



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, May 3, 2017 at 8:30 a.m.
TCPUD Boardroom

NLTRA Mission

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

2017 Board of Directors

Christy Beck (Treasurer)
The Village at Squaw Valley
Finance Committee

Gary Davis
JK Architecture Engineering
CI/T Committee

Brendan Madigan
Alpenglow Sports

Jennifer Merchant (Erin Casey-Alternate)
Placer County CEO Appointee

Eric Pilcher
Moe's BBQ/Gear & Grind
BACC

Karen Plank
Placer County Board of Supervisors Appointee

Aaron Rudnick
Truckee River Raft Co.

David Tirman(Past Chair)
JMA Ventures, LLC
Lodging Committee

Samir Tuma (Vice Chair)
Kila Lake Tahoe

Brett Williams (Secretary)
Agate Bay Realty
Marketing Committee

Adam Wilson(Chair)
Northstar California

Quorum - 6
Majority of the NLTRA Board Representatives

Advisory Board
Tom Lotshaw
TRPA Non-Voting

To Call in: Dial (712) 770-4010, 775665#

Items May Not Be Heard In the Order They Are Listed

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

B. 8:35 a.m. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

C. Agenda Amendments and Approval-MOTION

D. Consent Calendar-MOTION (5 minutes)

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

1. **Board Meeting Minutes –April 5, 2017 (Page 1)**

2. **Special Board Meeting Minutes – April 21, 2017 (Page 4)**

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

3. **Committee Minutes – April, 2017**

- BACC April 20, 2017 (minutes to be posted online when available)**
- CI/T April 24, 2017 (minutes to be posted online when available)**
- Marketing April 21, 2017 (minutes to be posted online when available)**
- Finance April 27, 2017 (minutes to be posted online when available)**

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

- No contracts at this time**

E. Financial Report (20 minutes) 8:40 – 9:00 (Page 5)

- Review of financial reports for March**

F. Action Items (2 hours) 9:00 - 11:00

1. MOTION: Discussion and possible acceptance of the Chamber Subcommittee Report and Recommendations – Alex Mourelatos, Sandy Evans Hall, Stacy Caldwell (Page 36)
2. MOTION: Discussion and possible acceptance of the Marketing Subcommittee Report and Recommendations – Brett Williams/JT Thompson (Marketing Committee accepted 7-0-0) (Page 58)
3. MOTION: Discussion and possible approval of the NLTRA Scope of Work and Budget for Placer County for FY 2017-18 – Sandy Evans Hall, JT Thompson, Ron Treabess (Marketing Committee vote 5-0-2 for Budget A-2 Casey and Brandt abstained; vote 6-0-1 for Scope of Work, Casey abstained) (CI/T Committee vote for Projects and Transportation Services: budget 9-0-1 Casey abstained; vote for Scope of Work and Personnel/G&A Budget 8-0-2 Casey, Garner abstained) (Page 70)
4. MOTION: Discussion and possible approval of additional funding for Event Department budget – Amber Burke (Marketing Committee vote 6-0-1 Jackson abstained) (Page 102)
5. MOTION: Discussion and possible approval of BACC Budget and Scope of Work for North Lake Tahoe Music and Peak Your Adventure promotions – Amber Burke (Marketing Committee vote 6-0-0) (Page 118)
6. MOTION: Discussion and possible approval of change to Whistle Blower Policy – Sandy Evans Hall (Page 127)

G. