · Office - Cleaning	801.53	400.78	93.00	200.39	107.43	294.96	706.91	2,605.00
5100-00 · Rent - Other	5,781.45	2,769.24	1,107.69	19,684.62	1,107.69	2,181.45	4,972.86	37,605.00
Total 5100-00 · Rent	7,071.84	3,415.16	1,264.50	21,560.86	1,301.87	2,652.90	6,247.13	43,514.26
5310-00 · Telephone								
5320-00 · Telephone	1,620.58	735.68	372.29	882.62	521.57	766.60	2,006.83	6,906.17
5350-00 · Internet	0.00	0.00	0.00	0.00	0.00	0.00	25.00	25.00
Total 5310-00 · Telephone	1,620.58	735.68	372.29	882.62	521.57	766.60	2,031.83	6,931.17
5420-00 · Mail - USPS								
5480-00 · Mail - Fed Ex	69.24	0.00	0.00	51.30	0.00	0.00	0.00	120.54
5420-00 · Mail - USPS - Other	125.00	65.00	40.00	65.00	40.00	40.00	134.00	509.00
Total 5420-00 · Mail - USPS	194.24	65.00	40.00	116.30	40.00	40.00	134.00	629.54
5510-00 · Insurance/Bonding	542.95	496.03	25.14	652.67	57.56	211.49	624.82	2,610.66
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	24.86	72.99	0.00	759.95	0.00	72.99	0.00	930.79
5520-00 · Supplies - Other	437.69	111.71	20.59	1,184.04	34.67	185.01	1,157.14	3,130.85
Total 5520-00 · Supplies	462.55	184.70	20.59	1,943.99	34.67	258.00	1,157.14	4,061.64
5610-00 · Depreciation	61.37	28.41	7.98	382.26	13.70	17.30	154.70	665.72
5700-00 · Equipment Support & Maintenance	1,450.00	1,029.99	126.75	1,065.00	126.75	539.25	1,427.24	5,764.98
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	0.00	0.00	0.00	2,868.52	2,868.52
5740-00 · Equipment Rental/Leasing	402.49	374.92	228.11	1,155.78	418.72	720.64	473.26	3,773.92
5800-00 · Training Seminars	0.00	0.00	0.00	0.00	0.00	0.00	1,449.00	1,449.00
5815 · Training Video Series	0.00	0.00	0.00	408.00	0.00	0.00	0.00	408.00
5850-00 · Artist of Month - Commissions	0.00	0.00	0.00	891.75	0.00	0.00	0.00	891.75
5900-00 · Professional Fees								
5910-00 · Professional Fees - Attorneys	140.00	0.00	0.00	0.00	0.00	0.00	0.00	140.00
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	8,915.00	8,915.00
5900-00 · Professional Fees - Other	17,343.75	0.00	0.00	0.00	0.00	0.00	0.00	17,343.75
Total 5900-00 · Professional Fees	17,483.75	0.00	0.00	0.00	0.00	0.00	8,915.00	26,398.75
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	3,000.00
5941-00 · Research & Planning	0.00	0.00	1,891.25	0.00	375.00	0.00	0.00	2,266.25
6020-00 · Programs								
6018-00 · Business Assoc. Grants	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00
Total 6020-00 · Programs	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00
6420-00 · Events								
6420-01 · Sponsorships								
6023-00 · Autumn Food & Wine	105,771.83	0.00	0.00	0.00	0.00	0.00	0.00	105,771.83
6421-06 · Spartan	250,000.00	0.00	0.00	0.00	0.00	0.00	0.00	250,000.00
6421-09 · Wanderlust	4,042.80	0.00	0.00	0.00	0.00	0.00	0.00	4,042.80
Total 6420-01 · Sponsorships	359,814.63	0.00	0.00	0.00	0.00	0.00	0.00	359,814.63
Total 6420-00 · Events	359,814.63	0.00	0.00	0.00	0.00	0.00	0.00	359,814.63
6423-00 · Membership Activities								
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	0.00	0.00	0.00	9.99	0.00	9.99

**North Lake Tahoe Resort Association
Profit & Loss by Class**

July through September 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	621.00	0.00	621.00
6444-00 · Trades	0.00	0.00	0.00	0.00	0.00	580.00	0.00	580.00
6423-00 · Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	830.07	0.00	830.07
Total 6423-00 · Membership Activities	0.00	0.00	0.00	0.00	0.00	2,041.06	0.00	2,041.06
6490-00 · Classified Ads	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
6730-00 · Marketing Cooperative/Media	315,249.99	27,500.01	0.00	0.00	0.00	0.00	0.00	342,750.00
6742-00 · Non-NLT Co-Op Marketing Program	5,219.50	0.00	0.00	150.00	0.00	0.00	0.00	5,369.50
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	150.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
Total 6743-00 · BACC Marketing Programs	150.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0.00	0.00	0.00	239.66	0.00	0.00	0.00	239.66
59900 · POS Inventory Adjustments	0.00	0.00	0.00	77.67	0.00	0.00	0.00	77.67
8100-00 · Cost of Goods Sold - Other	0.00	0.00	0.00	18,741.77	0.00	0.00	0.00	18,741.77
Total 8100-00 · Cost of Goods Sold	0.00	0.00	0.00	19,059.10	0.00	0.00	0.00	19,059.10
8200-00 · Associate Relations	25.00	0.00	0.00	142.99	0.00	0.00	38.75	206.74
8300-00 · Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	462.15	462.15
8500-00 · Credit Card Fees	0.00	0.00	0.00	1,114.98	0.00	543.60	0.00	1,658.58
8700-00 · Automobile Expenses	371.88	0.00	45.40	209.40	61.45	181.45	162.97	1,032.55
8750-00 · Meals/Meetings	325.00	0.00	36.00	33.39	0.00	0.00	115.97	510.36
8810-00 · Dues & Subscriptions	1,074.97	0.00	2.25	149.97	2.25	264.67	1,032.38	2,526.49
8910-00 · Travel	800.42	0.00	0.00	0.00	0.00	0.00	800.42	800.42
8920-00 · Bad Debt	0.00	0.00	0.00	0.00	0.00	4,607.00	0.00	4,607.00
Total Expense	796,230.88	87,810.81	14,200.78	114,801.43	13,660.06	38,793.69	138,045.95	1,203,543.60
Net Ordinary Income	156,091.18	2,643.57	5,176.86	1,480.82	11,637.22	-3,592.12	-138,045.95	35,391.58
Other Income/Expense								
Other Income								
4700-00 · Revenues- Interest & Investment	18.94	0.00	0.00	0.00	0.00	0.00	50.55	69.49
Total Other Income	18.94	0.00	0.00	0.00	0.00	0.00	50.55	69.49
Other Expense								
8990-00 · Allocated	92,456.93	15,179.50	2,090.01	13,799.54	3,429.80	11,039.62	-137,995.40	0.00
Total Other Expense	92,456.93	15,179.50	2,090.01	13,799.54	3,429.80	11,039.62	-137,995.40	0.00
Net Other Income	-92,437.99	-15,179.50	-2,090.01	-13,799.54	-3,429.80	-11,039.62	138,045.95	69.49
Net Income	63,653.19	-12,535.93	3,086.85	-12,318.72	8,207.42	-14,631.74	0.00	35,461.07

North Lake Tahoe Marketing Cooperative

Balance Sheet

As of September 30, 2017

	Sep 30, 17	Sep 30, 16	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1000-00 · Cash	351,714.23	417,702.93	-65,988.70	-15.8%
Total Checking/Savings	351,714.23	417,702.93	-65,988.70	-15.8%
Accounts Receivable				
1200-00 · Accounts Receivable	151,714.46	3,971.08	147,743.38	3,720.5%
Total Accounts Receivable	151,714.46	3,971.08	147,743.38	3,720.5%
Total Current Assets	503,428.69	421,674.01	81,754.68	19.4%
Other Assets				
1400-00 · Prepaid Expenses	7,529.99	5,250.01	2,279.98	43.4%
Total Other Assets	7,529.99	5,250.01	2,279.98	43.4%
TOTAL ASSETS	510,958.68	426,924.02	84,034.66	19.7%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	94,568.08	59,645.94	34,922.14	58.6%
Total Accounts Payable	94,568.08	59,645.94	34,922.14	58.6%
Credit Cards				
2080 · Bank of the West Credit Cards				
2080-02 · MC_4222 Jason	1,479.86	0.00	1,479.86	100.0%
2080-05 · MC_2107 Greg	245.96	0.00	245.96	100.0%
2080-09 · MC_3126 Sarah	2,963.18	0.00	2,963.18	100.0%
2080-11 · MC_3978_Amber	1,994.74	0.00	1,994.74	100.0%
Total 2080 · Bank of the West Credit Cards	6,683.74	0.00	6,683.74	100.0%
Total Credit Cards	6,683.74	0.00	6,683.74	100.0%
Other Current Liabilities				
2402-00 · Suspense - Jason	0.00	-80.60	80.60	100.0%
Total Other Current Liabilities	0.00	-80.60	80.60	100.0%
Total Current Liabilities	101,251.82	59,565.34	41,686.48	70.0%
Total Liabilities	101,251.82	59,565.34	41,686.48	70.0%
Equity				
32000 · Unrestricted Net Assets	156,357.34	59,388.51	96,968.83	163.3%
Net Income	253,349.52	307,970.17	-54,620.65	-17.7%
Total Equity	409,706.86	367,358.68	42,348.18	11.5%
TOTAL LIABILITIES & EQUITY	510,958.68	426,924.02	84,034.66	19.7%

North Lake Tahoe Marketing Cooperative
A/R Aging Summary
 As of September 30, 2017

	Current	1 - 30	31 - 60	61 - 90	91 - 120	> 120	TOTAL
Hyatt Regency Lake Tahoe Resort*	0.00	0.00	0.00	0.00	3,025.00	0.00	3,025.00
NLTRA*	0.00	140,500.00	0.00	0.00	0.00	0.00	140,500.00
Northstar California	0.00	0.00	0.00	0.00	0.00	1,022.43	1,022.43
PlumpJack Squaw Valley Inn*	0.00	250.00	0.00	0.00	0.00	0.00	250.00
Resort at Squaw Creek*	0.00	250.00	0.00	0.00	0.00	1,947.20	2,197.20
Squaw Valley Alpine Meadows	0.00	0.00	500.00	0.00	500.00	0.00	1,000.00
Tahoe Mountain Lodging	0.00	0.00	0.00	0.00	500.00	0.00	500.00
The Village at Squaw Valley	0.00	0.00	0.00	0.00	2,525.00	0.00	2,525.00
Truckee Donner Chamber of Commerce	0.00	0.00	0.00	0.00	0.00	694.83	694.83
TOTAL	0.00	141,000.00	500.00	0.00	6,550.00	3,664.46	151,714.46

**North Lake Tahoe Marketing Cooperative
A/P Aging Summary
As of September 30, 2017**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
Adam Whitman	0.00	300.00	0.00	0.00	0.00	300.00
Anna Atwood	16.59	0.00	0.00	0.00	0.00	16.59
Connect Association Marketplace	0.00	3,950.00	0.00	0.00	0.00	3,950.00
FedEx	17.53	11.85	0.00	0.00	0.00	29.38
Gate 7 Pty Ltd*	5,000.00	0.00	0.00	0.00	0.00	5,000.00
Greg Howey	64.20	0.00	0.00	0.00	0.00	64.20
Jason Neary	79.18	0.00	0.00	0.00	0.00	79.18
Reno Sparks Convention & VB	0.00	10,000.00	0.00	0.00	0.00	10,000.00
Richter7	0.00	44,591.55	0.00	0.00	0.00	44,591.55
Sarah Winters	157.18	0.00	0.00	0.00	0.00	157.18
Smith & Jones, Inc.	3,375.00	3,375.00	0.00	0.00	0.00	6,750.00
The Abbi Agency, Inc	23,630.00	0.00	0.00	0.00	0.00	23,630.00
TOTAL	<u>32,339.68</u>	<u>62,228.40</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>94,568.08</u>

PRE-AUDIT DRAFT

North Lake Tahoe Marketing Cooperative

10/24/17

Profit & Loss

Accrual Basis

September 2017

	Sep 17	Sep 16	\$ Change	% Change
Income				
4000-00 · LTIVCBVB Funding	123,475.00	117,500.00	5,975.00	5.1%
4001-00 · NLTRA Funding	140,500.00	126,500.00	14,000.00	11.1%
Total Income	263,975.00	244,000.00	19,975.00	8.2%
Gross Profit	263,975.00	244,000.00	19,975.00	8.2%
Expense				
5000-00 · CONSUMER MARKETING				
5005-00 · Paid Social	0.00	832.50	-832.50	-100.0%
5007-00 · Creative Production	2,075.00	0.00	2,075.00	100.0%
5010-00 · Account Strategy & Management	7,000.00	0.00	7,000.00	100.0%
5010-01 · Digital Management & Reporting	3,000.00	0.00	3,000.00	100.0%
5010-02 · Website Strategy & Analysis	2,000.00	0.00	2,000.00	100.0%
Total 5000-00 · CONSUMER MARKETING	14,075.00	832.50	13,242.50	1,590.7%
5110-00 · LEISURE SALES				
5107-00 · Creative Production	203.75	0.00	203.75	100.0%
5112-00 · Training / Sales Calls	1,150.24	1,170.66	-20.42	-1.7%
5116-00 · RSA Membership	0.00	695.00	-695.00	-100.0%
5120-00 · Domestic - Trade Shows	0.00	1,188.84	-1,188.84	-100.0%
5131-00 · FAMS -Intl - Travel Trade	0.00	256.96	-256.96	-100.0%
5136-00 · Tour Operator Brochure Support	0.00	235.00	-235.00	-100.0%
5137-00 · Co-op Opportunities	0.00	650.75	-650.75	-100.0%
5142-00 · UK Sales Mission	0.00	819.63	-819.63	-100.0%
5143-00 · Mountain Travel Symposium	30.81	0.00	30.81	100.0%
5147-00 · AUS / Gate 7	5,000.00	0.00	5,000.00	100.0%
5149-00 · Mexico Program	11,697.24	0.00	11,697.24	100.0%
5150-00 · China Program	0.00	3,000.00	-3,000.00	-100.0%
5151-00 · RTO West	0.00	1,695.00	-1,695.00	-100.0%
5152-00 · Go West	194.40	0.00	194.40	100.0%
Total 5110-00 · LEISURE SALES	18,276.44	9,711.84	8,564.60	88.2%
5200-00 · PUBLIC RELATIONS				
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,000.00	0.00	2,000.00	100.0%
5201-00 · National, Regional, & Local PR	5,000.00	6,500.00	-1,500.00	-23.1%
5202-00 · PR Program/ Content Dev - Blogs	1,800.00	1,250.00	550.00	44.0%
5203-00 · International Public Relations	1,500.00	0.00	1,500.00	100.0%
5204-00 · Media Mission(s)	4,019.00	0.00	4,019.00	100.0%
5205-00 · Conference Outreach	0.00	1,000.00	-1,000.00	-100.0%
5206-00 · Digital Buy/ Social Media Boost	500.00	1,500.00	-1,000.00	-66.7%
5207-00 · Content Campaigns/Tools-My Emma	311.00	83.00	228.00	274.7%
5208-00 · International Travel Media FAMS	0.00	1,477.91	-1,477.91	-100.0%
5209-00 · Domestic Travel Media FAMS	0.00	42.11	-42.11	-100.0%
5210-00 · Content Dev - Newsletters	2,000.00	0.00	2,000.00	100.0%
5211-00 · Social Media Strategy & Mgmt	4,000.00	0.00	4,000.00	100.0%
5213-00 · Facebook Live	1,500.00	0.00	1,500.00	100.0%
Total 5200-00 · PUBLIC RELATIONS	22,630.00	11,853.02	10,776.98	90.9%
6000-00 · CONFERENCE SALES				
6002-00 · Destination Print	0.00	1,327.50	-1,327.50	-100.0%
6007-00 · Creative Production	611.25	0.00	611.25	100.0%
6008-00 · Conference PR / Social Outreach	1,000.00	0.00	1,000.00	100.0%
6128-00 · HelmsBriscoe Strategic Partner	500.00	0.00	500.00	100.0%
6145-00 · Sponsorship - World Senior Golf	0.00	520.20	-520.20	-100.0%
6152-00 · Client Events / Opportunities	0.00	500.00	-500.00	-100.0%
6153-00 · Chicago Sales Rep Support	0.00	26.51	-26.51	-100.0%
Total 6000-00 · CONFERENCE SALES	2,111.25	2,374.21	-262.96	-11.1%
6100-00 · TRADE SHOWS				
6111-00 · Site Inspections	69.18	169.58	-100.40	-59.2%
6118-00 · ASAE Annual	0.00	5,590.67	-5,590.67	-100.0%
6120-00 · AFW Client Event	3,358.28	0.00	3,358.28	100.0%
6120-02 · SF Giants Client Event	-750.00	0.00	-750.00	-100.0%
6143-00 · Connect Marketplace	0.00	2,856.96	-2,856.96	-100.0%
6149-00 · MEET National	0.00	7,396.04	-7,396.04	-100.0%
6150-03 · Luxury Meeting Summit NorCal	0.00	8,737.94	-8,737.94	-100.0%

North Lake Tahoe Marketing Cooperative

10/24/17

Profit & Loss

Accrual Basis

September 2017

	Sep 17	Sep 16	\$ Change	% Change
6150-05 · Luxury Meeting Summit PHX/SD/OC	310.16	0.00	310.16	100.0%
6156-04 · Connect Georgia	3,950.00	0.00	3,950.00	100.0%
6157-00 · HPN Partner Conference	0.00	2,592.84	-2,592.84	-100.0%
Total 6100-00 · TRADE SHOWS	6,937.62	27,344.03	-20,406.41	-74.6%
7000-00 · COMMITTED & ADMIN EXPENSES				
5008-00 · Cooperative Programs	3,375.00	0.00	3,375.00	100.0%
5009-00 · Fulfillment / Mail	17.53	247.97	-230.44	-92.9%
5123-00 · HSVC - High Sierra Visitors	0.00	3,765.03	-3,765.03	-100.0%
7003-00 · IVCBVB Entertainment Fund	47.14	1,924.83	-1,877.69	-97.6%
7004-00 · Research	421.67	0.00	421.67	100.0%
8700-00 · Automobile Expense*	143.44	469.04	-325.60	-69.4%
Total 7000-00 · COMMITTED & ADMIN EXPENSES	4,004.78	6,406.87	-2,402.09	-37.5%
8000-00 · WEBSITE CONTENT & MAINTENANCE				
8002-00 · Content Manager Contractor	3,583.33	3,583.33	0.00	0.0%
8003-00 · Website Hosting Maintenance	0.00	782.00	-782.00	-100.0%
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	3,583.33	4,365.33	-782.00	-17.9%
Total Expense	71,618.42	62,887.80	8,730.62	13.9%
Net Income	192,356.58	181,112.20	11,244.38	6.2%

North Lake Tahoe Marketing Cooperative

Profit & Loss Budget Performance

September 2017

	Sep 17	Budget	Jul - Sep 17	YTD Budget	Annual Budget
Income					
4000-00 · LTIVCBVB Funding	123,475.00	123,457.00	233,390.00	233,372.00	922,000.00
4001-00 · NLTRA Funding	140,500.00	141,182.00	342,750.00	352,955.00	1,411,821.00
4004-00 · IVCBVB Entertainment	0.00	0.00	2,000.00	2,000.00	8,000.00
Total Income	263,975.00	264,639.00	578,140.00	588,327.00	2,341,821.00
Gross Profit	263,975.00	264,639.00	578,140.00	588,327.00	2,341,821.00
Expense					
5000-00 · CONSUMER MARKETING					
5002-00 · Consumer Print	0.00	0.00	0.00	0.00	55,000.00
5002-01 · Native Display	0.00	3,713.00	11,954.44	14,301.00	55,004.00
5004-00 · Trip Advisor	0.00	3,938.00	5,790.55	14,251.00	75,004.00
5005-00 · Paid Social	0.00	8,100.00	15,590.27	33,700.00	135,000.00
5005-01 · Digital Display	0.00	7,831.00	25,335.58	30,162.00	116,008.00
5007-00 · Creative Production	2,075.00	10,000.00	7,217.50	26,500.00	141,500.00
5010-00 · Account Strategy & Management	7,000.00	7,000.00	21,000.00	21,000.00	84,000.00
5010-01 · Digital Management & Reporting	3,000.00	3,000.00	9,000.00	9,000.00	36,000.00
5010-02 · Website Strategy & Analysis	2,000.00	2,000.00	6,000.00	6,000.00	24,000.00
5013-00 · Outdoor	0.00	0.00	0.00	0.00	95,000.00
5015-00 · Video	0.00	2,565.00	2,311.48	9,880.00	38,000.00
5017-00 · Rich Media	0.00	8,000.00	0.00	8,000.00	40,000.00
5018-00 · Media Commission	0.00	5,150.00	362.76	17,076.00	93,604.00
5018-01 · Digital Ad Serving	0.00	0.00	0.00	9,000.00	9,000.00
5018-03 · Strategic Marketing Plan	0.00	0.00	0.00	3,500.00	3,500.00
5019-00 · Experiential	0.00	0.00	0.00	0.00	50,000.00
5020-00 · Search Engine Marketing	0.00	3,038.00	12,041.67	11,701.00	45,004.00
5022-00 · Email	0.00	2,430.00	5,712.00	9,360.00	36,000.00
5023-00 · Additional Opportunities	0.00	0.00	319.48	0.00	0.00
Total 5000-00 · CONSUMER MARKETING	14,075.00	66,765.00	122,635.73	223,431.00	1,131,624.00
5110-00 · LEISURE SALES					
5107-00 · Creative Production	203.75	850.00	203.75	1,700.00	8,500.00
5111-00 · FAMs - Domestic	0.00	0.00	0.00	500.00	2,215.00
5112-00 · Training / Sales Calls	1,150.24	0.00	1,286.60	3,000.00	5,000.00
5113-00 · Additional Opportunities	0.00	0.00	0.00	500.00	6,000.00
5115-00 · Travel Agent Incentive Program	0.00	0.00	0.00	0.00	1,000.00
5116-00 · RSA Membership	0.00	0.00	695.00	695.00	695.00
5120-00 · Domestic - Trade Shows	0.00	0.00	0.00	0.00	4,500.00
5131-00 · FAMS -Intl - Travel Trade	0.00	500.00	0.00	1,500.00	7,000.00
5132-00 · FAMS -Intl - Media	0.00	0.00	0.00	0.00	7,250.00
5133-00 · Ski-Tops	0.00	0.00	0.00	0.00	4,500.00
5134-00 · Intl Marketing - Additional Opp	0.00	0.00	1,000.00	0.00	13,000.00
5135-00 · North American Journeys/Tour Op	0.00	0.00	1,950.00	2,000.00	2,000.00
5136-00 · Tour Operator Brochure Support	0.00	0.00	0.00	0.00	6,500.00
5137-00 · Co-op Opportunities	0.00	2,000.00	-2,000.00	2,000.00	12,000.00
5141-00 · Australian Sales Mission	0.00	0.00	0.00	0.00	10,000.00
5142-00 · UK Sales Mission	0.00	0.00	2,867.39	4,750.00	4,750.00
5143-00 · Mountain Travel Symposium	30.81	0.00	2,367.38	0.00	8,000.00
5144-00 · IPW - POW WOW	0.00	0.00	129.75	0.00	11,000.00
5145-00 · TIA Annual Dues	0.00	0.00	0.00	0.00	2,500.00
5146-00 · UK / Black Diamond	0.00	10,000.00	0.00	17,500.00	45,000.00
5147-00 · AUS / Gate 7	5,000.00	5,000.00	5,000.00	10,000.00	35,000.00
5149-00 · Mexico Program	11,697.24	1,000.00	11,697.24	1,000.00	7,000.00
5150-00 · China Program	0.00	0.00	4,367.50	4,500.00	12,000.00
5151-00 · RTO West	0.00	0.00	0.00	0.00	2,695.00
5152-00 · Go West	194.40	0.00	194.40	2,395.00	5,395.00
Total 5110-00 · LEISURE SALES	18,276.44	19,350.00	29,759.01	52,040.00	223,500.00
5200-00 · PUBLIC RELATIONS					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,000.00	2,000.00	6,000.00	6,000.00	24,000.00
5201-00 · National, Regional, & Local PR	5,000.00	5,000.00	15,000.00	15,000.00	60,000.00
5202-00 · PR Program/ Content Dev - Blogs	1,800.00	1,800.00	5,400.00	5,400.00	21,600.00
5203-00 · International Public Relations	1,500.00	1,500.00	4,500.00	4,500.00	18,000.00
5204-00 · Media Mission(s)	4,019.00	0.00	4,019.00	0.00	10,600.00
5206-00 · Digital Buy/ Social Media Boost	500.00	500.00	1,500.00	1,500.00	6,000.00
5207-00 · Content Campaigns/Tools-My Emma	311.00	311.00	933.00	933.00	3,732.00
5208-00 · International Travel Media FAMS	0.00	0.00	438.18	5,000.00	20,000.00
5209-00 · Domestic Travel Media FAMS	0.00	3,500.00	0.00	7,000.00	28,000.00
5210-00 · Content Dev - Newsletters	2,000.00	2,000.00	6,000.00	6,000.00	24,000.00
5211-00 · Social Media Strategy & Mgmt	4,000.00	4,000.00	12,000.00	12,000.00	48,000.00
5212-00 · Social Giveaways & Contests	0.00	0.00	0.00	1,100.00	8,900.00
5213-00 · Facebook Live	1,500.00	1,620.00	1,500.00	1,620.00	6,480.00
5214-00 · Social Takeover	0.00	0.00	0.00	1,100.00	3,300.00
5215-00 · Content Campaign-Local Luminary	0.00	0.00	0.00	8,700.00	17,400.00
Total 5200-00 · PUBLIC RELATIONS	22,630.00	22,231.00	57,290.18	75,853.00	300,012.00

North Lake Tahoe Marketing Cooperative

Profit & Loss Budget Performance

September 2017

	Sep 17	Budget	Jul - Sep 17	YTD Budget	Annual Budget
6000-00 · CONFERENCE SALES					
6002-00 · Destination Print	0.00	0.00	0.00	0.00	22,000.00
6004-00 · Email	0.00	3,692.00	784.00	5,384.00	15,996.00
6005-00 · Paid Media	0.00	1,282.00	1,333.55	3,064.00	14,602.00
6006-00 · CVENT	0.00	0.00	11,648.00	10,400.00	10,400.00
6007-00 · Creative Production	611.25	3,000.00	1,301.25	5,500.00	25,000.00
6008-00 · Conference PR / Social Outreach	1,000.00	1,000.00	3,000.00	3,000.00	12,000.00
6018-00 · MCC Media Commission	0.00	647.00	104.00	1,099.00	6,842.00
6018-01 · MCC Digital Ad Serving	0.00	0.00	0.00	200.00	200.00
6128-00 · HelmsBriscoe Strategic Partner	500.00	0.00	1,000.00	0.00	6,000.00
6152-00 · Client Events / Opportunities	0.00	0.00	189.54	0.00	17,920.00
6153-00 · Chicago Sales Rep Support	0.00	0.00	0.00	500.00	10,000.00
Total 6000-00 · CONFERENCE SALES	2,111.25	9,621.00	19,360.34	29,147.00	140,960.00
6100-00 · TRADE SHOWS					
6111-00 · Site Inspections	69.18	500.00	1,072.62	1,500.00	6,000.00
6115-00 · Chicago Holiday Showcase	0.00	0.00	0.00	0.00	6,200.00
6116-00 · CalSAE Seasonal Spectacular	0.00	0.00	0.00	2,550.00	1,525.00
6120-00 · AFW Client Event	3,358.28	4,000.00	3,358.28	5,000.00	5,000.00
6120-01 · Sac River Cats Client Event	0.00	0.00	1,001.48	3,000.00	3,000.00
6120-02 · SF Giants Client Event	-750.00	0.00	-101.87	2,000.00	2,000.00
6120-03 · San Jose Sharks Client Event	0.00	0.00	0.00	0.00	6,500.00
6127-00 · CalSAE Annual	0.00	0.00	3,372.00	0.00	6,700.00
6136-00 · Mountain Travel Symposium	0.00	0.00	0.00	0.00	4,500.00
6143-00 · Connect Marketplace	0.00	0.00	2,409.86	0.00	11,900.00
6144-00 · ASAE XDP	0.00	0.00	0.00	0.00	4,000.00
6146-00 · UC Vendor Fair	0.00	300.00	0.00	300.00	555.00
6150-00 · Luxury Meeting Summit MA/CT/NY	0.00	2,500.00	11.85	6,100.00	6,100.00
6150-01 · Luxury Meeting Summit Northwest	0.00	0.00	0.00	1,800.00	3,300.00
6150-02 · Luxury Summit Meeting Texas	0.00	0.00	629.41	3,600.00	6,100.00
6150-03 · Luxury Meeting Summit NorCal	0.00	0.00	0.00	1,800.00	3,300.00
6150-05 · Luxury Meeting Summit PHX/SD/OC	310.16	0.00	310.16	2,700.00	5,200.00
6151-00 · Destination CA	0.00	0.00	0.00	0.00	1,500.00
6154-00 · HelmsBriscoe ABC	0.00	0.00	0.00	0.00	3,500.00
6156-00 · Connect California	0.00	0.00	0.00	0.00	15,000.00
6156-02 · Connect Chicago	0.00	0.00	0.00	2,950.00	3,450.00
6156-03 · Connect New England	0.00	0.00	0.00	2,950.00	5,450.00
6156-04 · Connect Georgia	3,950.00	0.00	3,950.00	2,950.00	4,950.00
6157-00 · HPN Partner Conference	0.00	2,500.00	0.00	2,500.00	5,000.00
6157-01 · HPN Spring Training CE (RSCVA)	0.00	0.00	0.00	0.00	1,500.00
6157-02 · HPN Partner Conference Post FAM	0.00	0.00	0.00	0.00	5,000.00
6160-00 · AllThingsMeetings Silcon Valley	0.00	0.00	910.35	2,000.00	2,000.00
6160-01 · AllThingsMeetings East Bay	0.00	0.00	490.00	500.00	2,000.00
Total 6100-00 · TRADE SHOWS	6,937.62	9,800.00	17,414.14	44,200.00	131,230.00
7000-00 · COMMITTED & ADMIN EXPENSES					
5008-00 · Cooperative Programs	3,375.00	0.00	10,350.00	9,000.00	36,000.00
5009-00 · Fulfillment / Mail	17.53	0.00	17.53	2,500.00	10,000.00
5021-00 · RASC-Reno Air Service Corp	0.00	0.00	25,000.00	25,000.00	100,000.00
5122-00 · SSMC Shipping - Sierra Ski Mkt	0.00	0.00	0.00	22,500.00	90,000.00
5123-00 · HSVC - High Sierra Visitors	0.00	0.00	2,000.00	0.00	2,250.00
7001-00 · Miscellaneous	0.00	250.00	0.00	750.00	3,000.00
7002-00 · CRM Subscription	0.00	0.00	2,500.00	10,000.00	10,000.00
7003-00 · IVCVB Entertainment Fund	47.14	2,000.00	1,390.79	2,000.00	8,000.00
7004-00 · Research	421.67	0.00	1,265.01	0.00	0.00
7005-00 · Film Festival	0.00	0.00	15,000.00	0.00	15,000.00
7006-00 · Special Events	0.00	0.00	0.00	0.00	10,000.00
7007-00 · Destimetrics / DMX	0.00	0.00	7,801.00	8,750.00	35,000.00
7008-00 · Opportunistic Funds	0.00	0.00	0.00	0.00	31,809.00
8700-00 · Automobile Expense*	143.44	0.00	1,482.77	0.00	0.00
Total 7000-00 · COMMITTED & ADMIN EXPENSES	4,004.78	2,250.00	66,807.10	80,500.00	351,059.00
8000-00 · WEBSITE CONTENT & MAINTENANCE					
8002-00 · Content Manager Contractor	3,583.33	3,750.00	10,749.99	11,250.00	45,000.00
8003-00 · Website Hosting Maintenance	0.00	0.00	773.99	5,000.00	20,000.00
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	3,583.33	3,750.00	11,523.98	16,250.00	65,000.00
Total Expense	71,618.42	133,767.00	324,790.48	521,421.00	2,343,385.00
Net Income	192,356.58	130,872.00	253,349.52	66,906.00	-1,564.00

KEY METRICS FOR September 30, 2017 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Aug 2017)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2010 - 2011	3,242,663	2,107,554	3,776,990	1,361,343	\$ 10,488,550
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279
2013 - 2014	4,525,882	2,145,655	3,569,347	1,751,001	\$ 11,991,885
2014 - 2015	4,693,908	2,527,485	3,513,547	1,868,362	\$ 12,603,302
2015 - 2016	4,872,022	3,875,134	5,421,915	2,345,879	\$ 16,514,950
2016 - 2017	5,501,064	3,348,991	6,103,893	3,273,262	\$ 18,227,210
2017 - 2018	207,504	-	-	-	\$ 207,504

Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Sep 2017)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Tahoe City:					
Walk In	20,705	20,512	18,512	18,216	-1.60%
Phone	1,012	936	969	871	-10.11%
Email		53	136	148	8.82%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic		1,322	3,825	2,631	-31.22%
Total	28,217	31,432	27,368	29,749	8.70%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (as of Aug 2017, 6 mth lag)					
Quarter	2013	2014	2015	2016	YOY % Change
First (Jan - Mar)	\$ 724,645	\$ 589,226	\$ 573,778	\$ 699,157	21.85%
Second (Apr - May)	\$ 488,100	\$ 521,965	\$ 495,699	\$ 558,566	12.68%
Third (Jun - Aug)	\$ 861,729	\$ 885,368	\$ 875,768	\$ 905,415	3.39%
Fourth (Sep - Dec)	\$ 538,613	\$ 557,614	\$ 596,985	\$ 624,683	4.64%
Total	\$ 2,613,087	\$ 2,554,173	\$ 2,542,230	\$ 2,787,821	9.66%

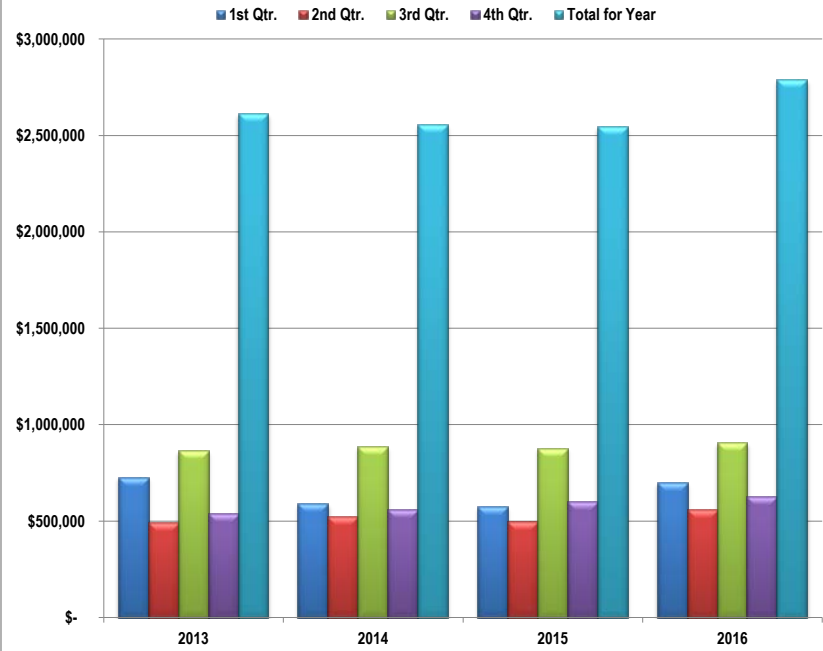
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Sep 2017
California (pop. 38,332,521)	7.1%	6.7%	5.5%	5.1%
Placer County (367,309)	6.0%	5.2%	4.7%	3.8%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.7%
Kings Beach (3,893)	6.0%	6.8%	6.1%	6.3%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.9%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	4.4%

Destimetrics Reservations Activity	FYTD 16/17	FYTD 17/18	YOY % Change
Occupancy	54.6%	48.7%	-10.8%
ADR (Average Daily Rate)	\$ 261	\$ 288	10.4%
RevPAR (Rev per Available Room)	\$ 143	\$ 140	-1.5%
Occupancy 1 Mth Forecast	28.5%	29.5%	3.5%
ADR 1 Mth Forecast	\$ 214	\$ 217	1.6%
RevPAR 1 Mth Forecast	\$ 61	\$ 64	5.2%
Occupancy (prior 6 months)	53.4%	55.1%	3.1%
ADR (prior 6 months)	\$ 291	\$ 306	5.4%
RevPAR (prior 6 months)	\$ 155	\$ 169	8.6%
Occupancy (next 6 months)	15.9%	16.6%	3.9%
ADR (next 6 months)	\$ 284	\$ 310	9.1%
RevPAR (next 6 months)	\$ 45	\$ 51	13.3%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)	Total Chamber Membership
FY 2015-16 Contract	June 2014 457
FY 2016-17 Contract	June 2015 474
Total Fund Balances	June 2016 508
	June 2017 424
	Sep 2017 410

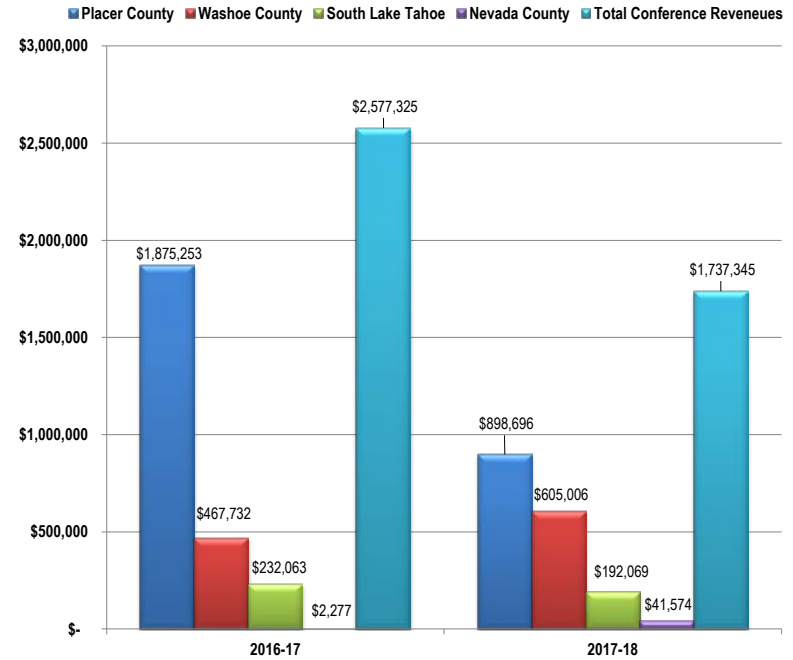
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 09/30/2017			
	2016-17	2017-18	YOY % Change
FORWARD LOOKING	Forecasted	Forecasted	
Total Revenue Booked	\$ 2,577,325	\$ 1,737,345	-32.59%
Commission for this Revenue	\$ 105,358	\$ 55,763	-47.07%
Number of Room Nights	16,050	9,440	-41.18%
Number of Bookings	50	35	-30.00%
CURRENT			
NLT - Annual Revenue Goal	\$ 3,000,000	\$ 2,500,000	-16.67%
Annual Commission Goal	\$ 135,000	\$ 70,000	-48.15%
Conference Revenue And Percentage by County:			
	16-17	17-18	
Placer	73%	52%	\$ 1,875,253 \$ 898,696 -52.08%
Washoe	18%	35%	\$ 467,732 \$ 605,006 29.35%
South Lake	9%	11%	\$ 232,063 \$ 192,069 -17.23%
Nevada	0%	2%	\$ 2,277 \$ 41,574 1725.82%
Total Conference Revenue	100%	100%	\$ 2,577,325 \$ 1,737,345 -32.59%

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



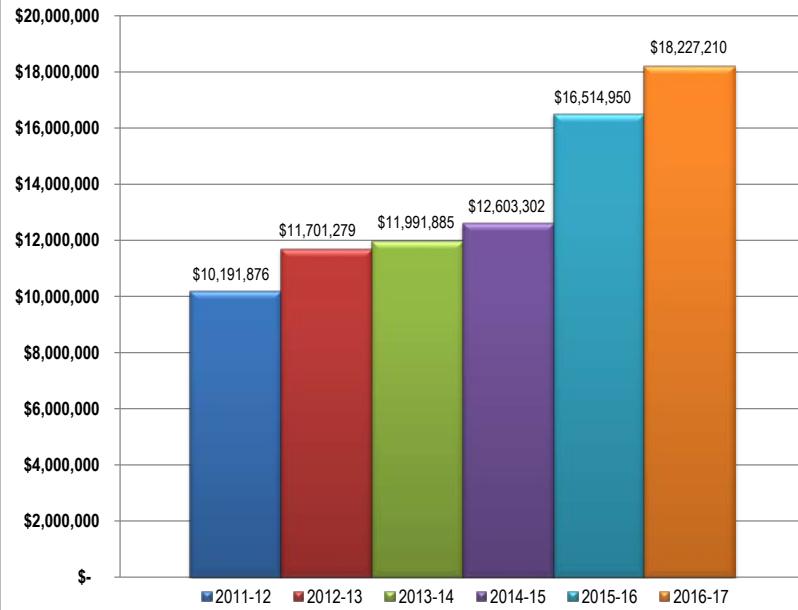
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Quarter	2013	2014	2015	2016	YOY % Change
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Fourth (Sep - Dec)	\$ 538,613	\$ 557,614	\$ 596,985	\$ 624,683	4.64%
Total	\$ 2,613,087	\$ 2,554,173	\$ 2,542,230	\$ 2,787,821	9.66%

Conference Revenue Statistics & Revenue Share by County



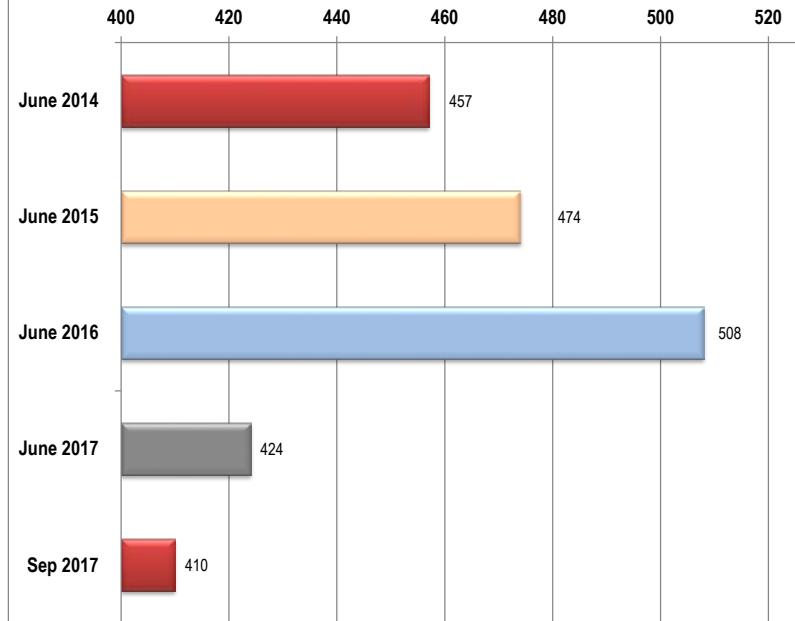
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 09/30/2017			
	2016-17	2017-18	YOY % Change
FORWARD LOOKING			
	Forecasted	Forecasted	
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Commission for this Revenue	105,358	55,763	-47.07%
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Nevada	\$ 2,277	\$ 41,574	1725.82%
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5-Year Annual TOT Collections (Fiscal Year Basis)



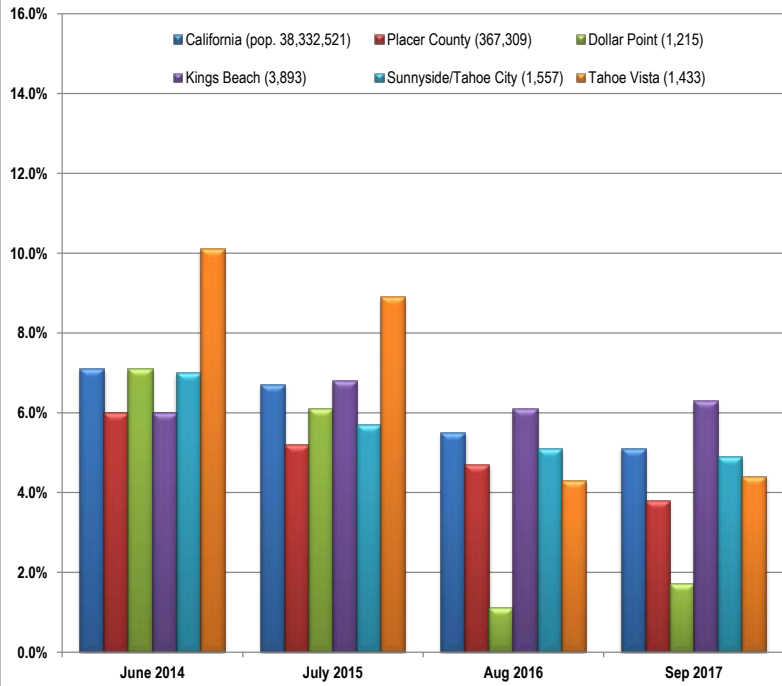
Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Sep 2017)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
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2014 - 2015	\$ 4,693,908	\$ 2,527,485	\$ 3,513,547	\$ 1,868,362	\$ 12,603,302
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2016 - 2017	\$ 5,501,064	\$ 3,348,991	\$ 6,103,893	\$ 3,273,262	\$ 18,227,210
2017 - 2018	\$ 207,504	\$ -	\$ -	\$ -	\$ 207,504

Chamber Membership (# of Members)



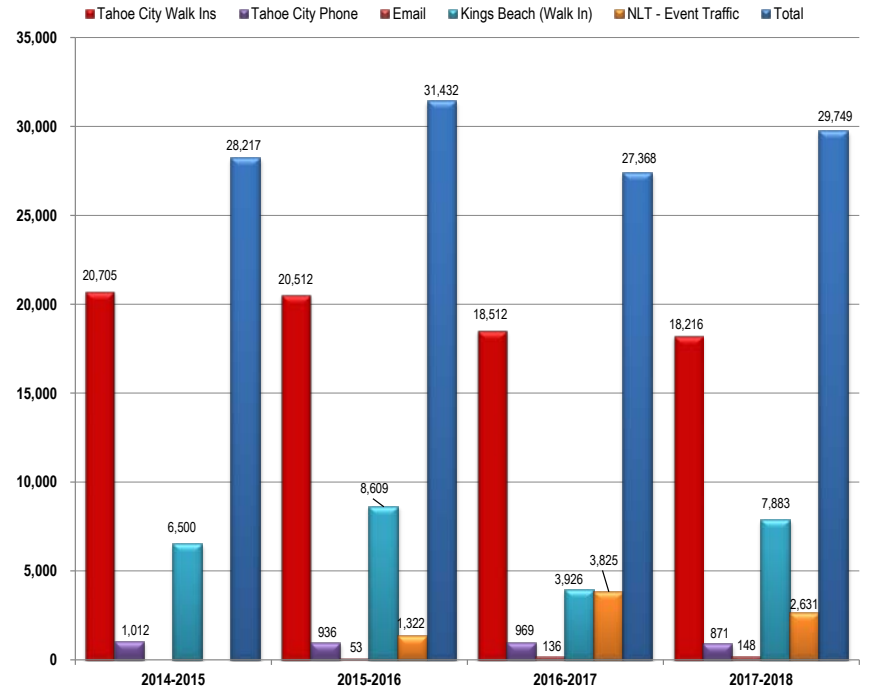
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Sep 2017	410

Unemployment Rates by Region



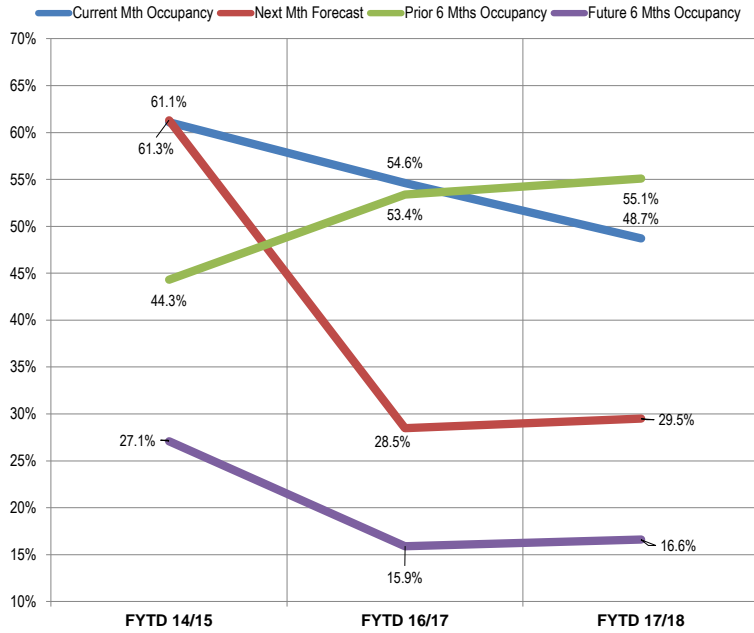
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Sep 2017
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Placer County (367,309)	6.0%	5.2%	4.7%	3.8%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.7%
Kings Beach (3,893)	6.0%	6.8%	6.1%	6.3%
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Tahoe Vista (1,433)	10.1%	8.9%	4.3%	4.4%

Visitor Information - FYTD YOY



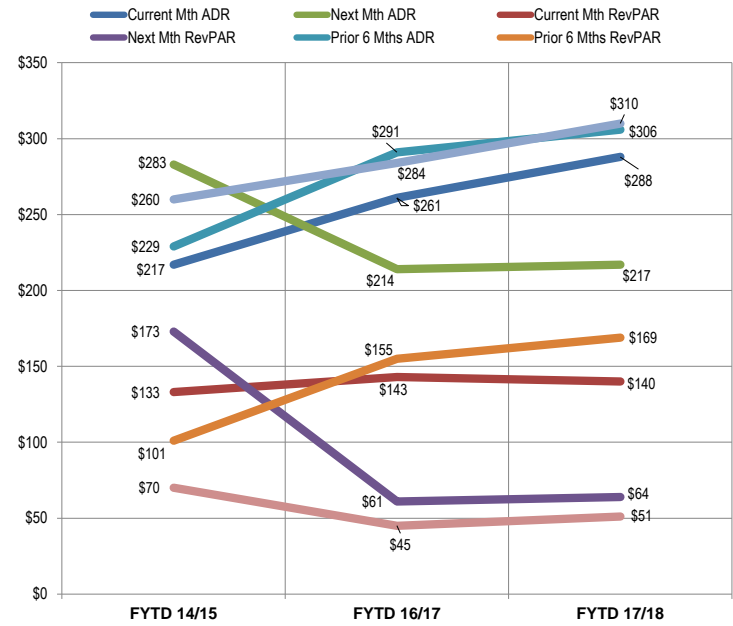
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Phone	1,012	936	969	871	-10.11%
Email	-	53	136	148	8.82%
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NLT - Event Traffic	-	1,322	3,825	2,631	-31.22%
Total	28,217	31,432	27,368	29,749	8.70%

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
Occupancy	61.1%	54.6%	48.7%	-10.8%
Occupancy 1 Mth Forecast	61.3%	28.5%	29.5%	3.5%
Occupancy (prior 6 months)	44.3%	53.4%	55.1%	3.1%
Occupancy (next 6 months)	27.1%	15.9%	16.6%	3.9%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$261	\$288	10.4%
RevPAR (Rev per Available Room)	\$133	\$143	\$140	-1.5%
ADR 1 Mth Forecast	\$283	\$214	\$217	1.6%
RevPAR 1 Mth Forecast	\$173	\$61	\$64	5.2%
ADR (prior 6 months)	\$229	\$291	\$306	5.4%
RevPAR (prior 6 months)	\$101	\$155	\$169	8.6%
ADR (next 6 months)	\$260	\$284	\$310	9.1%
RevPAR (next 6 months)	\$70	\$45	\$51	13.3%

WinterWonderGrass Tahoe

March 2017



Prepared for:
Bonfire Entertainment

Prepared by:
Intercept Insight, LLC
PO Box 2078
Avon, CO 81620
970.331.1086
www.interceptinsight.com

Table of Contents

Table of Contents

Objectives	1
Methodology	2
Overview and Summary	3
Highlights	4
Detailed Findings	
Attendance	6
Recommendation (Net Promoter Score)	10
Event Performance.....	14
Media/Awareness	20
Spending Habits	23
Attendance/Revenue Generation	26
Accommodations	28
Geographical Data	29
Demographical Data	33
Impact on Skiing/Riding	38
Favorite Winter-time Activities	40
Lifestyle Categories	42
WWG Chile	44
Appendix (Property Stayed In)	46
End of Report	

Objectives

Bonfire Entertainment invested in a third party research company, Intercept Insight, LLC, to conduct a post-event online survey following WinterWonderGrass Tahoe to help quantify decisions and increase performance related to the event. With this insight, Bonfire Entertainment will be able to develop objectives to increase the overall performance, market effectively, provide sponsors with valuable data regarding the event, evaluate the spending habits, and estimate revenue generation from the event.

Objectives:

- ❖ Attendee details (e.g. reason for visiting, prior attendance, loyalty)
- ❖ Intent to return to the event
- ❖ Quantify recommendations
- ❖ Evaluate event performance
- ❖ Estimate spending habits
- ❖ Estimate revenue generation
- ❖ Understand media effectiveness/awareness
- ❖ Obtain demographical and geographical data
- ❖ Determine accommodations, nights stayed, town stayed in, etc.
- ❖ Interest in future events
- ❖ Favorite winter-time activities
- ❖ Lifestyle categories

Methodology

Bonfire Entertainment and Intercept Insight designed a core set of questions intended to meet the objectives of the study, including event specific questions. Once the survey was approved, the questions were programmed into an online survey design tool and prepared for distribution.

Bonfire Entertainment provided the contact list of those who purchased tickets online, which was used as the sample set for this study. The contact list was cleaned and prepared for distribution. The study was distributed on April 20th, 2017.

Reminder notifications were distributed periodically to those who had not completed the study. The survey was closed on May 22nd, and the results were prepared for analysis and reporting.

Overview and Summary

It is important to remember that this is a tool for gathering opinions and feedback. Many of the results are presented in terms of percentages. Intercept Insight, LLC encourages readers to consider the overall direction that is suggested rather than *only* the statistics. Note that the margin of error is different for every single question response on the survey depending on the sample sizes, proportion of responses, and number of answer categories for each question. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Bonfire Entertainment engaged Intercept Insight, LLC for research services pertaining to the 2017 WinterWonderGrass Tahoe event. These services included strategy and execution, survey development, programming, analysis, and reporting. Based on ticket sales, there were approximately 10,768 in attendance over the course of the three day event. Ticket purchasers attended an average of 2.6 days, which equates to approximately 4,608 unique people in attendance. 505 attendees responded to the majority of the online study. This results in an overall margin for error of 4.1% at a 95% confidence interval.

Nearly, 100% of the respondents came to Squaw Valley specifically for this event, and 81% of the respondents are “Very” or “Extremely likely” to return in the future. The primary reason for attending was the “Band lineup”. WinterWonderGrass Tahoe achieved a Net Promoter Score of 70, with 76% of the respondents classified as “Promoters”. Overall Satisfaction with the event was high with a mean satisfaction rating of 4.5 on a scale of 1 to 5, where 1=Not at all satisfied and 5=Extremely satisfied. WinterWonderGrass Tahoe met or exceeded 91% of the respondents’ expectations. Other preferred events in Squaw Valley and Alpine Meadows: On-mountain pop-up shows, Beer making workshops, and Ski with Artist events. 33% of the respondents would be interested in a WinterWonderGrass Chile, and 20% are ‘Very’ or ‘Extremely Likely’ to travel to Chile for a WinterWonderGrass event.

“Friend/family member” was selected most (45%), followed by “Facebook” (31%) and “WWG website (29%) when asked “How did you hear about and/or where did you see advertising for the event this year?”. 82% were overnight visitors, 4% were day visitors, and 14% were local participants. Of the overnight guests who stayed in paid lodging, 62% stayed within Squaw Valley. WinterWonderGrass Tahoe was directly responsible for generating approximately 990 room nights, with an average nightly rate of \$599 within Squaw Valley. The revenue generation from WinterWonderGrass Tahoe is estimated to be approximately \$1.2M (+/- 20%) for Squaw Valley, not including ticket sales.

51% of the respondents skied/rode during the event. Most (88%), skied/rode at Squaw Valley, and (23%) at Alpine Meadows. 37% attended with friends only, and 25% attended with family and friends. Those who responded to the study were 47%/53% male/female respectively, and 48% are single w/o children. The average age of the respondents is 40.7, and the average age of the children under 18 in attendance is 7.3. 81% have a BA degree or higher, and 41% earn a household income of \$100K or greater. Aside from skiing/riding, the majority of the respondents enjoy snowshoeing, Nordic skiing, and sledding/tubing. Music Festival Enthusiast, Outdoor Enthusiast, and Sports Enthusiast were the most commonly selected lifestyle categories.

Highlights

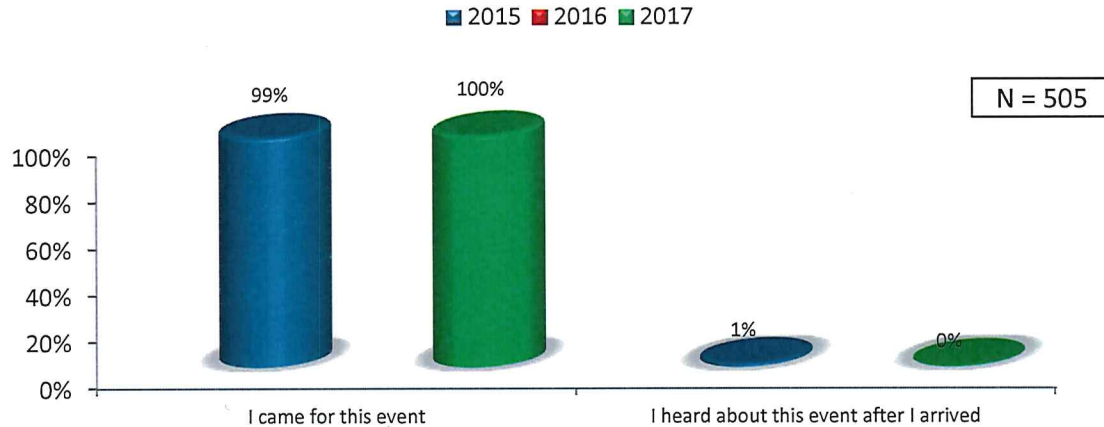
- ❖ Attendance – 10,768 | Unique People – 4,608
- ❖ Nearly 100% of the respondents came to Squaw Valley for the event
- ❖ Intent to Return – 81% rated “Very” or “Extremely Likely”
- ❖ Net Promoter Score – 70
- ❖ Overall Satisfaction – 4.5 (using a scale of 1 to 5, where 1=Not at all Satisfied and 5=Extremely Satisfied)
- ❖ WinterWonderGrass Tahoe met/exceeded expectations 91% of the time
- ❖ “Word-of-mouth” (45%) was selected most when asked “How did you hear about and/or where did you see advertising for this event?”
- ❖ 14% were locals, 4% were day visitors, 60% were in-state overnight guests, and 22% were out-of-state overnight guests
- ❖ 37% attended with friends only | 25% attended with family and friends
- ❖ Estimated revenue generation to Squaw Valley - \$1.2M (+/- 20%) - Does not include ticket sales
- ❖ 62% of those staying in paid lodging, stayed within Squaw Valley
- ❖ Average nights stayed in paid lodging within Squaw Valley – 3.1
- ❖ Average group size of paid lodging guests staying within Squaw Valley – 4.6
- ❖ Estimated room nights generated within Squaw Valley – 990
- ❖ Estimated average nightly rate within Squaw Valley - \$599
- ❖ Average age of respondents – 40.7 | Average age of children under 18 – 7.3
- ❖ 51% skied/rode during the event | 88% of those skied/rode at Squaw Valley
- ❖ Favorite winter-time activities – Snowshoeing, Nordic skiing, and Sledding/tubing
- ❖ Lifestyle Categories – Music Festival Enthusiast, Outdoor Enthusiast, and Sports Enthusiast

Attendance



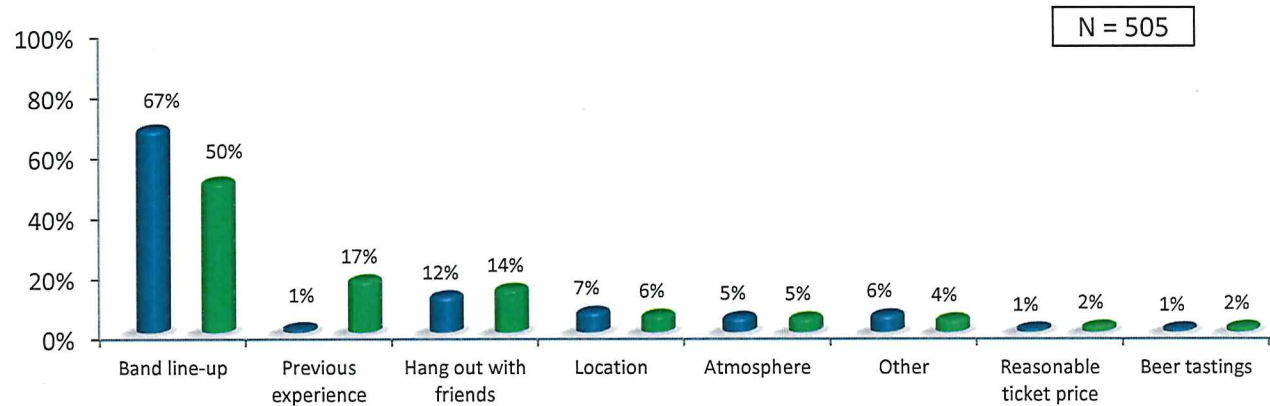
Attendance

WinterWonderGrass Tahoe - Reason for Visiting Squaw Valley



WinterWonderGrass Tahoe - Primary Reason for Attending

■ 2015 ■ 2016 ■ 2017

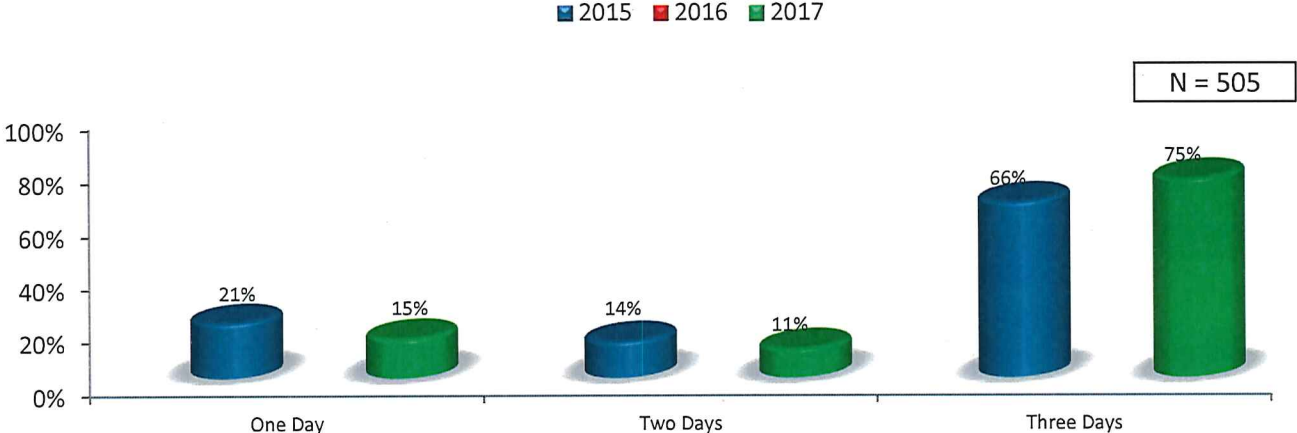


● Nearly, 100% of the respondents came to Squaw Valley specifically for WinterWonderGrass Tahoe.

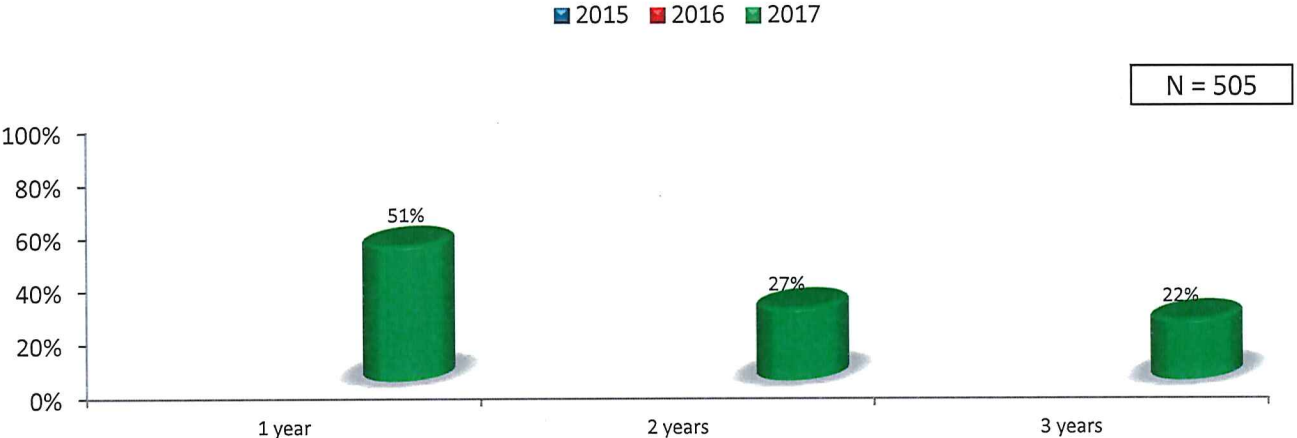
● The primary reasons for attending were the band line-up, and previous experience.

Attendance

WinterWonderGrass Tahoe - Days in Attendance

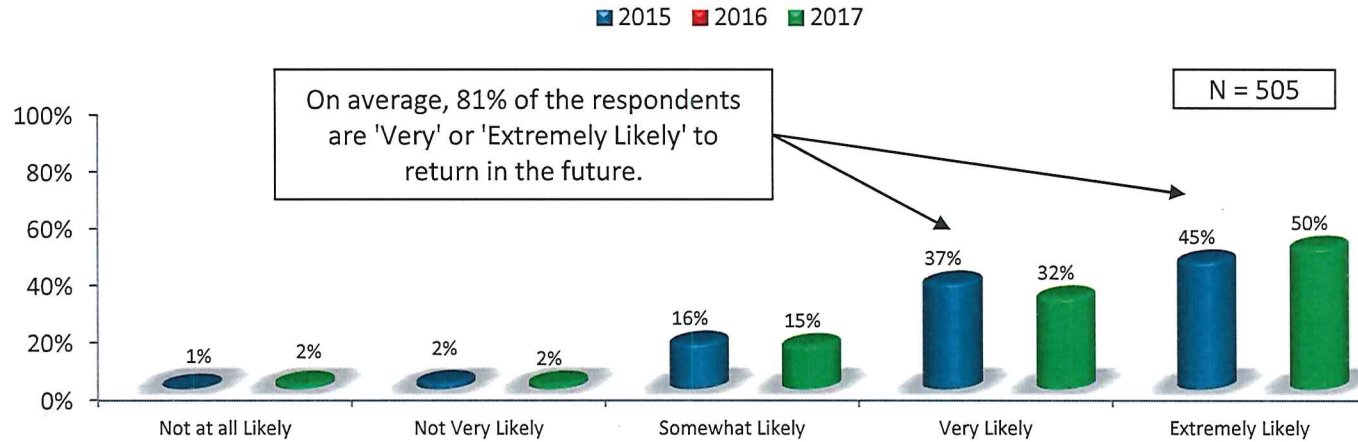


WinterWonderGrass Tahoe - Prior Attendance

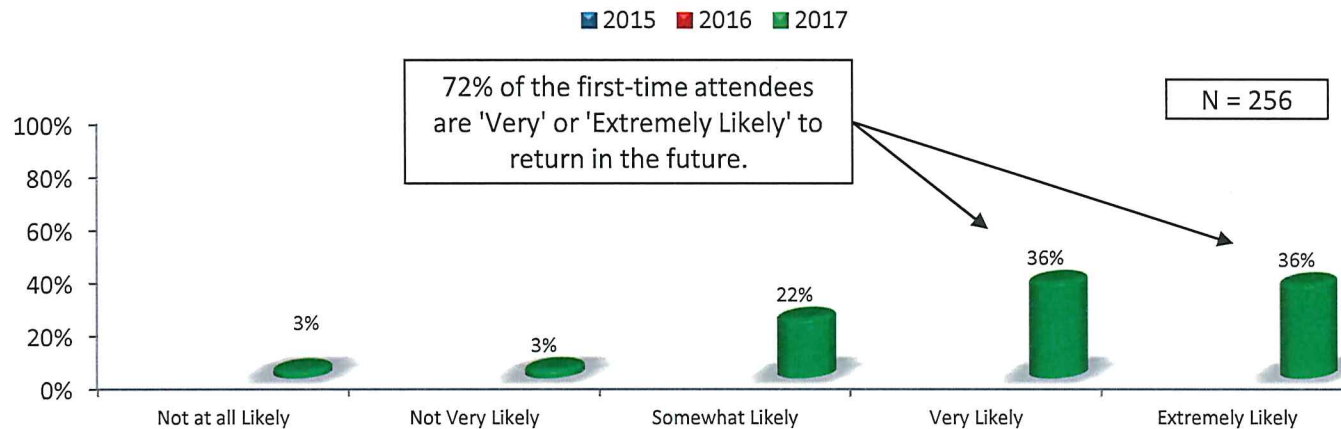


Attendance

WinterWonderGrass Tahoe - Intention to Return



WinterWonderGrass Tahoe - First-time Attendees Intention to Return

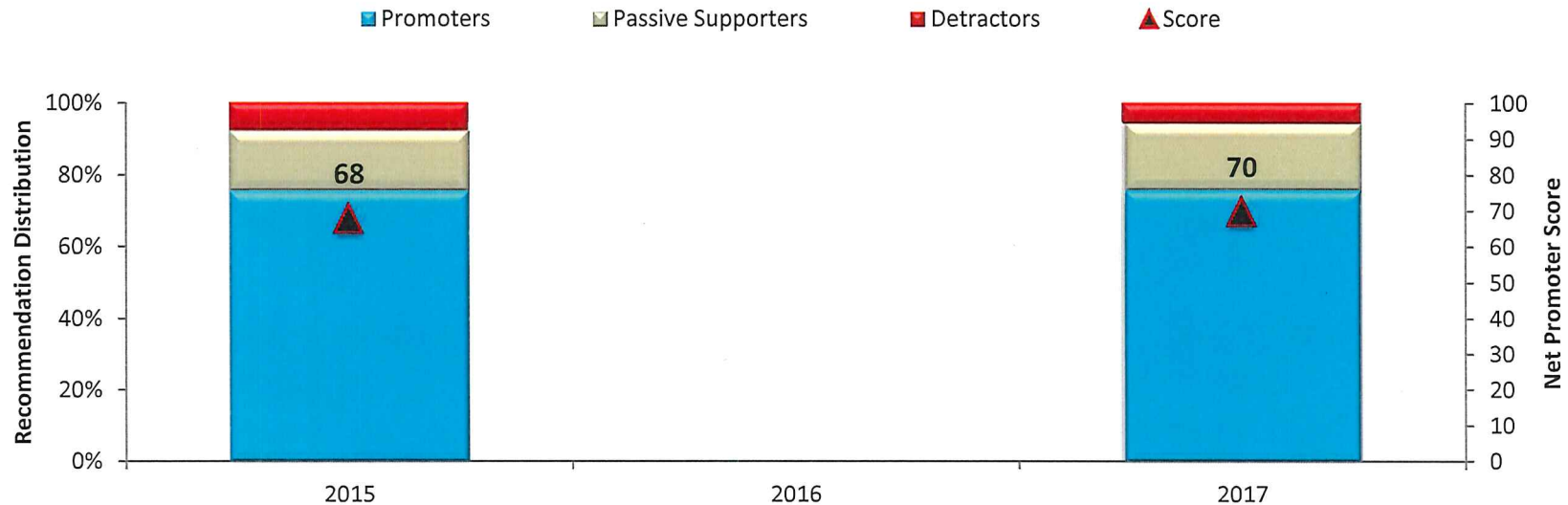


Recommendation



Recommendation

WinterWonderGrass Tahoe - Net Promoter Scores



- The Net Promoter Score is calculated using data collected from the following question: “On a scale of 0 to 10, where 0=Not at all likely and 10=Extremely likely, how likely are you to recommend WinterWonderGrass Tahoe to a friend or family member?”
- Those who rate a ‘9’ or ‘10’ are called “Promoters”. Those who rate a ‘7’ or ‘8’ are called “Passive Supporters”, and those who rate ‘0’ to ‘6’ are called “Detractors”.
- The Net Promoter Score (NPS) is calculated by subtracting the percentage of “Detractors” from the percentage of “Promoters”.

Increase Recommendation

-
- **2017 WWG Tahoe - Increase Recommendation Comments**
 - You guys really did a great job this year, all of my expectations for a bluegrass festival were met. More food options would be nice though.
 - Would love more local beer options for purchase. Didn't love the small plastic cups for tastings. Would've much preferred same pour in my metal cup.
 - When I showed up on Sunday (only day I went) all of the free cups were gone, which means not only didn't I get one but the cost of drinks was more expensive all day.
 - We are used to bluegrass festivals having jamming opportunities for attendees who are musicians this festival definitely did NOT have that, so we won't be attending next year
 - Tram to table was cancelled (tram part anyway) most of our group didn't get the chance to ride the tram so we felt ripped off. The whole dinner was poorly executed and of course the music was great but not for 150\$
 - To provide a few more food options, larger tasting cups for the beer would be nice and the water ran out.
 - The website said day-pass holders would get a free metal cup, but they didn't at the door (I had recommended this festival to a couple of friends that could only make it one day). Also, my wife was pregnant this year, and the website said DDs would get a special wristband and be entitled to non-alcoholic drinks - after talking to several WWG employees, nobody had heard anything about it, even after I showed them the webpage. My wife and I have been the last three years, but may not go next year as there I a lot promised to pass-holders, yet not delivered. It would appear that each year the level of organization is going downhill, and we won't be recommending this festival to anymore friends.
 - The venue itself was unique for a festival. There were limited places to sit and relax while still listening to music and my party and I were expecting at least a place to put blankets down and chill for a bit. Maybe more communication on the TYPE of venue this is (pretty much standing room only) would be helpful in order to plan a little better.
 - The side stages were WAY to close toe each other. Bands playing simultaneously had to play so loud that they all bled together making it feel like battle of the bands; really off putting. Even the main stage volume was way to loud. It was really disappointing and I won't return. Many other festivals have figured this out so I imagine WWG can
- **2017 WWG Tahoe - Increase Recommendation Comments**
 - Some vendors and more food options.
 - Ski discounts
 - Shuttles/transportation. Getting there from where we stayed in Truckee was difficult.
 - Shuttles from WWG to close-by communities
 - Shuttle to parking. No shuttle at night as squaw sent people to alpine parking. We had to hitch a ride back.
 - Sell more than one company of beer.
 - Secondary stages shouldn't be in the beer tents. Makes them too crowded between main stage shows.
 - Seating options
 - Provide a larger area inferno of the main stage to enjoy the music, it was a small area and was very crowded in the evening
 - Prices are very high for a family of 4 . There should earnestly ticket price for non drinkers or under age attending this event
 - Parking is terrible I won't do that again. During the day the concert was nice, but once it got dark people just walked over our chairs while we were sitting in them. I found the crowd drunk and rowdy and no security to speak of. If they where I didn't se them. I felt unsafe the entire time. We left early because of the crowd and the traffic. The music was great
 - Overnight camping and more beer vendors (not just sierra Nevada)
 - Other beverage tasting (non-alcoholic) Seating or rest area.
 - Nothing, it was great
 - Nothing, I thought the event was great!
 - Nothing, but dancing on concrete for 3 days a bit hard
 - Nothing it's just that bluegrass+skiing is a little niche, so not everyone will be into it
 - More than 1 brewery pouring after 5pm, local merch tents, larger area.
 - More shuttles
 - More seating and change location on the event site. It felt like it was crammed in the back corner.
 - More seating
 - More reasonable tickets! Easier affordable lodging.
 - More onsite parking and shuttles from nearby towns (Tahoe City and/or Truckee). It is way too expensive to stay near Squaw.
 - More of a drink selection. I'm not a beer drinker
 - More lodging/transportation options
 - More heaters
 - More greensky
 - More food options, better prep w/ food (seems like vendors rand out quickly) figure out a way to ditch the landfill plastic beer sample cups.
 - More family friendly, no pot smoking in the venue, more and better food choices, more traditional bluegrass bands
- **2017 WWG Tahoe - Increase Recommendation Comments**
 - More chill out spots for blankets, chairs... NOT in the main crowd area in front of the main stage
 - More centralized late night
 - More Beer Venders for Tasting
 - More activities
 - Mix up the bands a bit more
 - Make the side tents more spacious. Also, better food options.
 - Make the event better
 - Make my friends and family cool enough to appreciate an event like this ;)
 - Make a better venue. Lineup was weak this year and staff are not helpful
 - Lower ticket prices for locals - if not buying ski tickets as well (aka all passholders), the festival is really overpriced
 - Lower ticket prices
 - Lower ticket prices
 - Lower the late night ticket prices
 - Lower prices, make bands start at times where you can see the whole set without cutting off the first 15 min.
 - Lower prices or more family friendly activities
 - Lower priced tickets.
 - Lower day ticket price
 - Less people for the small space, better shuttle between Squaw and alpine
 - Less cramped tents, Plusher grounds, better food with shorter lines
 - Larger festival area. Less crowded. Tents did not have good acoustics and the stages in the tents were too low.
 - Keep ticket prices low, maintain great lineup.
 - It's good as is
 - It would be nice if music started earlier at the main stage.
 - Insufficient parking spots available. We recommend shuttle from Regional Transportation Site down the road.

Increase Recommendation

- **2017 WWG Tahoe - Increase Recommendation Comments**

- Increase sound quality and ability to view the side stages.
- Improve the indoor tent music experience
- Improve the food.
- Improve food, alcohol, bathrooms. Provide heat lamps
- I'm sure - it's more that I am not familiar with the type of music. Maybe not my scene. Too much pot smoking!
- I'm a squaw pass holder. I prefer to ski until the lifts close at 4. Your event timeline competes with skiing, not compliments. My preference is if it started later like 4pm. I've attended every year. The food options are lousy forcing me to get dinner elsewhere. I don't arrive until the last act around 7:30/8pm. Perhaps offering more booths/food stations Eating and sitting area, people's legs are tired from skiing all day? The layout isn't conducive to resting/relaxing/ sitting at any point of the event
- I wouldn't recommend it to people who aren't into bluegrass that's all
- I expected more bluegrass music. also lodging was outrageously expensive!!
- Have longer free beer
- Have heated tents and more food options
- Have fewer really loud rockish bands, and only let one of them play at any given time. The noise level was horrible.
- Greensky 3 nights
- Get the Squaw Villages to discount hotel rooms
- Fix the overcrowding issue. If you were upfront for any of the late sets, there was no way to get out and back if you wanted a beer. There was no room to move. If someone had had a medical reason to leave, I'm not sure your staff would have been able to reach them in that crowd. I feel like bigger stage and angling the crowd out more plus the addition of clear paths on the sides would fix most of these issues. If those aren't possible, then I think you have too many people in attendance.
- Expanded area for kids activities
- Every band we wanted to see overlapped with each other so we had to miss a little of both shows. There was no where to sit and hang out, everyone was sitting on the ground to eat.
- Evening bus or shuttles to Truckee
- Enforce designated smoking area policy
- Easier accommodations
- Do have too Not pay for late nights
- Diversity in acts from year to year
- Diversify music beyond bluegrass focus
- Different bands - a lot of repeats from last year

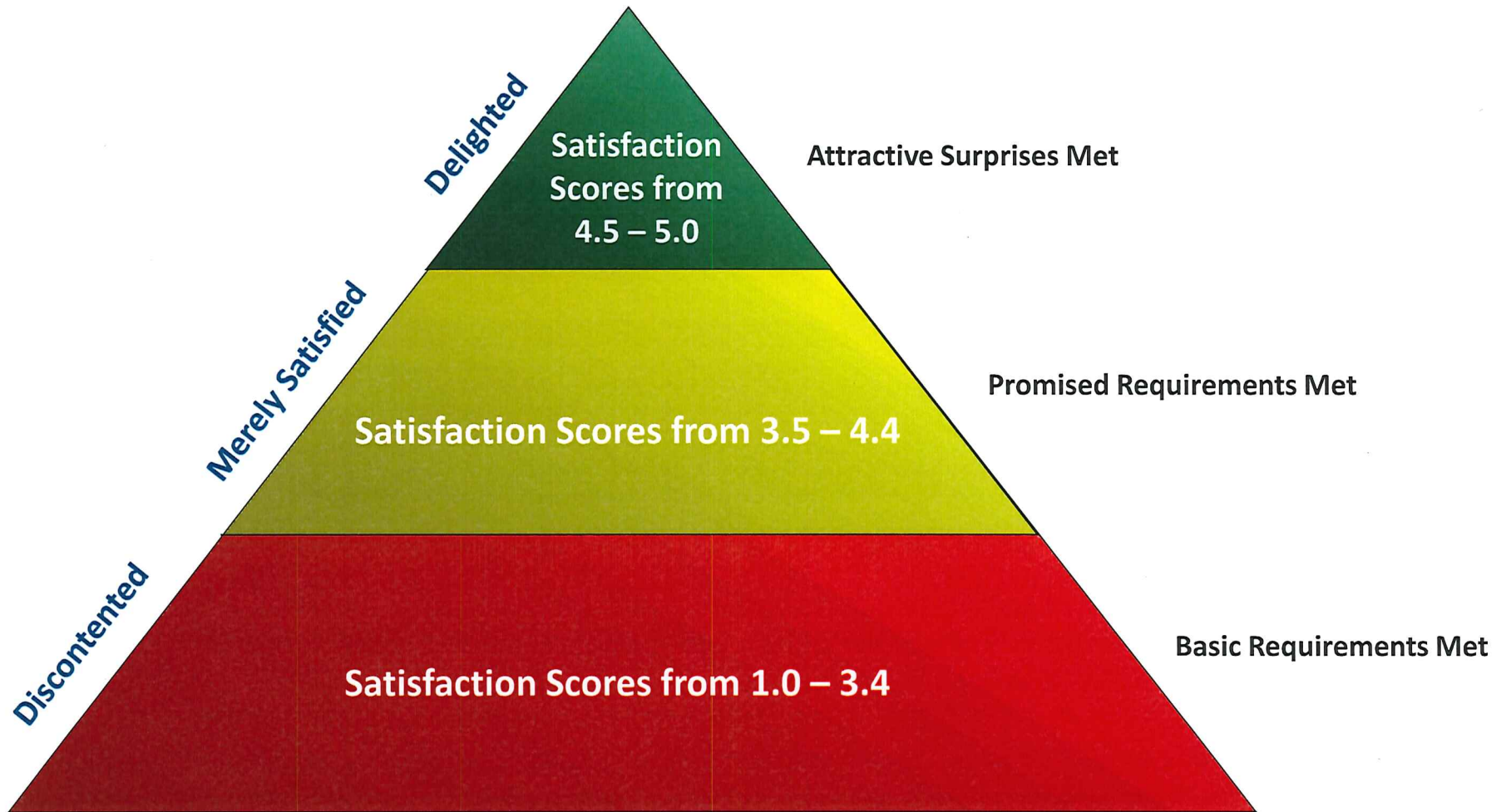
- **2017 WWG Tahoe - Increase Recommendation Comments**

- Cheaper tickets.
- Cheaper tickets, discounts for season pass holders,
- Cheaper tickets, better lineup, extend time for free beer
- Cheaper tickets
- Change the venue out of squaw
- Cap the tickets earlier or raise some of the stages so you can see them with a big crowd
- Better website organization, band lineup schedule earlier
- Better transportation/parking options
- Better public transportation
- Better organized late night
- Better music. Less marijuana.
- Better food
- Better email marketing, less confusing tickets
- Better beer options - this year it changed to Sierra Nevada and we were really bummed
- Better band lineup
- Band lineup
- As it stands, Nothing
- Announcing the actual line up schedule earlier than 2 days before the event. I only bought a Saturday ticket this year and realized that 2 of the bands I wanted to see were playing on Friday and Sunday so I didn't even get to see them perform.
- Allow overnight parking and have late night shows in squaw
- Advertise free beer tastings more
- Additional public transit to/from event
- A venue that allows for more chairs in an area that has better traffic flow. It was also tough being standing on concrete the whole time.
- Have better food!!! If you can't bring figured anything you need to supply a much wider selection. Especially for children. Children cannot eat that food!!

Event Performance



Hierarchy of Customer Satisfaction Needs



The Customer Delight Principle was designed to identify shortcomings within a business and to improve satisfaction. Satisfaction can be measured along a continuum and can be broken out into three major points:

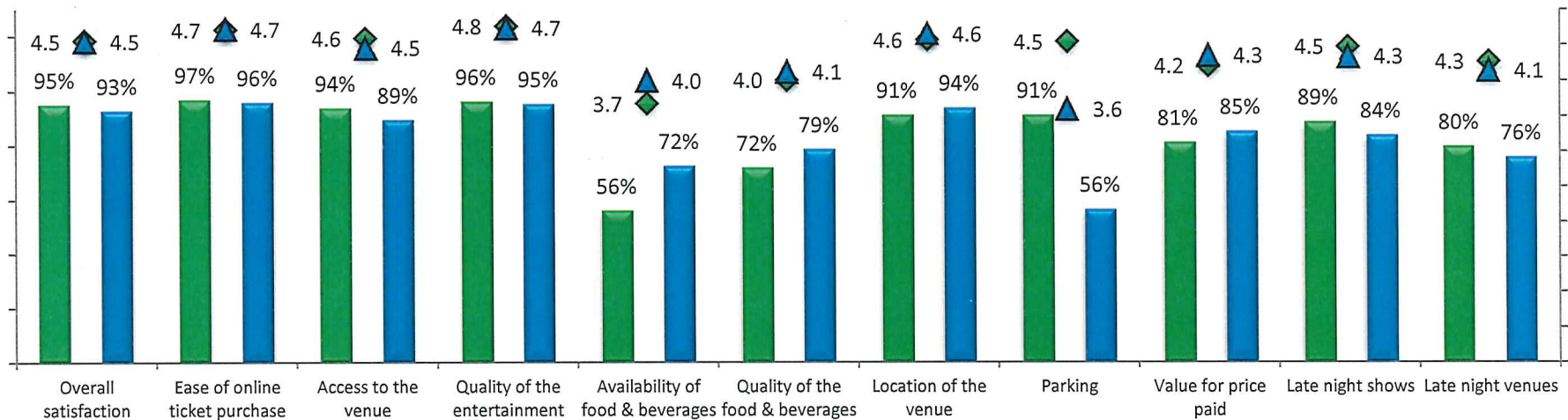
- Discontentment – customers needs are simply not being met.
- Merely Satisfied – meeting customers needs, but not doing enough to distinguish among competition.
- Delighted – meeting and exceeding the customers needs and expectations

Terry Keiningham and Terry Varva, 2001, The Customer Delight Principle, Google Book Search, viewed 6/23/2008, http://books.google.com/books?id=ot8oD9B2Ck8C&dq=customer+Delight+Principle&pg=PP1&ots=VOXp3xEU0J&sig=9VbRwCSX8MN3xs2vDpmuS9muNk&hl=en&sa=X&oi=book_result&resnum=1&ct=result

Performance

WinterWonderGrass Tahoe - Attribute Satisfaction Ratings

■ Percentage who rated a '4' or '5' 2015
 ■ Percentage who rated a '4' or '5' 2016
 ■ Percentage who rated a '4' or '5' 2017
◆ Mean Rating 2015
 ◆ Mean Rating 2016
 ◆ Mean Rating 2017

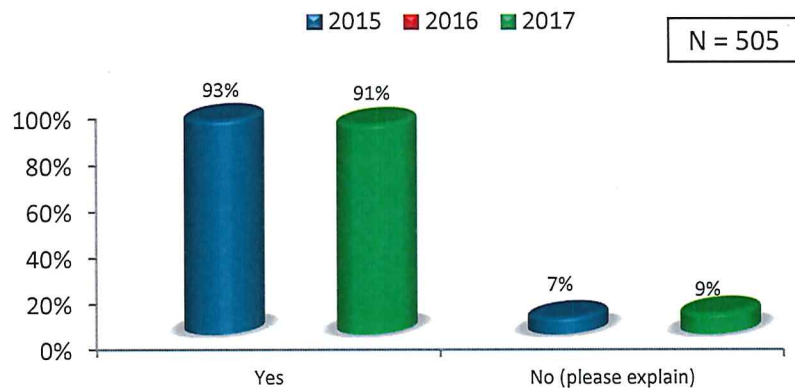


● Each respondent was asked to rate their satisfaction level with several attributes of WinterWonderGrass Tahoe on a scale of 1 to 5, where 1=Not at all satisfied and 5=Extremely satisfied. This graph displays the percentages of those who rated a '4' or '5', as well as the mean satisfaction ratings of each attribute.

● According to the Hierarchy of Customer Satisfaction Needs, WinterWonderGrass Tahoe has "Delighted" the attendees overall, with the ease of ticket purchase, access, quality of entertainment, location, and late night shows. The respondents were "Merely Satisfied" with the quality and quantity of the food and beverages offered, parking, value for price paid, and the late night shows and venues.

Performance

WinterWonderGrass Tahoe - Met/Exceeded Expectations



2017 WWG Tahoe - Did Not Meet/Exceed Expectations

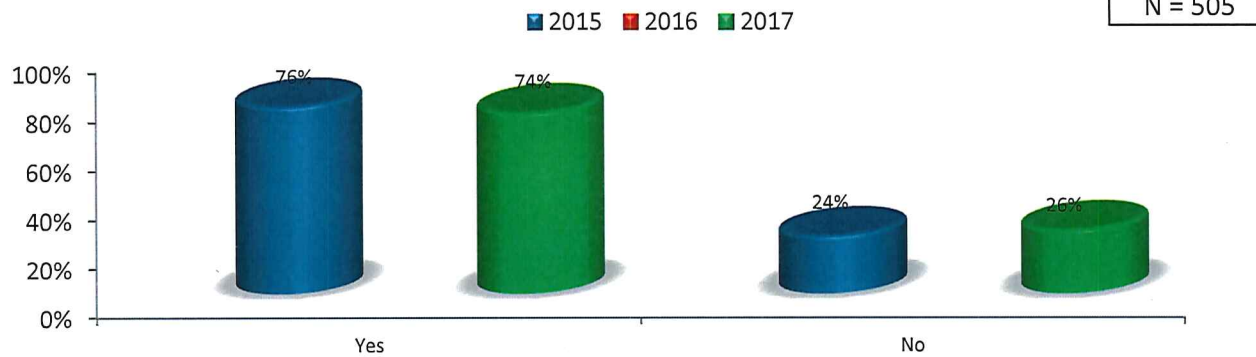
- I expected to taste beer and listen to music. Neither were very satisfying
- I expected a little more than a tent parking lot scene
- I already explained that
- Greensky's bass sound was off and it didn't seem like anyone noticed/fixd. I had to stay back just so my ears wouldn't bleed. This was disappointing as they were the reason I went on Saturday.
- Comments above
- Charged extra for late night, and no public transportation
- Barely met them
- Bad Venue
- Awesome show and I go to many shows
- Again; the tram2table experience really disappointing. I definitely will never purchase tickets for that again.
- A repeat for me, so I knew what to expect. Great
- If you camping food and you need better food!!! The food sucks!!! I pretty much started when I was there!!!

2017 WWG Tahoe - Did Not Meet/Exceed Expectations

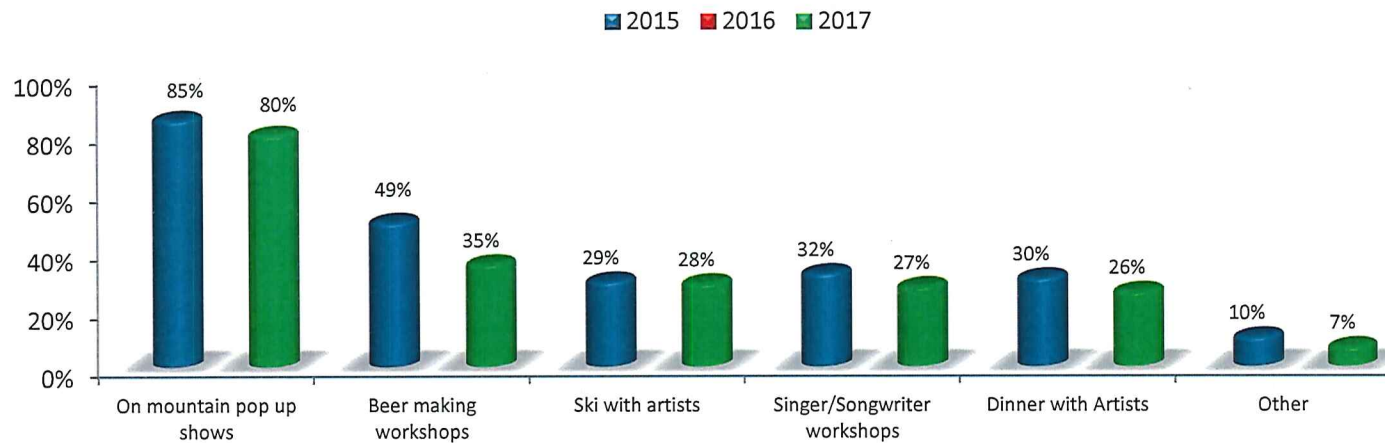
- Your website sucks with no real information or details. better info & descriptions was found on Squaw's & I still had to call Squaw! They didn't know my answers which should have been posted on your website for details descriptions etc.
- Would have been nice if there were restaurants open later after the shows were over. More food vendors in the shows. Better maps showing where the late night shows were.
- With all the ciders out there, it was a huge disappointment to only find one vendor sampling 2 flavors of ciders.
- Weak lineup late night music costs extra which is bullshit and the staff kicked my service dog out for not having a vest but had paperwork
- Was disappointed.
- Very cold, location had poor drainage so there were puddles of mud everywhere. Food selection and quality was awful. Alcohol was watered down. A hot option should have been available considering the extreme cold temps and bone chilling wind.
- Turned away from late night Sunday show
- Thought it would be more bluegrass
- This is our 3rd year, we were very disappointed with the beer change. Food lines/running out of veggie options were a bummer too -- but that isn't really new
- The three smaller stages were virtually impossible to see the bands sue to their size and the stages were level with crowd. Saturday got so crowded that during Greensky's set we were about 1/3 of the way back from the stage and eventually ended up getting totally smashed by the crowd. It just felt like with the amount of tickets that were sold it should be held at a slightly larger venue. There we literally 3 picnic tables to sit at. for a 3 day festival it would be nice to have some hand out areas to it.
- The sound played a big factor for me on this one. You basically had to be directly in front of the stage in order to hear. SO many drunks and chatty kathys also made my experience less than fabulous.
- Standing on pavement sucked
- See previous explanation
- Same bands, unorganized check in for our friends with one day passes
- Previous line ups were better
- Poor planner big for parking and communication on how to get back to parking directed by closed squaw parking. Stranded for over an hour lol king for a ride. Drinks great and venue. No chairs were allowed on Friday
- Overcrowded because of skiers. The bands overlapped each other assuming someone doesn't want to see every band. No Parking. Overpriced for locals.
- Only Strings and Sol fest compared
- No parking. Very expensive and could not get a hotel especially a pet friendly one.
- Music/sound was mediocre. Crowd vibe was mixed. Tickets were expensive for what was offered
- Music quality poor. Too much dope smoke.
- More improvements definitely need to continue. I go to this event only because it's where I ski. I only go for the last act because it's not set up to accommodate people who just came from skiing all day
- Met expectations
- Jamming opportunities - it's what sets bluegrass festivals apart
- It was what I expected
- It was too hard to get late night tickets and the late night venues were hard to get to as well; the transportation was not easy either
- In most ways yes, then we got stranded Saturday night after being made to park over at Alpine and no shuttle was available though the bus driver said there would be
- I think we could do better on providing public transport
- I love this event and had a great time. It was really hard to find beverages that weren't alcoholic. I'd love to have seen lemonade, kombucha, drinking vinegars or something non alcohol non soda. Thanks!!
- I had been prior so I knew what to expect

Additional Events

WinterWonderGrass Tahoe - Would you be interested in attending WinterWonderGrass Tahoe events spread around Squaw Valley/Alpine Meadows Ski Resort?



WinterWonderGrass Tahoe - Other Event Interests (Multiple Response)



Additional Events - Comments

- 2017 WWG Tahoe - Other Event Interests

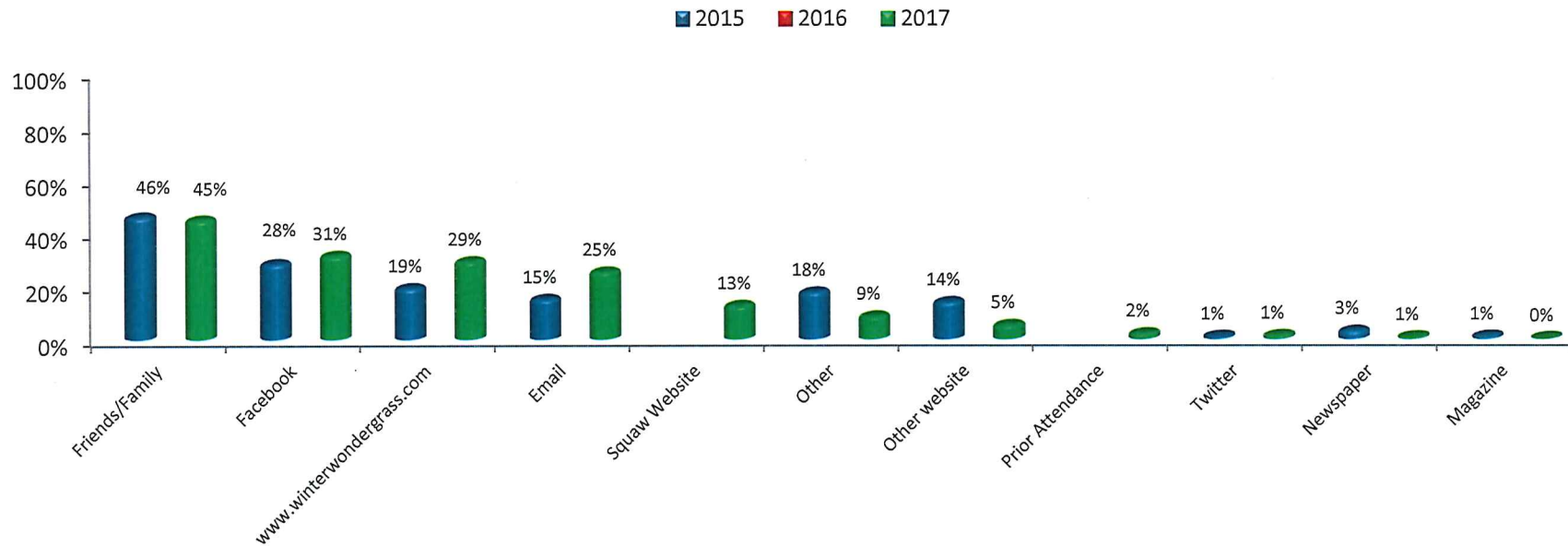
- Yoga
- VIP Entrance
- The side States could be at least a foot more off the ground for better viewing of the artist
- Snowshoe skiing w/artists
- Shuttle at night
- Seating
- Open jam sessions/prefest open mic
- Of course up to the artists but maybe meet and greets or chill with the artists doing something idk
- None of the above, just more options/ locations for après, dinner, resting
- Music scatter around mountain
- More Kid events
- More day time music - wherever.
- Love the bands playing in the villages court yards...maybe in the bars there would be great
- Locals take artists skiing/ riding
- Kids Zone
- Jamming with bands. (Bring your own Fiddle)
- Jam with artists?
- Hangout/beer tasting with artists
- Extempore music without scheduled
- Coffee and Show pre-ski, band next to KT lift line
- Anything
- All star jam

Media/Awareness



Media/Awareness

WinterWonderGrass Tahoe - Media/Awareness
(Multiple Response)



2017 WWG Tahoe - Media/Awareness - Newspaper/Magazine

- Tahoe News
- Summit daily
- Tahoe Week

Media/Awareness

- **2017 WWG Tahoe - Media/Awareness -"Other" Comments**

- Xm jam-on
- Well looking online for local music festivals
- We were looking on the web for boutique festivals
- Tahoe local
- Strings & Sol
- Squaw/alpine Instagram
- Squaw related advertising
- Squaw Employee email
- Salmon Website
- Rex Foundation
- Radio, kvmr
- Radio kvmr
- Radio in Reno 100.1 the X
- Radio and flyers around town
- Posters at Squaw
- Moe's bbq poster
- Mandolin Orange website
- Looked at infamous string dusters tour dates
- Local ads and local knowledge
- Jambase
- Jambase

- **2017 WWG Tahoe - Media/Awareness -"Other" Comments**

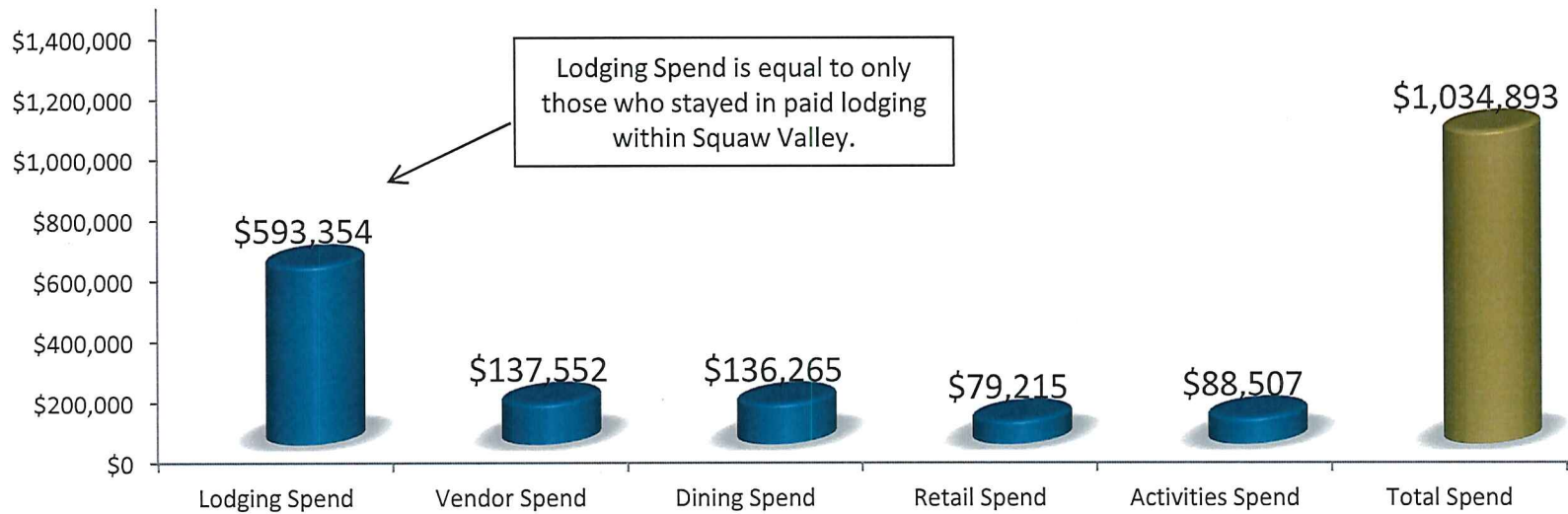
- Instagram
- Instagram
- Instagram
- Instagram
- Instagram
- Infamous Stringdusters
- Individual Band's tour dates websites
- I'm a Squaw pass holder and have known about the event since it began
- I work in Squaw Valley
- I live here, you just kind of know about it
- I am an employee at squaw
- Husband is employee at Alpine Meadows
- Flyer at Artemis Mediterranean grill in south lake Tahoe
- Flier on a telephone pole in Berkeley
- Don't remember
- BISS List
- Benn attending WWG CO since beginning
- Bands social media
- Bands in the line-up
- Adds around Squaw Village
- 100.1 X Radio
- I live in the Nevada side of Lake Tahoe so everyone knows about winter wonder grass!!

Spending Habits



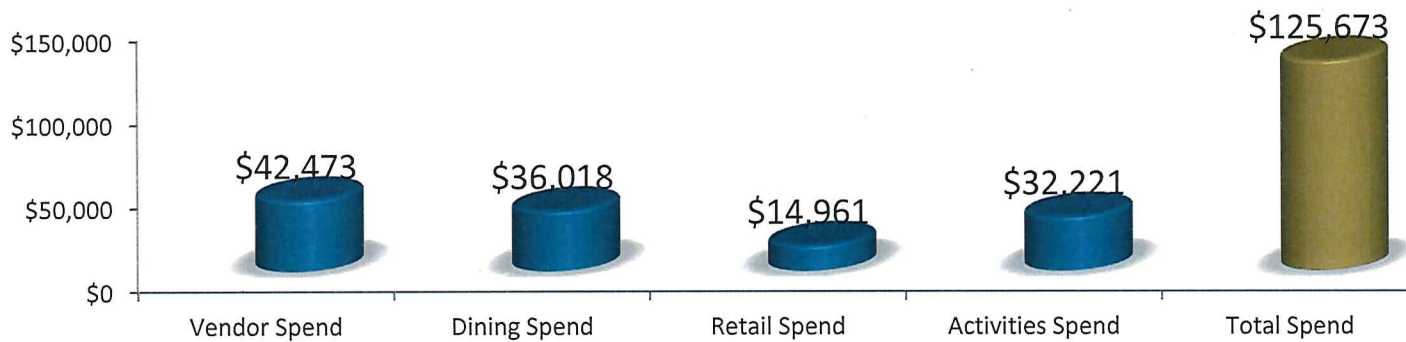
Spending Habits

WinterWonderGrass Tahoe - Household Spending of Overnight Guests Staying in Paid Lodging
(Only Those who Came for the Event)

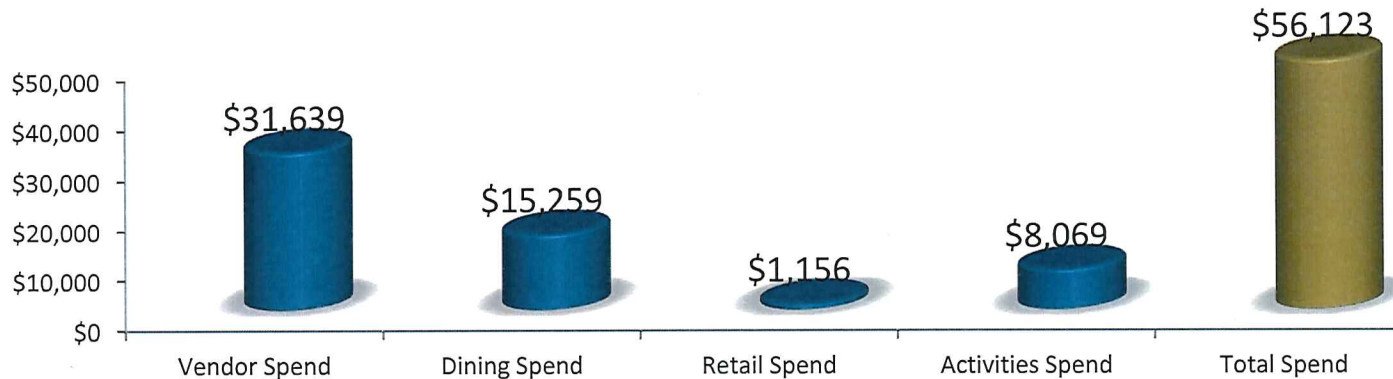


Spending Habits

WinterWonderGrass Tahoe - Household Spending of All Other Overnight Guests
(Only Those who Came for the Event)



WinterWonderGrass Tahoe - Household Spending of Local and In-state Day Visitors
(Only Those who Came for the Event)

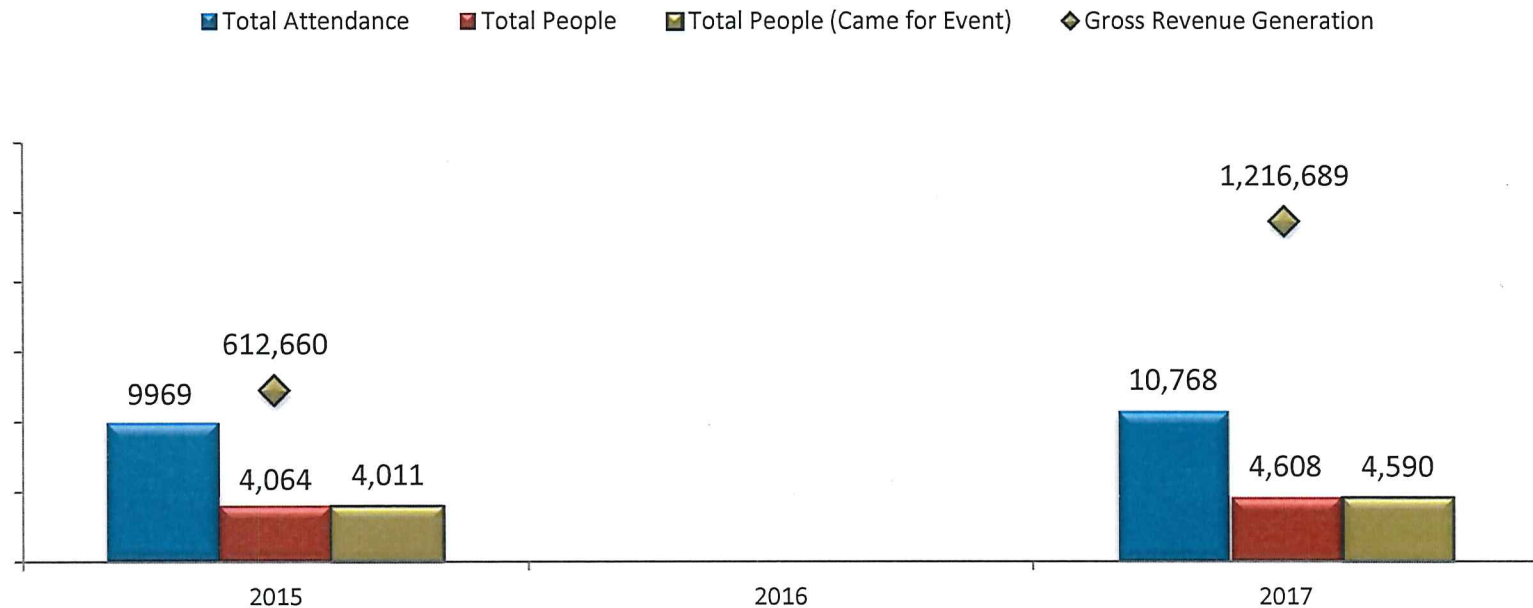


Estimated Attendance and Revenue Generation



Estimated Attendance and Revenue Generation

WinterWonderGrass Tahoe - Estimated Attendance and Revenue Generation



● This graph represents the estimated Total Attendance, Total People, Total People (Came for Event) and Gross Revenue Generation for Squaw Valley. The Total Attendance estimation is based on the number of tickets sold and days in attendance. Total People accounts for the average number of days in attendance. Total People (Came for Event) accounts for the percentage of those who planned their trip to Squaw Valley for the event, and is the sample set used for the estimated Gross Revenue Generation.

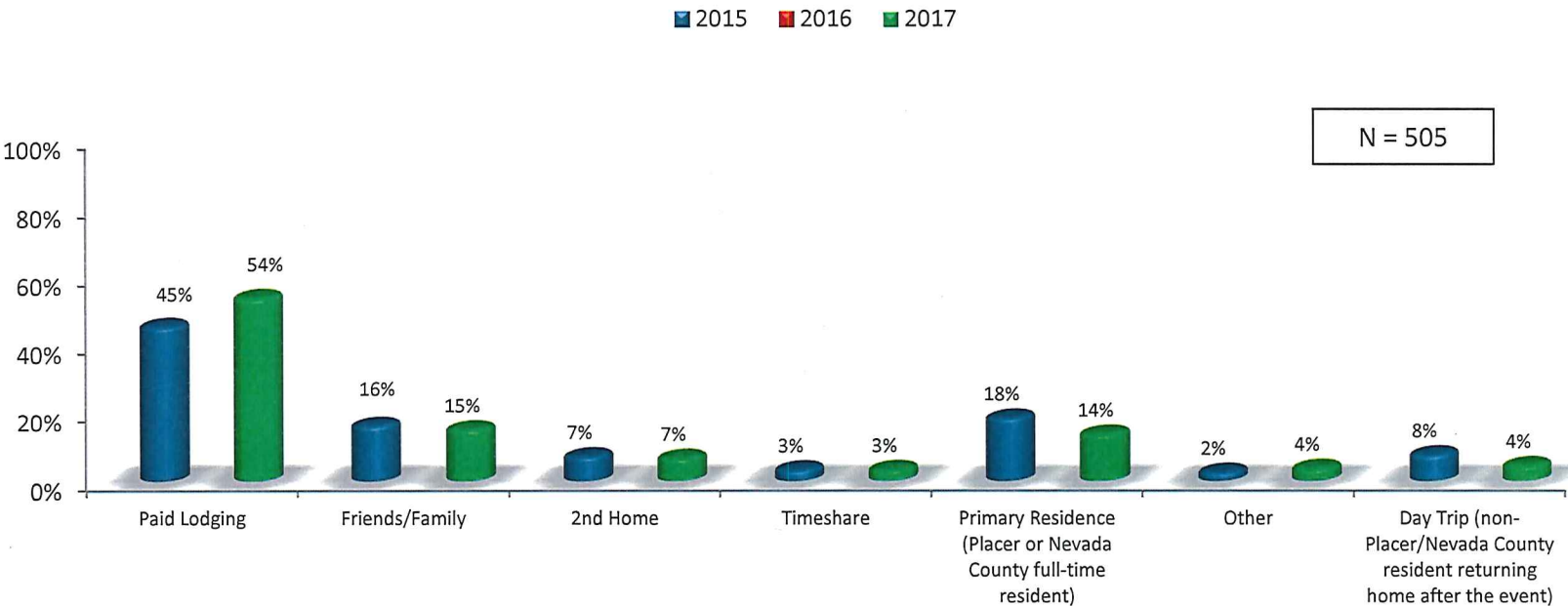
● Estimated revenue generation for Squaw Valley: \$1.2MK(+/- 20%) – Does not include ticket sales

Accommodations



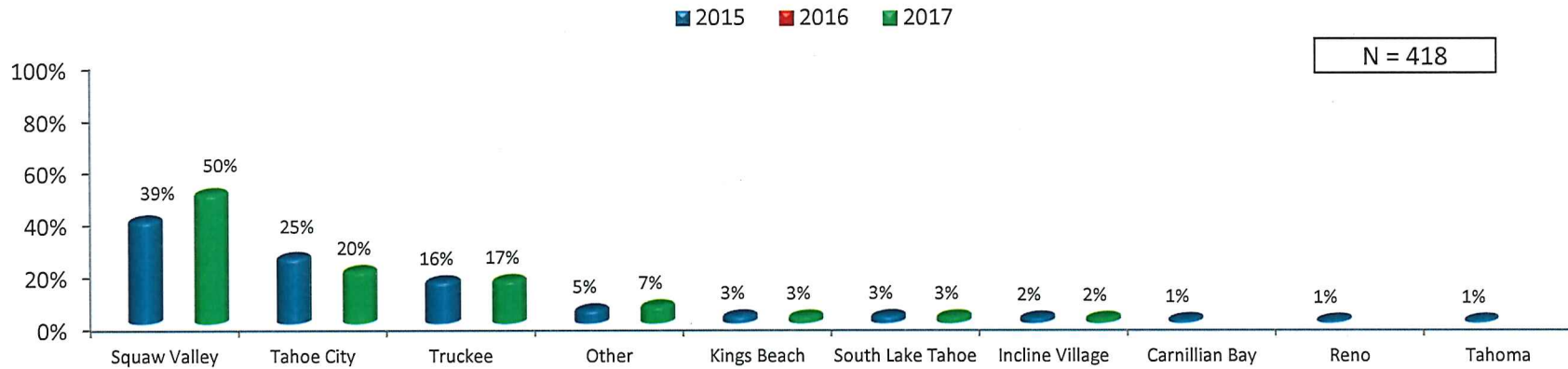
Accommodations

WinterWonderGrass Tahoe - Accommodations

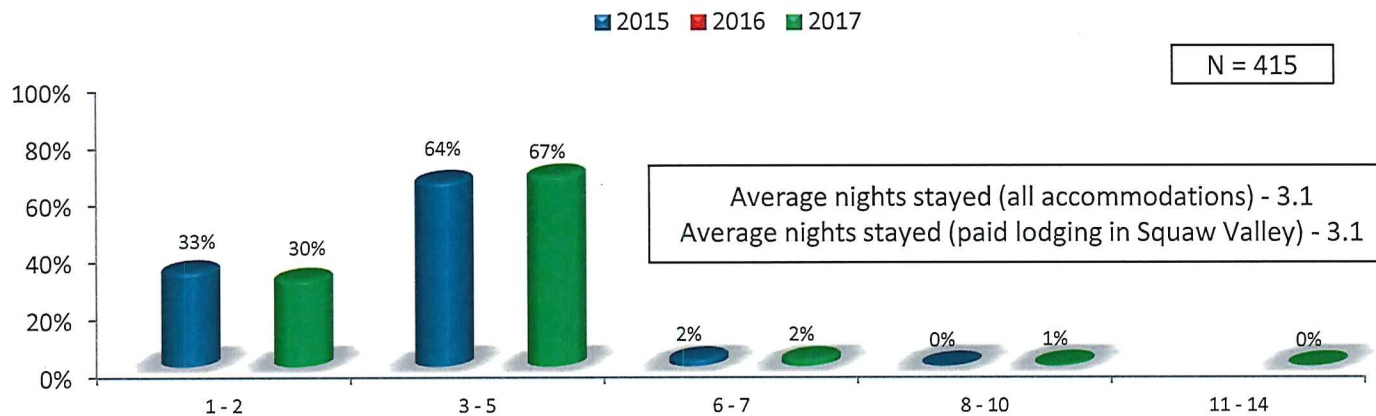


Accommodations

WinterWonderGrass Tahoe - Town Stayed In
(All Accommodations)



WinterWonderGrass Tahoe - Nights Stayed Categories
(All Accommodations)

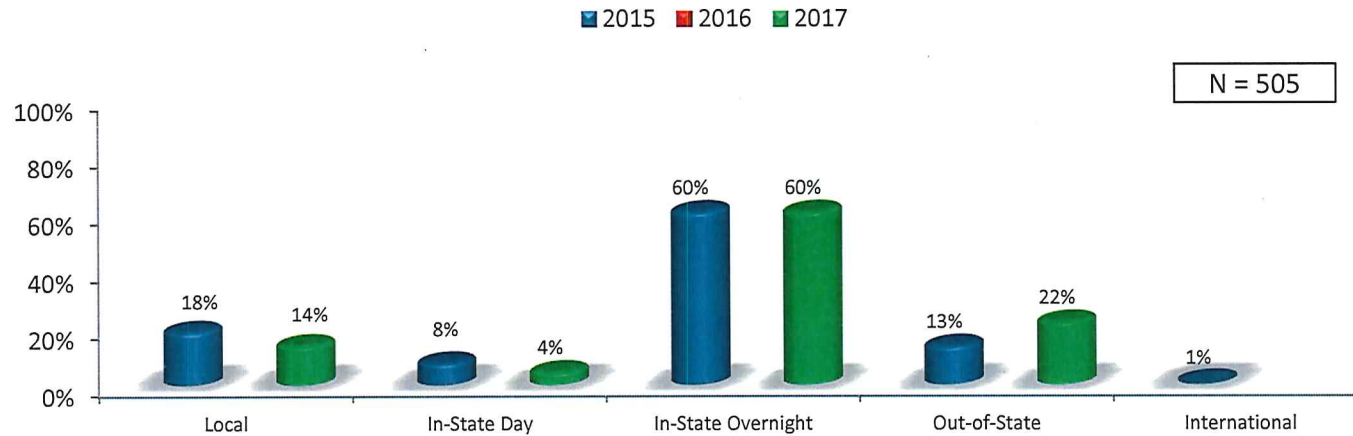


Geographical Data

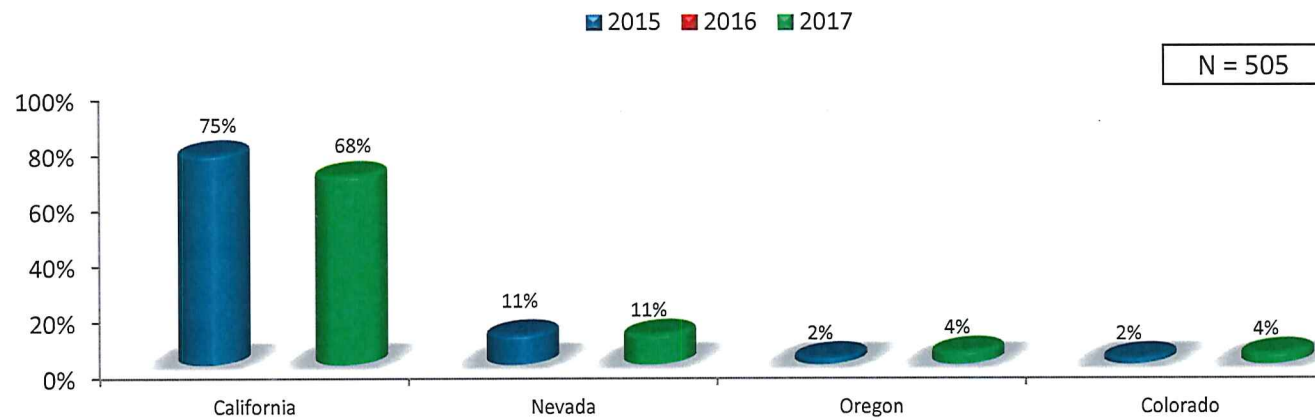


Geographics

WinterWonderGrass Tahoe - Market Segment



WinterWonderGrass Tahoe - Top States of Origin

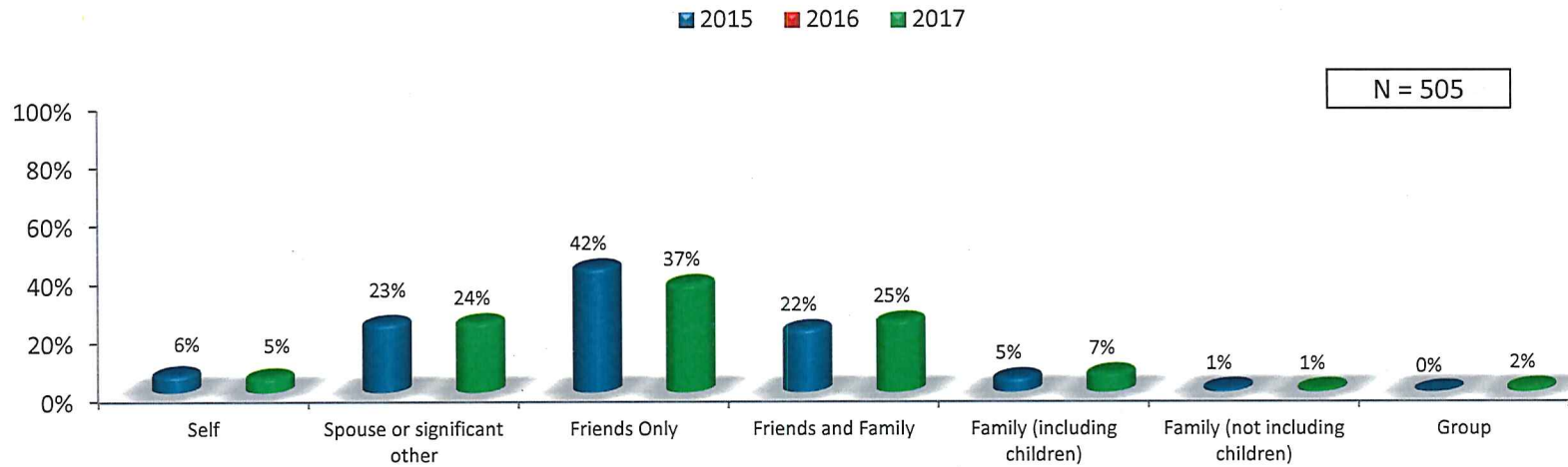


Demographical Data



Demographics

WinterWonderGrass Tahoe - Who Attended With



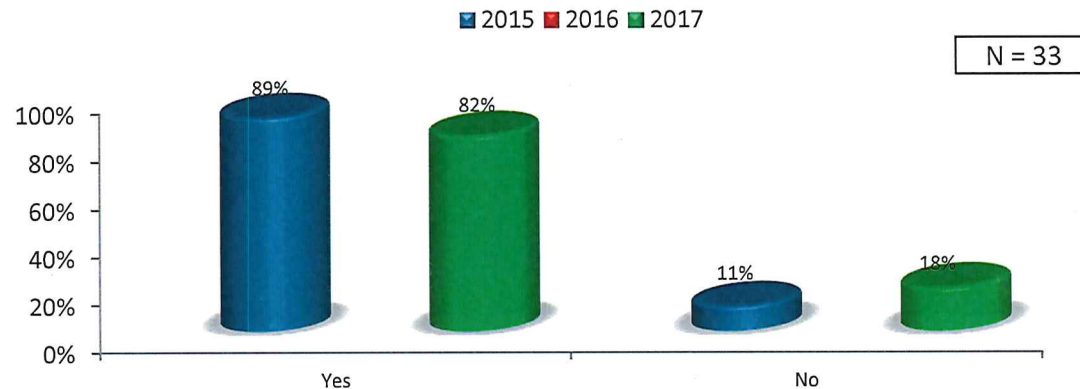
- 7% attended with family (including children).

- 82% of those who attended with their family (including children) were with children under 18 years of age.

- The average family (including children) attended with 1.9 children.

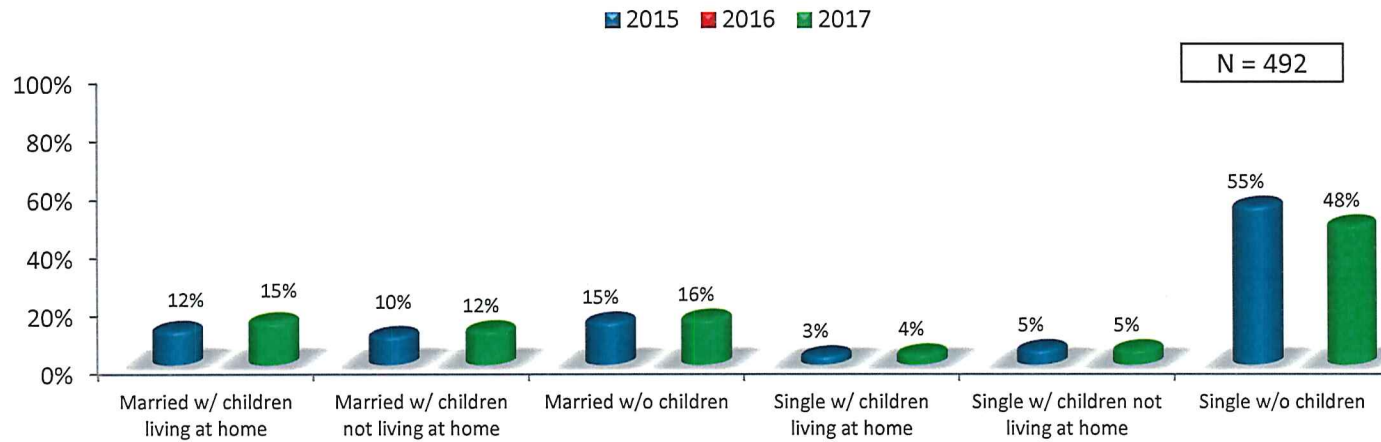
- The average age of children under the age of 18 in attendance was 7.3 years of age.

WinterWonderGrass Tahoe - Attended With Children < 18 (Asked only of those who attended with "Family (including children)")

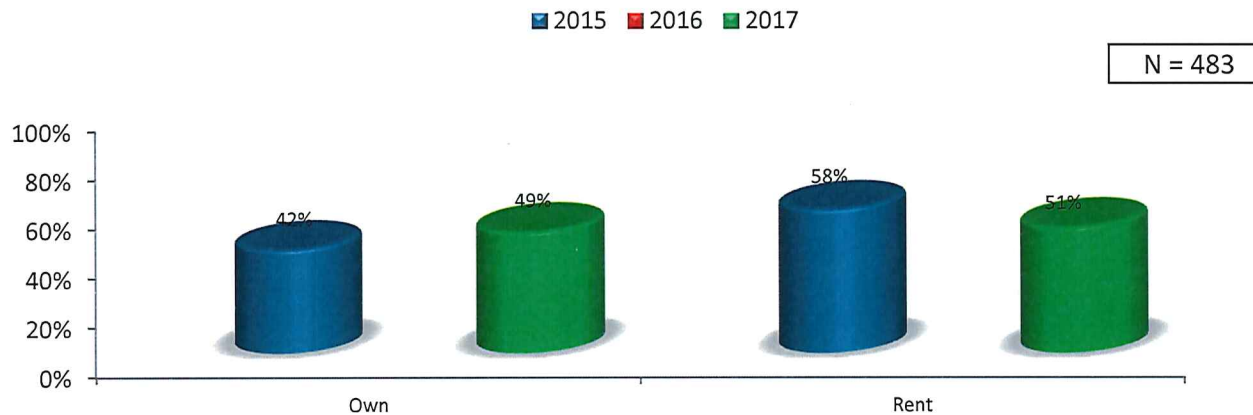


Demographics

WinterWonderGrass Tahoe - Family Status

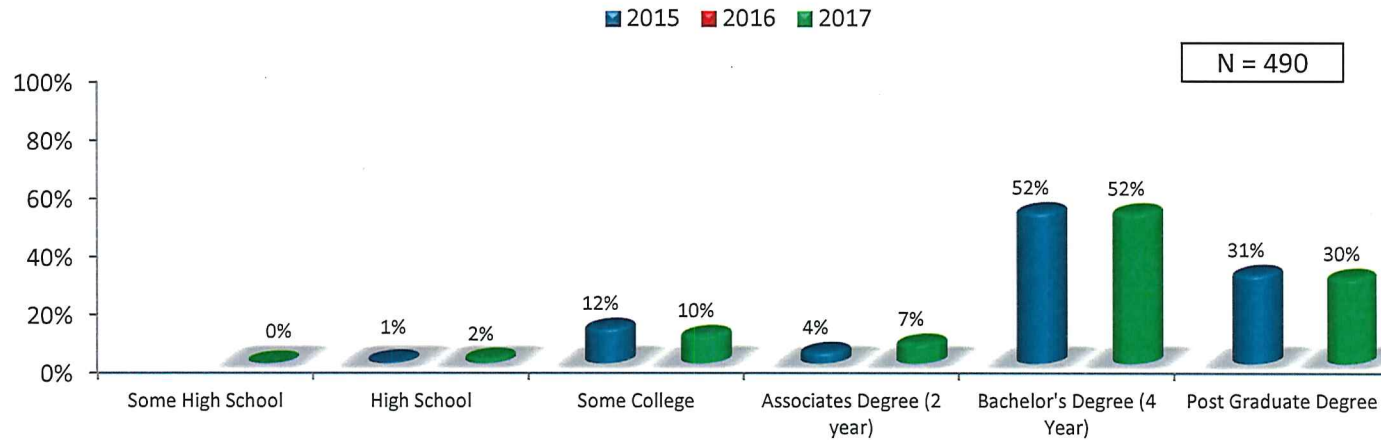


WinterWonderGrass Tahoe - Own vs. Rent Primary Residence

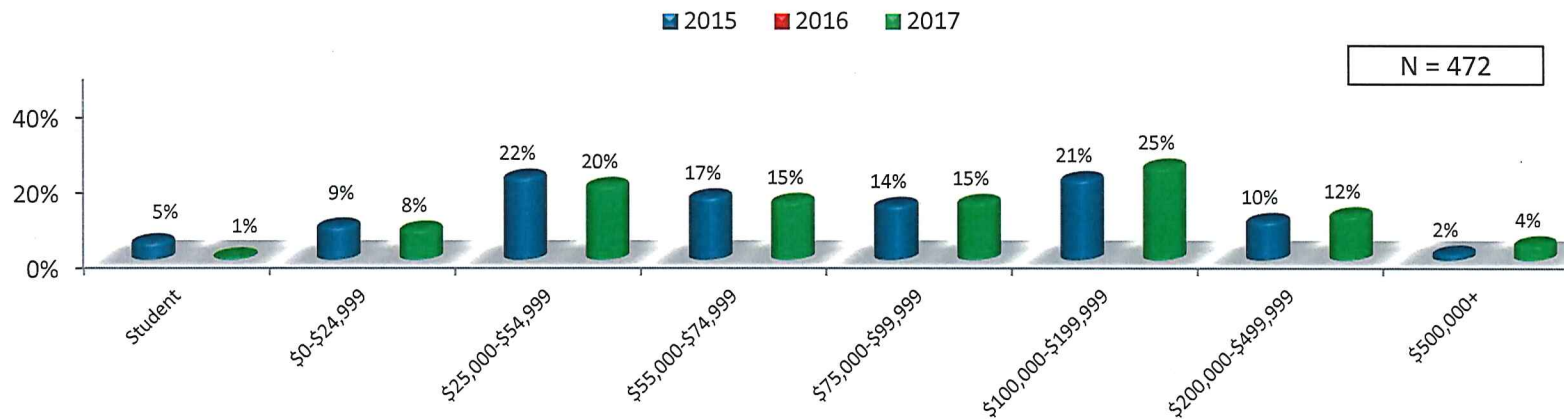


Demographics

WinterWonderGrass Tahoe - Education Level

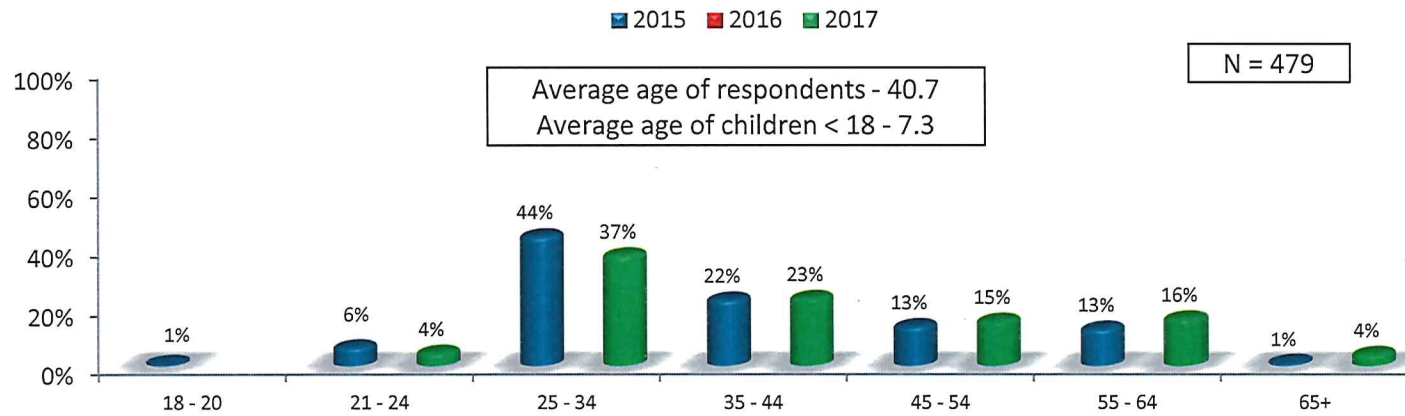


WinterWonderGrass Tahoe - Income Categories

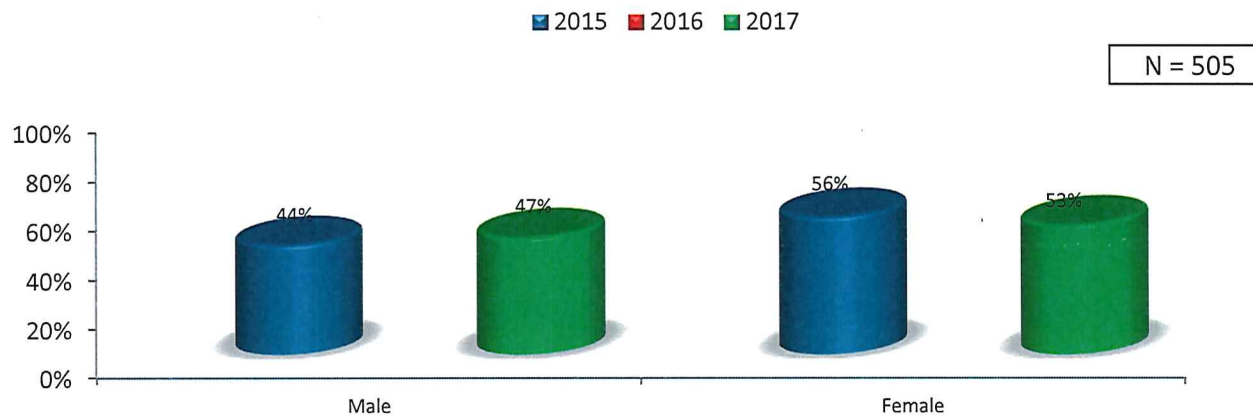


Demographics

WinterWonderGrass Tahoe - Age Categories



WinterWonderGrass Tahoe - Gender

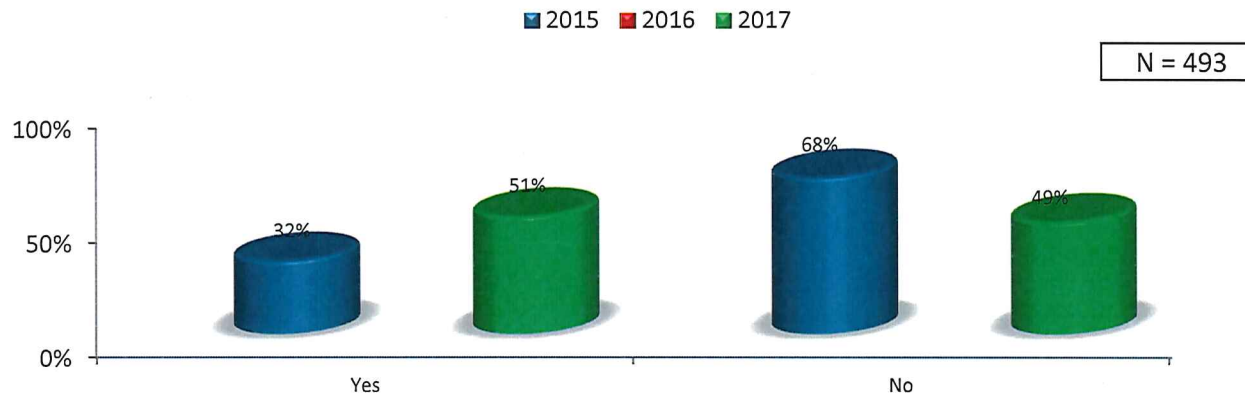


Impact on Skiing/Riding

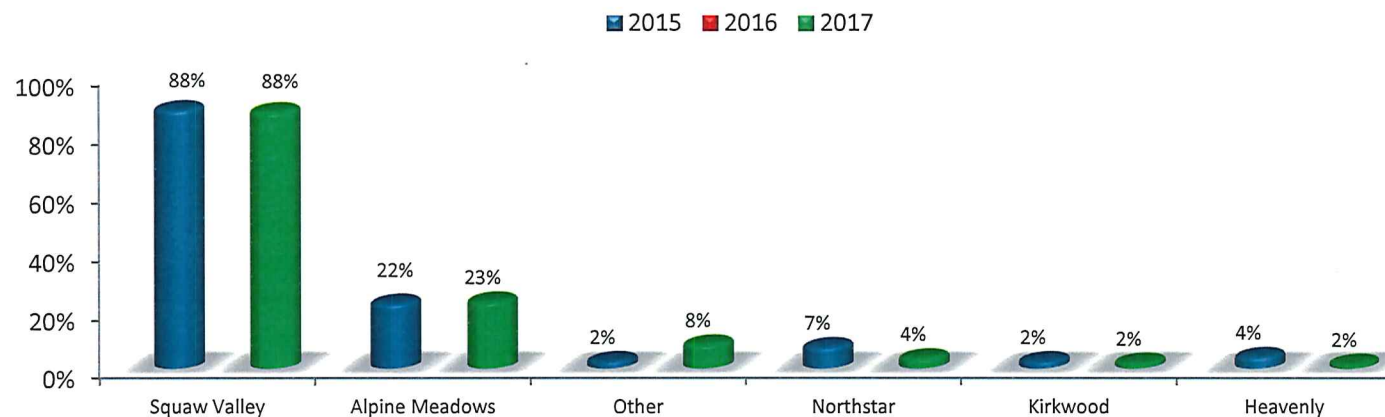


Impact on Skiing/Riding

WinterWonderGrass Tahoe - Ski/Ride During This Visit



WinterWonderGrass Tahoe - Resorts Skied/Rode (Multiple Response)

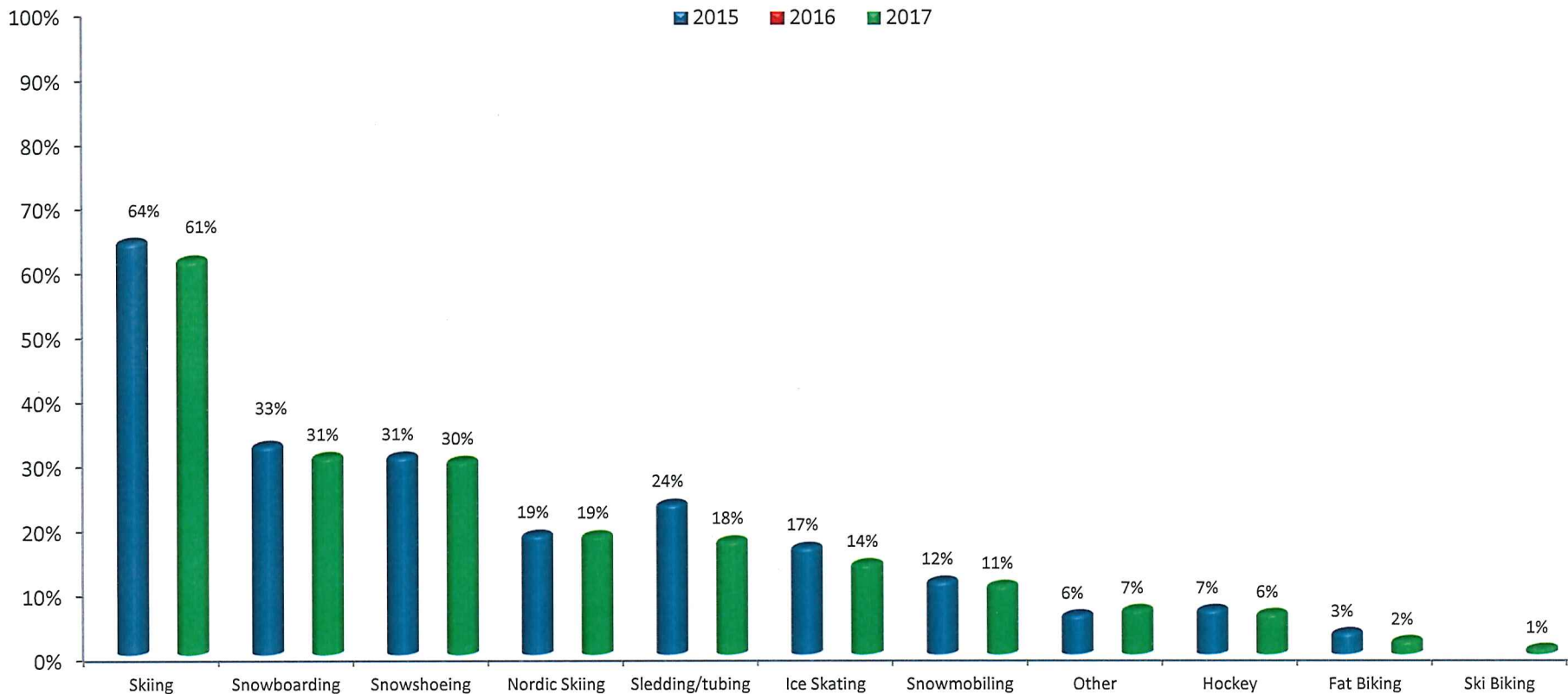


Favorite Winter-time Activities



Favorite Winter-time Activities

WinterWonderGrass Tahoe - Favorite Winter-time Activities
(Multiple Response)



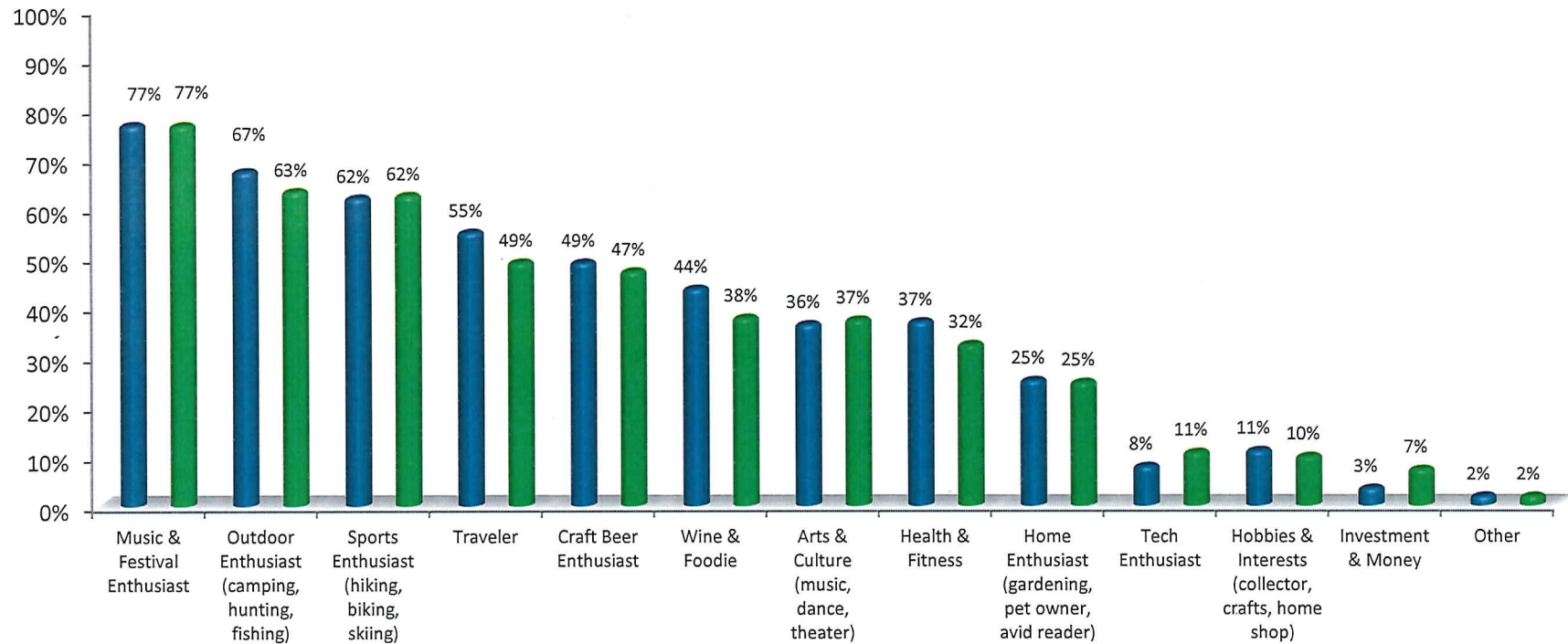
Lifestyle Categories



Lifestyle Categories

WinterWonderGrass Tahoe - Lifestyle Categories
(Multiple Response)

■ 2015 ■ 2016 ■ 2017

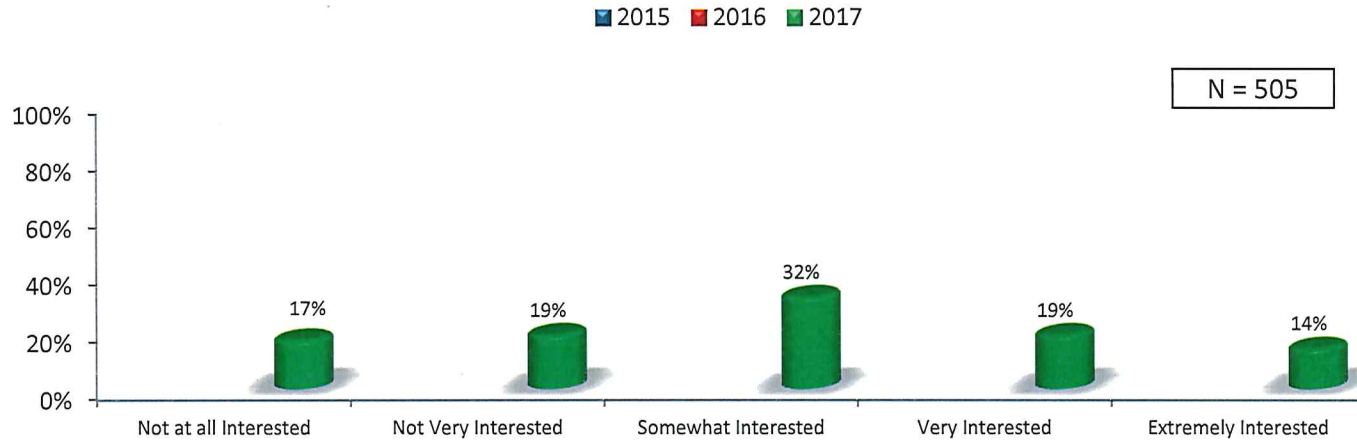


Interest in WWG Chile

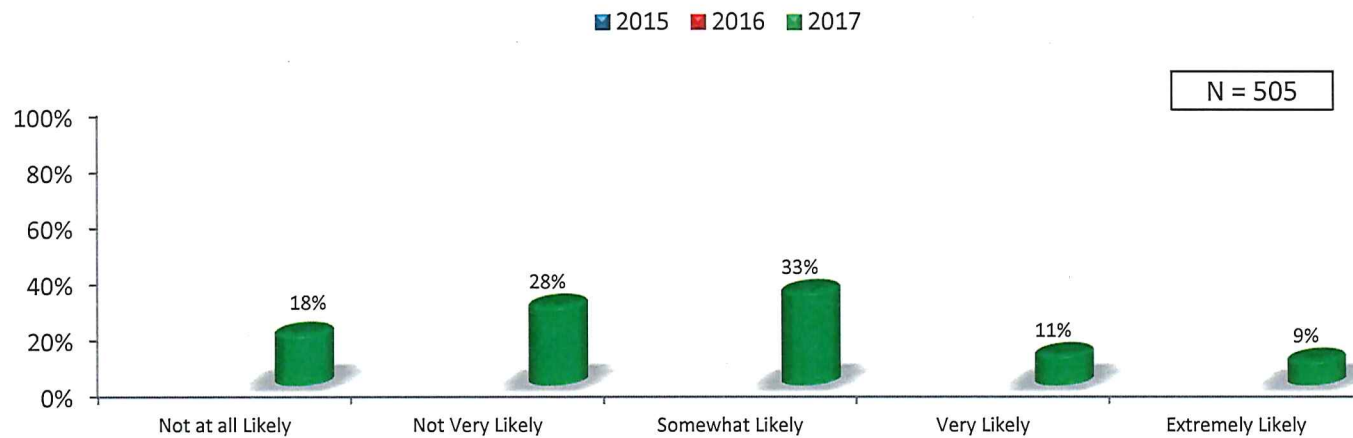


Interest in WWG Chile

WinterWonderGrass Tahoe - Interest in WWG Chile



WinterWonderGrass Tahoe - Likelihood to Travel to Chile for WWG



Property Stayed



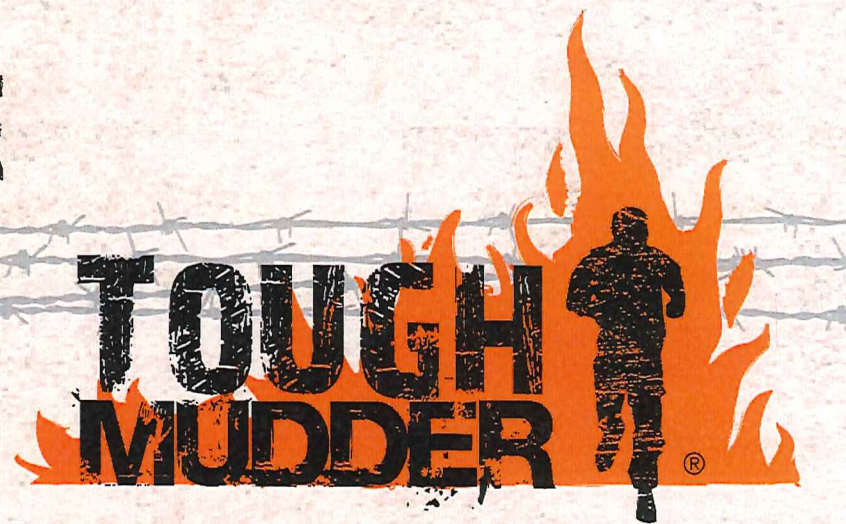
End of Report



TOUGH MUDDER TAHOE

POST EVENT REPORT

JUNE 2016



TOUGH MUDDER TAHOE

Context

Tough Mudder held an event at Northstar California Resort for the sixth time on Saturday, June 11, 2016 and Sunday, June 12, 2016. This report outlines the demographics and travel behavior of TM Tahoe 2016 participants, in addition to marketing and promotional event information.

Data Collection

Tough Mudder conducted two surveys after the Tough Mudder Tahoe 2016 event.

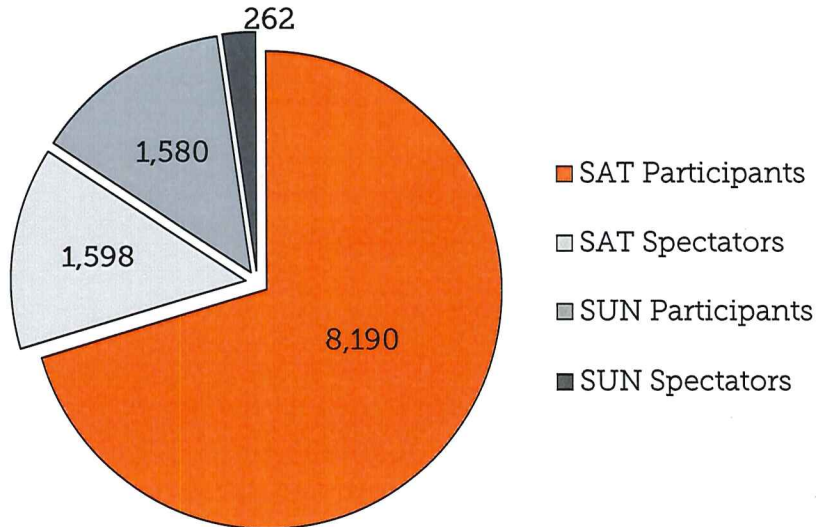
1. A post-event survey was sent to all participants immediately after the event asking general questions related to customer satisfaction, obstacle innovation and participant demographics.
2. A second survey was sent to participants who had completed the post-event survey, asking questions around travel behavior, daily expenditures and specific questions around participant experience in the community. This survey had a 11% response rate based on the sample size.

Venue

Northstar California Resort
 5001 Northstar Drive
 Truckee, CA 96161

Dates

June 11, 2016
 June 12, 2016



Total Attendance: 11,630

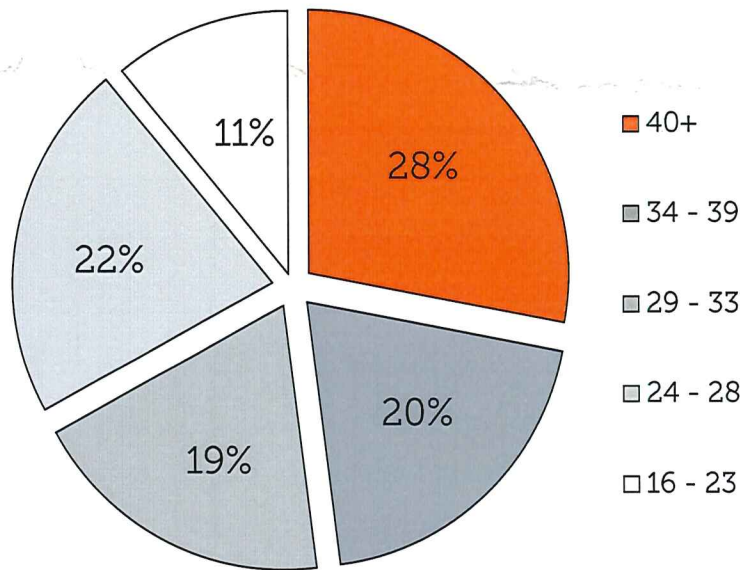


TOUGH MUDDER TAHOE

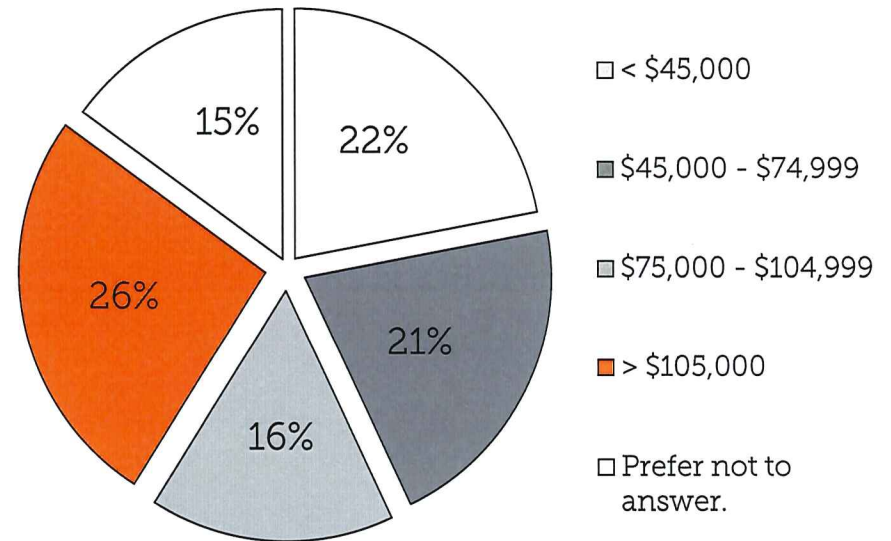
58% of participants were new (first-time) participants at Tough Mudder Tahoe 2016.

Tough Mudder Tahoe participants were 59% male and 41% female.

72% of participants were under the age of 40, and at least 33% earn over \$90K per year.



Participant Age



Participant Income



TOUGH MUDDER TAHOE

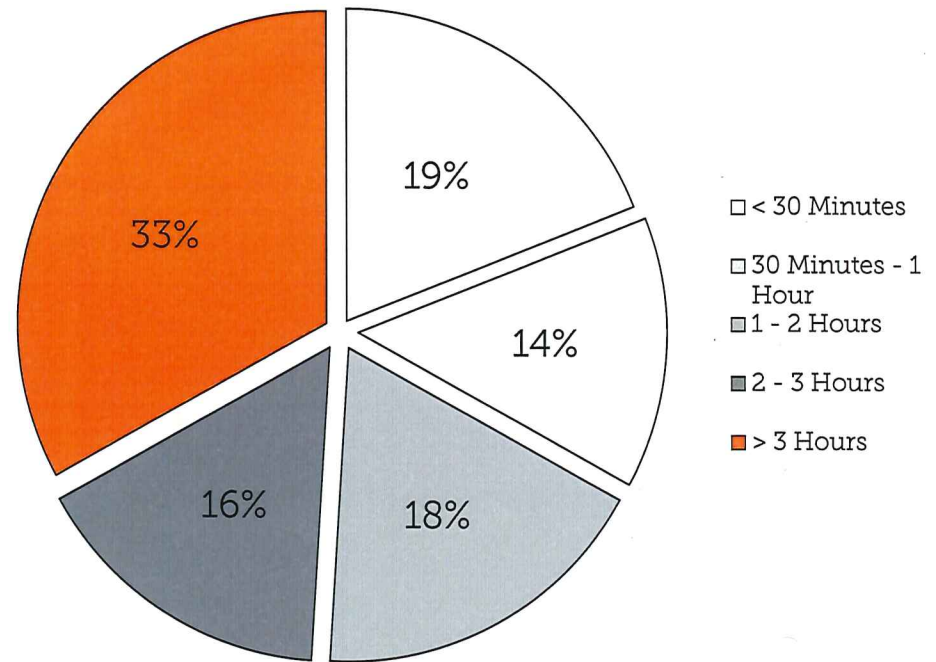
Over **85%** of participants were visitors to North Lake Tahoe, California.

Over **35%** of participants had never traveled to North Lake Tahoe prior to the Tough Mudder Tahoe 2016 event.

Over **88%** of participants said they are likely to return to North Lake Tahoe for a Tough Mudder event in 2017.

Over **16%** of Tough Mudder Tahoe participants traveled to the event from out of state.

6% of participants flew to attend the event.



Participant Travel Distance



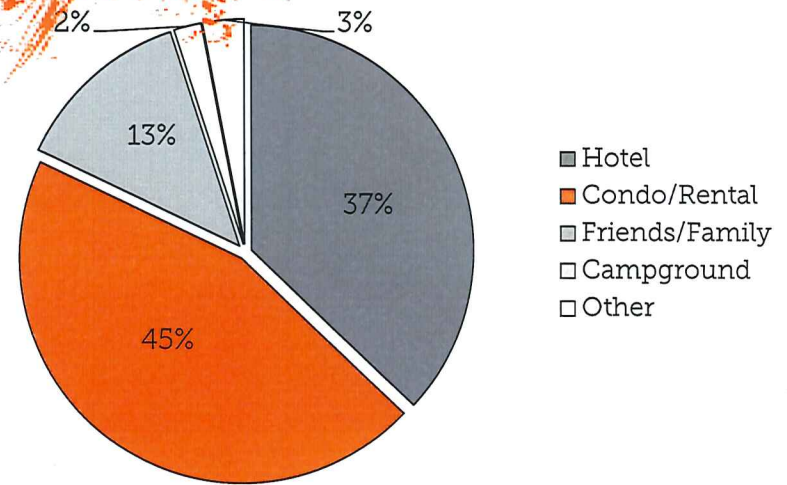
OVERNIGHT STAYS

TOUGH MUDDER TAHOE

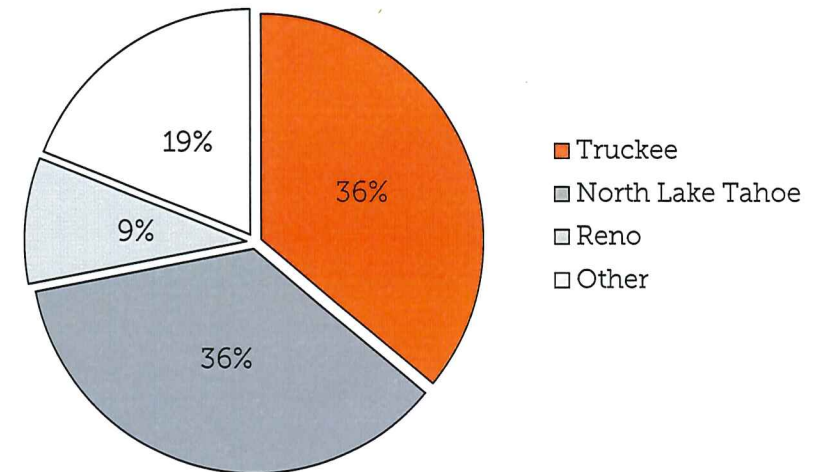
Over **78%** of all participants stayed overnight for the event. The average length of stay was **2.8** nights.

The average number of hotel rooms per party for overnight participants was **1.6** rooms.

Average travel party size was **4.5** people. **23%** of survey respondents reported traveling with over **5** people.



Participant Accommodations (Type)



Participant Accommodations (Location)

TOUGH MUDDER TAHOE

Tough Mudder utilized the National Association of Sports Commissions Economic Impact Calculator to estimate **Direct Economic Impact** for Tough Mudder Tahoe 2016.

After providing information regarding **Event Spectators, Event Participants, Common Sources of Non-Local Spending**, NASC yielded the following summary of Direct Spending Impacts associated with this event.

These figures are an **estimate provided by the NASC** and do not include Indirect Economic Impact, Induced Economic Impact, Tax/Fee Impact, or Spend by Local Sources.

Non-Local Unique Event Spectators:
1,580

Non-Local Unique Event Participants:
8,304

Direct Spending by Non-Local Unique Event Spectators:
\$169,606.12

Direct Spending by Non-Local Unique Event Participants: **\$5,254,020.31**

Direct Spending from Other Non-Local Sources: **\$395,000**

Total Direct Spending from all Non-Local Sources: **\$5,818,626.42**

Total Event Room Nights from all Non-Local Sources: **9,162**



TOUGH MUDDER TAHOE

JUNE 11 & 12, 2016
TOUGH MUDDER TAHOE

Northstar California Resort
 5001 Northstar Drive
 Truckee, CA, 96161
 United States
[GOOGLE MAPS](#)

Travel Time
 Reno: 1 hr.
 Sacramento: 2 hrs.
 San Francisco: 3 hrs., 15 mins.

Tough Mudder Tahoe Official Event Page

COURSE AND OBSTACLES

Check out the [course map](#), but also look out for these obstacles in Mudder Village:

MERRELL **Merrell Mudderhorn**
 Test your abilities and some Merrell shoes on the multi-terrain Merrell Mudderhorn.

Tough Mudder Tahoe Official Info Pack

LOCAL SPONSORS

Learn more about lodging, dining, recreation, and events in North Lake Tahoe [HERE](#).

Tough Mudder Tahoe Official Event Page

TAHOE LODGING

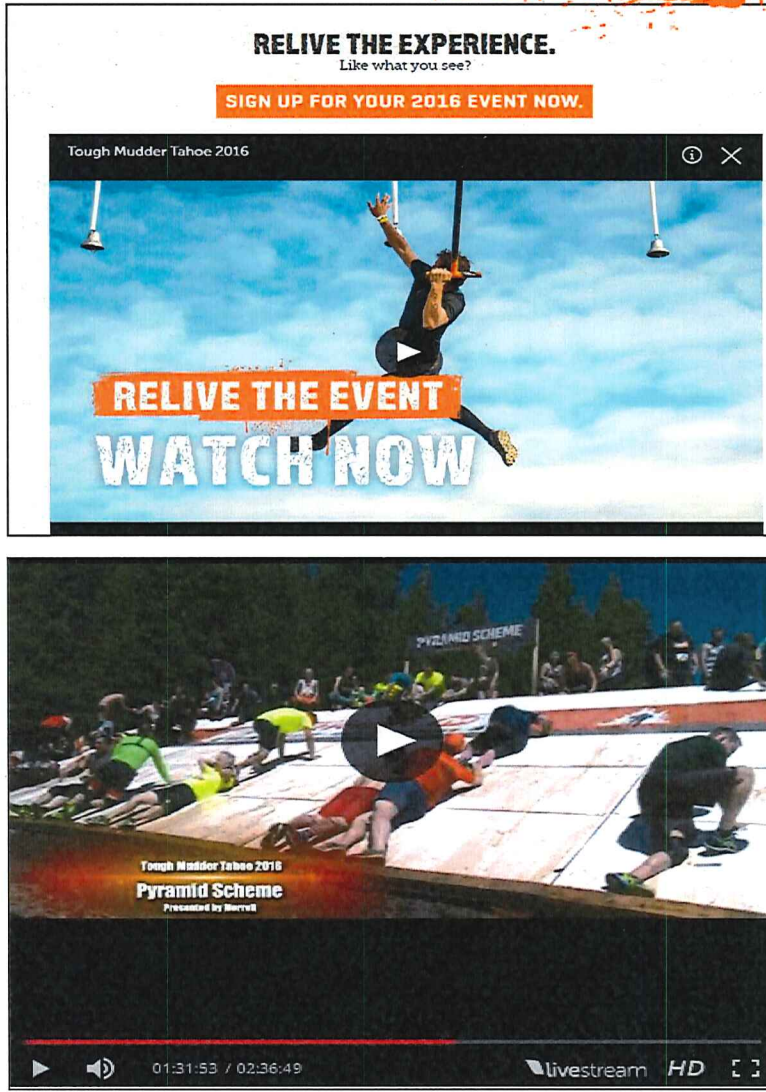
Check out the exclusive deals below and make sure to use the discount code or refer to the Tough Mudder room block when making your reservation.

NORTHSTAR CALIFORNIA RESORT	Discounted rates starting at \$146.55	+
GRANLIBAKKEN TAHOE	Over 15% Discounts - Starting at \$156.00	+
TAHOE MOUNTAIN LODGING AT NORTHSTAR	\$279.00	+
SQUAW VALLEY LODGE	Weekend rates starting at \$137.00	+
DONNER LAKE VILLAGE	Weekend rates starting at \$129.00	+
TAHOE VISTANA INN	\$246.00	+

Tough Mudder Tahoe Official Lodging Page



TOUGH MUDDER TAHOE



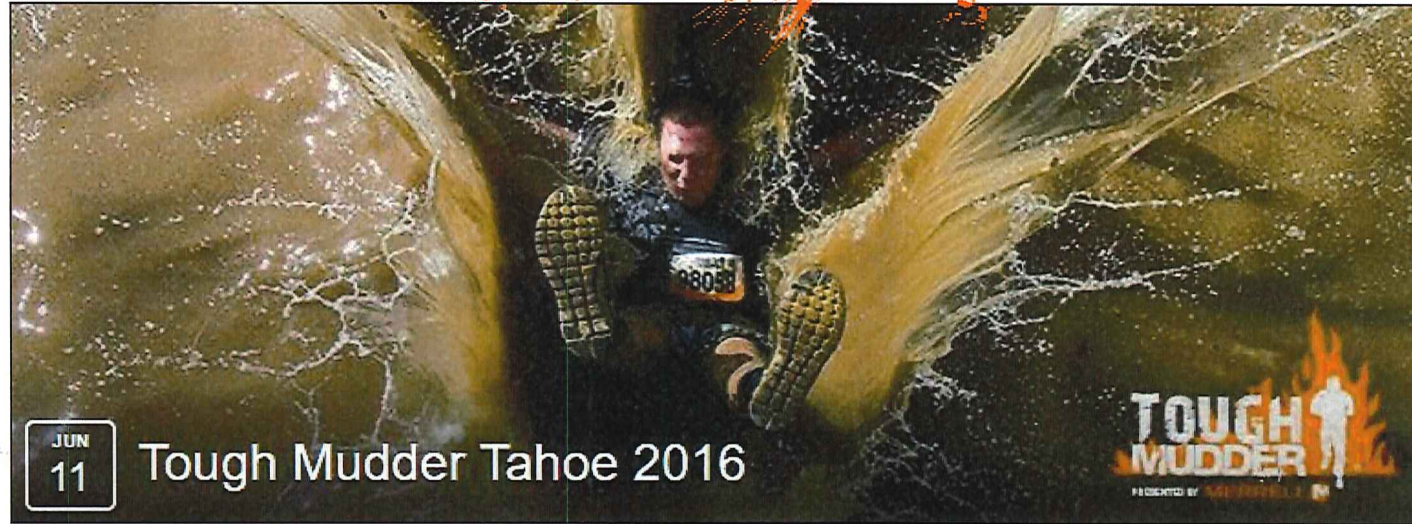
Tough Mudder had a full suite of live global content from Tough Mudder Tahoe, including **Facebook Live**, **Website Livestream**, and **Snapchat**, in addition to simultaneous social activity on **Twitter**, **Instagram**, and **Periscope**.

Tough Mudder Tahoe's live content performed very strongly, with a reach of close to **5,000,000** and over **700,000** unique views.

Additionally, the live content inspired an overall market interest – creating **over 60,000** unique website sessions on both Saturday and Sunday.



TOUGH MUDDER TAHOE



The Tough Mudder global brand has over **4,100,000** likes on Facebook, allowing extended viewership of all shared material.

Tough Mudder's posts reach an average of **3,400,000** unique accounts per week.

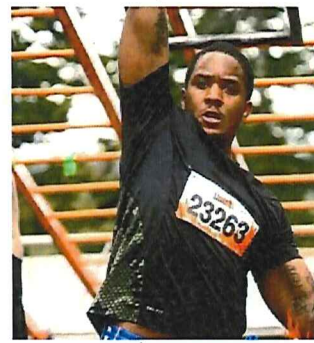
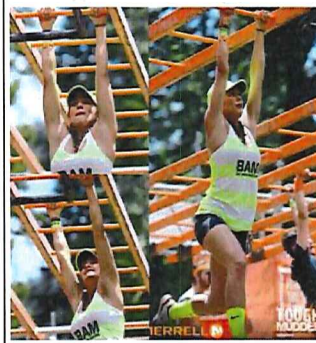
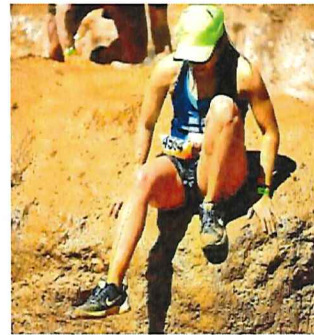
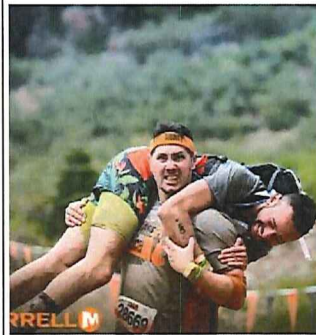
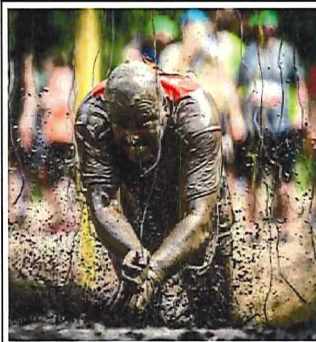
Tough Mudder Tahoe was **streamed live** on Facebook, and reached over **5,000,000** unique accounts.

The Tough Mudder Tahoe 2016 Facebook event page reached over **727,000** people, was clicked over **16,000** times, and engaged with **5,500** unique accounts via likes, comments, and shares.

Over event weekend, Tough Mudder dedicated **11** Facebook posts to Tough Mudder Tahoe 2016 on the official brand page. Collectively, these posts reached over **5,600,000** unique accounts.



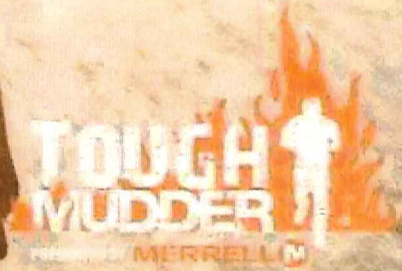
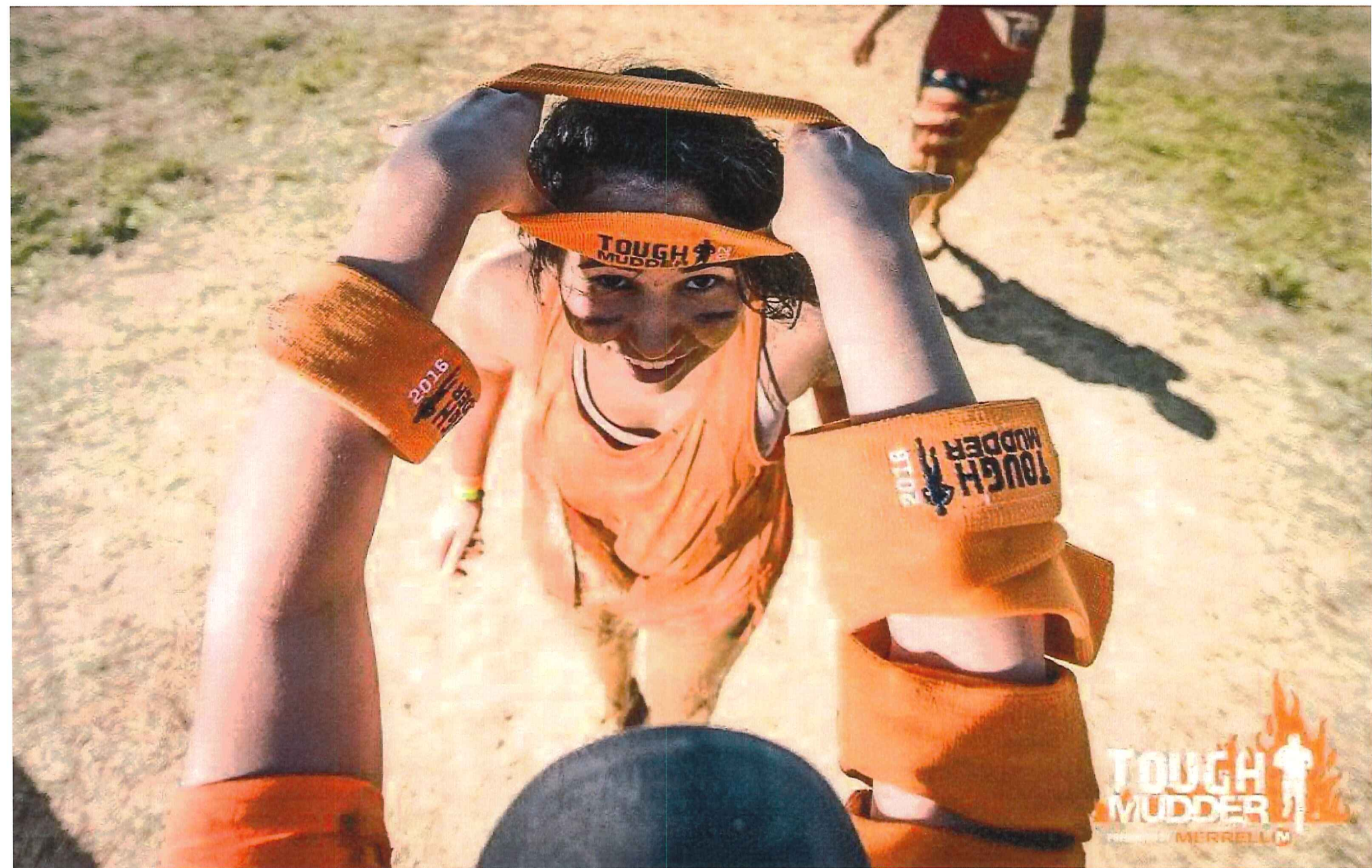
TOUGH MUDDER TAHOE



#tmtahoe16 and affiliated hashtags were tagged over **1,500** times.

The Tough Mudder global brand has over **150,000** followers on Instagram, allowing extended viewership of all shared material.





SPARTAN RACE | 234 CONGRESS STREET | BOSTON, MA 02110



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MUSCLE & PERFORMANCE

The Queen of Pain

Elite obstacle course racer Amelia Boone explains family about crossing back through injury, her hour of fame and her love of gear washing.

See photos from 9/24/17. See the story.



May 20, 2017, probably wasn't very remarkable for most people. Likely it was spent mulling up on beer and chips and the old after Memorial Day essentials for the forthcoming holiday weekend. For Amelia Boone it was also a memorial occasion — the day she returned to obstacle course racing.

"What do I fear more than anything right now? I fear my own return to racing."

Imagine stumbling into a sport on a whim, deciding it was your calling, then within a year you were logging the "hacker heart" — and strong. This is Amelia Boone's narrative, and to date she is easily one of the most decorated obstacle course racers ever — male or female — with more than 50 podiums and 30 victories in the sport. But in 2016, Boone was knocked out of competition by an overuse injury — a stress fracture in her femur that culled her season into more than a year and a half of rehab, including four months on crutches, and nine months without running. For someone used to doing two-a-day workouts, running 60 to 100 miles per week and racing just about every weekend in obstacle course events, it was the equivalent of overseas occupational.

May 20 marked the first time Boone had hit on an obstacle course since her injury — and she was scared. "The hardest part was facing that starting line and that fear that something that used to be so comfortable was now full on foreign," says Boone. "I had no idea what to expect and I felt so rusty. Everyone says it's like riding a bike, but I fell a bunch on that bike that weekend."

"The physical part is easy — it's the mental part of injury that haunts us."



Any athlete who has incurred a severe injury has two points during recovery, and Boone was no different. After receiving her sentence of minimal activity and medicine-only locomotion, she spent some time wondering as well. Yet, she quickly found ways to cross time around her injury, simply doing what she could to keep a routine and maintain as much of her elite status as possible.

"For the first month the only thing I could do was get into a gym and swim with a buoy between my legs.

Because I was not even allowed to back — just use my arms," she says. Soon she graduated to a rowing machine — using just one leg — and did a few scap exercises at the gym to maintain some semblance of upper-body strength. Her workouts had become Spartan in the true sense of the word.

6,277,318
Total Impressions

9
Total Placements

THE SPOKESMAN-REVIEW

SPOKANE

Spokane Valley Spartan racer braced for second championship

11/16/2017



Spokane Valley's Alyssa Hawley jumps over a log, one of many obstacles in a recent Red Bull Spartan Race. Hawley, 27, will make her second appearance in the Spartan Race World Championship this weekend in Lake Tahoe, California. (courtesy)

By Chad Sobel
chadsobel@spokanejournal.com
609.484.6047

Twitter Facebook Email Print

Alyssa Hawley likes trudging up hills carrying 50-pound buckets of gravel, or with heavy sandbags slung across her shoulders. She's less fond of an obstacle known as the Twitter — a pole with monkey-bar grips protruding from it in a spiral pattern, which spins each time an athlete shifts weight from one hand to another.

Those are just a few of the challenges Hawley will face this weekend during her second appearance in the Red Bull Spartan Race World Championship in Squaw Valley, northwest of Lake Tahoe, California.

Spartan races are grueling athletic events involving miles of rugged running trails and many daunting performance obstacles, including trees to flip, mud pits to wade through, walls to climb over and barbed wire to crawl under.

The races, which began in 2010, are split into four categories — Sprint, Super, Beast and Ultra Beast — that vary in length and difficulty. The Sprint is the shortest, with a maximum of 5 miles and at least 12 obstacles to conquer along the way. The Ultra Beast has at least 20 miles and 60 obstacles.

Among the fiercest competitors is Hawley, a 27-year-old Spokane Valley native who completed her first Spartan race in May 2012. She came in fourth among women at last year's world championship in Lake Tahoe.

This weekend she'll compete individually in the Beast category, and alongside two men in the first-ever Spartan championship team event.

The Mercury News

Community Sports

Groupon began series of obstacles for Stanford grad student

11/16/2017



Stanford grad student Rea Kolbi, 26, will compete at this weekend's Red Bull Spartan Race World Championship at Squaw Valley in Lake Tahoe on Sept. 16 through 18. (L-R) Rea Kolbi (Spartan Race)

By WYAT HAZDEGA | wghazdega@mercurynews.com | Bay Area News Group
Published September 21, 2017 at 4:10 pm (PT/ST) | September 21, 2017 at 4:10 am

Rea Kolbi isn't afraid of obstacles.

The 26-year-old grad student at Stanford actually seeks them out as one of the top female athletes in the world of Spartan Race, an endurance competition that employs the motto "You see struggle, we see strength."

How was she introduced to the sport?

"There was a Groupon for it, actually," Kolbi said.

Back in 2013, as an undergrad at Cal, she joined a group of friends from a workout class in Berkeley for a team race in Monterey.

Then, Kolbi "kind of forgot about it" for a couple of years until her sisters-in-law invited the Bay Area transplant from Stevens to tag along for another race.

"It's just been uphill since then," said Kolbi, who this weekend travels to Squaw Valley in Lake Tahoe to participate in the 2017 Spartan World Championship at the site of the 1960 Olympic Games.

"I would totally recommend it to anybody," she added. "And really the thing about it is it requires such a broad skill set. It requires strength, endurance and speed, so no matter what you do in life, you probably have some aspect of that that you're good at."

Inc.Video PEAK PERFORMANCE

Forget Big-Picture: Why You Should Build Mental Toughness Through Small Steps



Spartan and Tough Mudder Champion Amelia Boone explains how she gets through long obstacle races — some as long as 24 hours.

By Chad Sobel and Jesse Kaufbach
Published on SEP 24, 2017

the sheet

News, Views & Culture of the Eastern Sierra

Saturday, September 30, 2017

FREE

Vol. 15, No. 39

LEDERHOSEN FOR ALL

Local men and women are celebrating the 100th anniversary of the German-American community in the Eastern Sierra. The celebration is being held at the historic German-American Club in Bishop, California, on Saturday, September 30, from 10 a.m. to 4 p.m. The event will feature a variety of activities, including a parade, a concert, and a dance. Tickets are \$10. For more information, call 760-833-1111.

SPARTAN PRIDE

Local athletes are celebrating the 100th anniversary of the Spartan Race. The celebration is being held at the historic German-American Club in Bishop, California, on Saturday, September 30, from 10 a.m. to 4 p.m. The event will feature a variety of activities, including a parade, a concert, and a dance. Tickets are \$10. For more information, call 760-833-1111.

3,590,135
Total Impressions

48
Total Placements

SportTechie @SportTechie · Oct 1
@SpartanRace partners with Facebook to stream live race coverage on Watch, starting with the #SpartanRaceWC17

Elite Obstacle Racers Next Up To Be Featured On Facebook's Watch
The new Facebook Watch video platform is racking up athletic competitions to stream, and Spartan Race with its obstacle races will be the latest to go.

The Spokesman-Review
September 30 at 10:02pm

Local athlete Alyssa Hawley proved her mettle among elite athlete's from over 50 countries Saturday, taking third in the Spartan World Championship's women's division.

Spokane's Alyssa Hawley takes bronze at Spartan World Championship
After a grueling three hour trial through an arid, obstacle-laden swath of California's Olympic Valley, Spokane athlete Alyssa Hawley, 27, claimed the bronze at the...

Sports Video Group @sportsvideo · Oct 2
Spartan Race live-streams World Championship on Facebook Watch. #sportsbiz #facebook bit.ly/2g5yG2l

Sierra Sun News @SierraSun_News

The Reebok Spartan Race World Championship returns to Squaw Valley this weekend

The Reebok Spartan Race World Championship returns to ...
For two days, athletes will compete in the 2017 Reebok Spartan Race World Championship from the mountain terrain at Squaw Valley. From Sept. 30 - Oct. 1 men, women

Inc. Magazine
October 2 at 9:46pm

Don't forget to be nice to yourself.

7 Other Ways to Build Extreme Mental Toughness, According to Science
Sure, athletes have lots to say about grit, but so does science.

LetsRun.com @letsrundotcom

2017 Spartan World Championship Women's Highlights - Lindsay Webster Wins: youtu.be/B5SvFIXj_74?via=YouTube

2017 Spartan World Championship Women's Highlights - LL...
For more info go here: <http://www.letsrun.com/?p=155031>

Mud Run Guide @MudRunGuide · Oct 1
2017 Spartan Race World Champion Cody Mead Interview bit.ly/2H95020

Obstacle Racing Media
September 30 at 3:53pm

Spartan World Championship Tahoe 2017 Podium!

Mens Elite
1st Cody Mead
2nd Jon Albon
3rd Robert Killian

Women's Elite
1st Lindsey Webster
2nd Zuzana Kocumova
3rd Alyssa Hawley

#orm #ocrcv #athlete #spartanracevc17 #iamspartan #gsccoach #ocrc2017 #mudrun #running #spartan #fitness #obstaclecourserace



Total Social Engagements	Total Social Impressions	Total Social Video Views
128,052	11,785,948	2,580,880
Avg. Social Engagements per post	Avg. Social Reach per post	Avg. Social Video Views per post
4,373	89,287	7,875

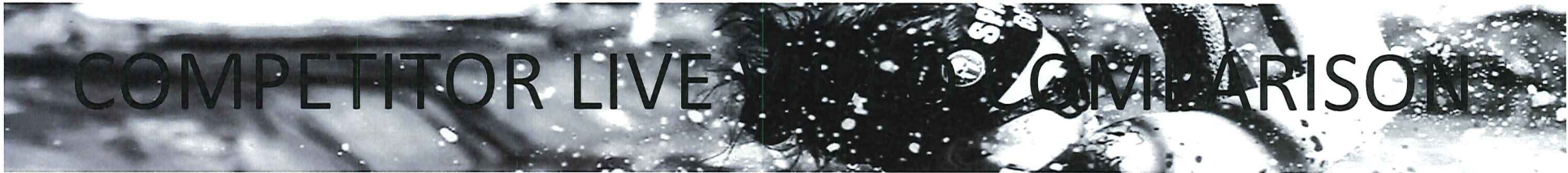
© 2004-2016 SPARTAN RACE, INC. | SPARTAN.COM

TAHOE LIVE STREAM PERFORMANCE

Platform	Total Reach	Total Engagements	Total Views
Facebook	8,279,436	47,783	1,524,713
Twitter*	152,201	642	45,188
Instagram*	950,000	48,453	229,299
TOTAL LIVE STREAM	8,279,436	47,783	1,524,713
TOTAL	9,610,936	96,878	1,799,200 to date



*Not live stream, clips from race



2017 CrossFit Games: Individual - 2223 Intervals

Sunday Part 4 | Individual 2223 Intervals The women lead, featuring Tia-Clair Toomey - Athlete, Kara Webb, Tennil Reed, Annie Thorisdotti...
2 months ago · 1.1M Views



Packed house at Pyramid Scheme presented by Merrell
76K views · September 30



Feelin the chill at Arctic Enema at Tough Mudder Dallas presented by Merrell
37K views · September 30



We're live at Funky Monkey at Tough Mudder Dallas presented by Merrell
42K views · September 30

Top Performing CrossFit LIVE Video Stream

1.1M

Top Performing Tough Mudder LIVE Video Stream

76K

Total Tahoe LIVE Views	Total Spartan US Champs LIVE Views	Total CrossFit Games 17 LIVE Views	Tough Mudder East Champs Views
1.5m	3.1m	1.1M	759k
Reach	Reach	Reach	Reach
8.2m	12.4m	N/A	N/A
Likes	Likes	Likes	Likes
9.4k	20.1k	15k	1.9k
Shares	Shares	Shares	Shares
2.6k	3.5k	2.2K	339
Comments	Comments	Comments	Comments
8.7k	4.2k	7.3K	1k



	Total Posts	Total Impressions	Total Engagements	Total Views
FACEBOOK	44	6921492	23269	2254873
TWITTER	61	390676	1806	44336
INSTAGRAM	27	4473780	102977	281671
	132	1,178,5948	128052	2,580,880
	Total Posts	Avg. Impressions	Avg. Engagements	Avg. Views
FACEBOOK	44	157307	529	20986
TWITTER	61	6405	30	1847
INSTAGRAM	27	90621	3814	23473



Most Engaging Posts

Facebook

- World Champion Podium Shots
 - 1,507 engagements
- Ultra Beast Racers Prepare
 - 1,192 engagements
- Robert Killian Ape Hanger in 1st
 - 1,133 engagements



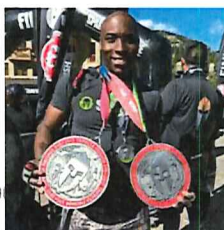
Twitter

- Cody Moat Champion Finish
 - 179 engagements
- Ultra Beast Racers Take Off
 - 147 engagements
- 1st World Team Champions
 - 114 engagements



Instagram

- X15 Trifectas
 - 8,406 engagements
- Rea Kolbl UB Win
 - 7,390 engagements
- Cody Moat Win
 - 7,351 engagements

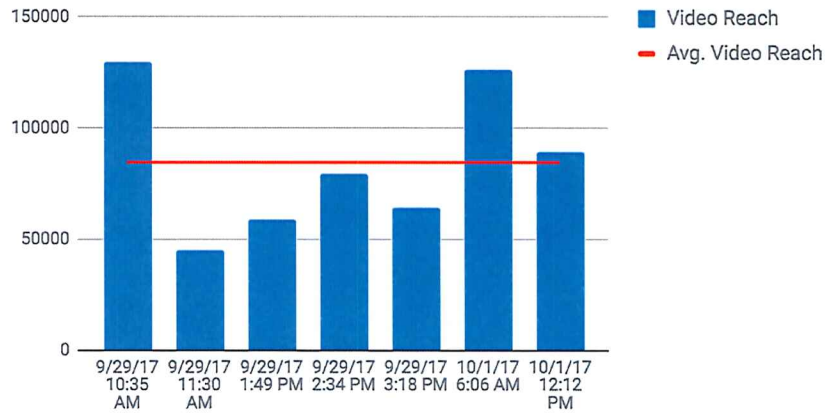


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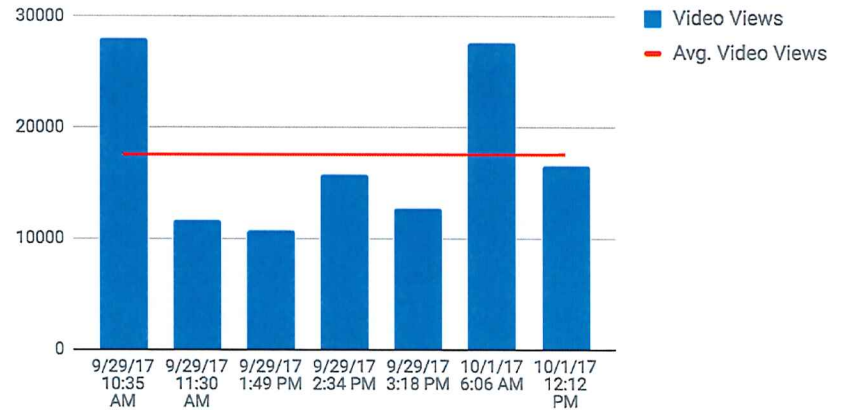
*Twitter engagements are not representative of clicks



LIVE VIDEO: Video Reach and Avg. Video Reach



LIVE VIDEO: Video Views and Avg. Video Views

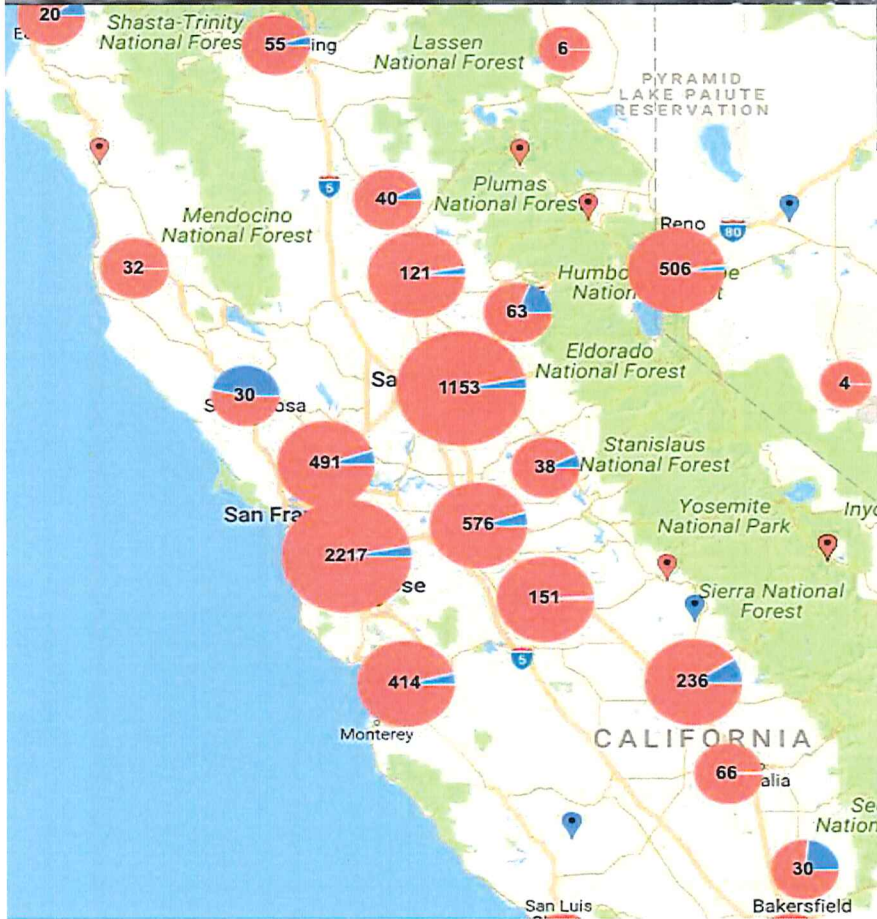


•The Joe DI and Amelia Friday Interview and the UB Men’s Start video were the top-performing Live videos of the week, with a total of **28k views / 130K Reach / 471 engagements & 28k views / 126K Reach /894 engagements**

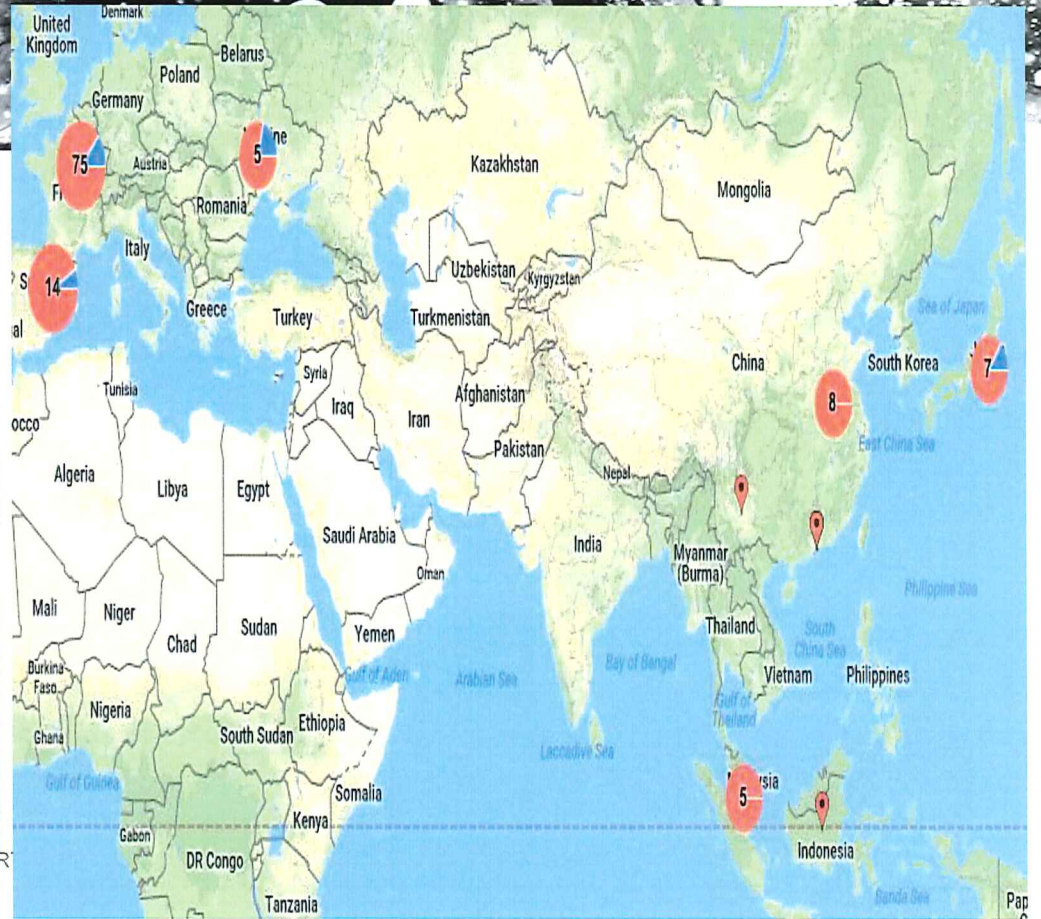


Category	Sub-Category	Lake Tahoe Spartan Beast 2017	Lake Tahoe Spartan Ultra 2017
Miles Traveled	<25 Miles	119	11
	<50 Miles	374	25
	<75 Miles	530	30
	<100 Miles	726	26
	<200 Miles	1,864	99
	<300 Miles	3,041	109
	<400 Miles	4,217	118
	<500 Miles	7,051	101
	Over 500 Miles	14,454	273
	International		249
Age Groups	<20	981	3
	20-24	592	1
	25-29	1,765	64
	30-34	1,951	17
	35-39	1,749	11
	40-44	1,255	49
	45-49	800	70
	50-54	559	8
	55-59	335	1
	60-64	22	0
65-70	0	0	
70+	0	0	
	Error	0	0
Gender	M	6,527	42
	F	2,151	72
Grand Total		7,421	114

CENTRAL CALIFORNIA

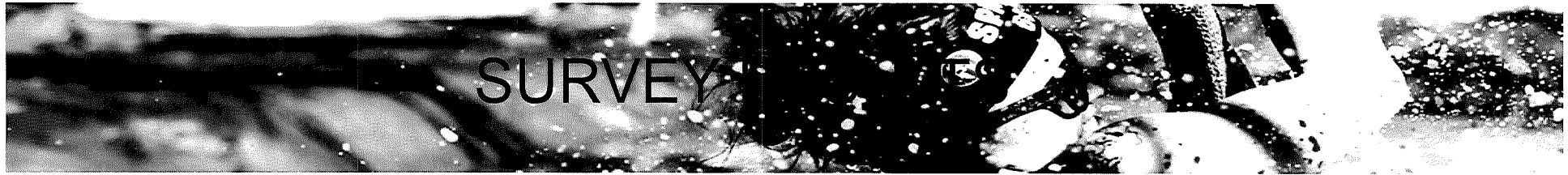


INTERNATIONAL



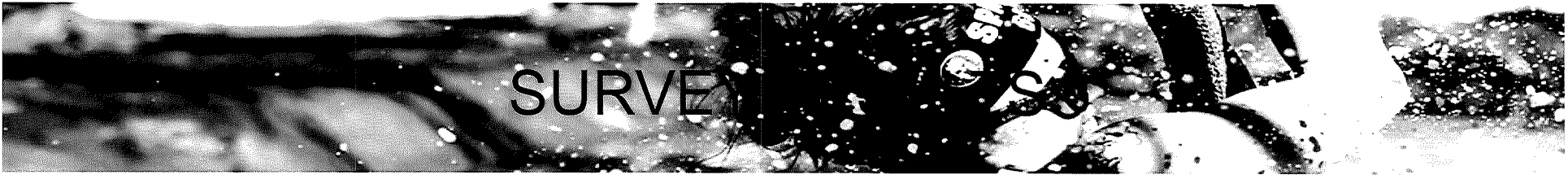


Category	Amount
Staff/VIP Lodging	\$232,516
Staff/VIP Hospitality-Meals	\$72,000
Hired Services	\$9,000
Rentals	\$114,000
Build Supplies	\$33,000
Total Direct Contribution	\$460,516



Q18: Please describe your accommodations for this event.

ANSWER CHOICES	RESPONSES	
Did not stay overnight	9.50%	81
Hotel / motel	41.97%	358
Condo	6.68%	57
Bed & Breakfast	0.47%	4
Vacation home rental (Air B&B, VRBO, Homeaway, etc.)	24.15%	206
In a second home / vacation unit	3.40%	29
With friends / family who live in the area	7.15%	61
Tent / RV / camping	2.23%	19
Other (please specify)	4.45%	38
TOTAL		853



Q20: How many nights in total did you stay in the area on your trip?

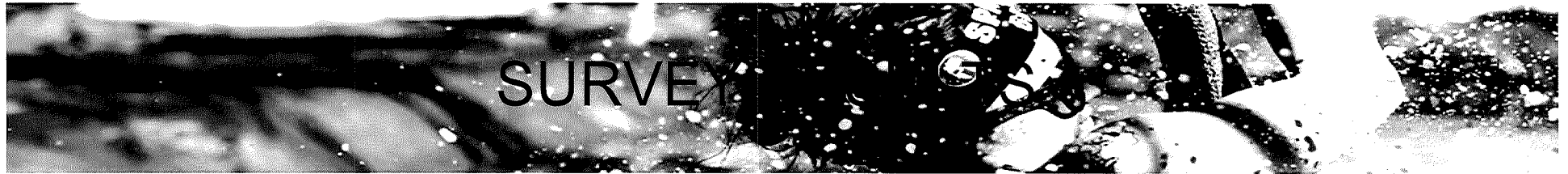
ANSWER CHOICES	RESPONSES	
None	11.56%	98
1	12.26%	104
2	44.10%	374
3	18.75%	159
4	8.25%	70
5	3.07%	26
6 or more	2.00%	17
TOTAL		848



SUMMARY OF DIRECT SPENDING IMPACTS FROM NON-LOCAL SOURCES - Page 8

After providing information regarding (1) Event Spectators, (2) Event Participants, and (3) Other Common Sources of Non-Local Spending, this yields the following summary of Direct Spending Impacts associated with this event:

DIRECT SPENDING BY NON-LOCAL EVENT SPECTATORS	\$325,248.75
DIRECT SPENDING BY NON-LOCAL EVENT PARTICIPANTS	\$4,308,834.37
DIRECT SPENDING from OTHER NON-LOCAL SOURCES	\$635,000.00
TOTAL DIRECT SPENDING from ALL NON-LOCAL SOURCES	\$5,269,083.12
This is inclusive of hotel expenditures	



Q21: How many people were with you in your immediate travel party (including yourself)?

ANSWER CHOICES	RESPONSES	
1 (by myself)	12.25%	104
2	27.30%	236
3	16.49%	140
4	13.78%	117
5	9.78%	83
6 or more	19.91%	169
TOTAL		849



SURVEY

Q23: Where was your lodging located?

ANSWER CHOICES	RESPONSES	
Truckee	24.93%	182
Tahoe City	29.18%	213
Kings Beach	8.77%	64
Squaw Valley	29.32%	214
Incline Village	3.84%	28
Northstar	3.97%	29
TOTAL		730



SURVEY

Q24: What is the likelihood that you' ll return to North Lake Tahoe?

ANSWER CHOICES	RESPONSES	
· Not likely to return	3.78%	32
· Slightly likely to return	11.16%	95
· Likely to return	31.14%	265
· Extremely likely to return	53.94%	459
TOTAL		851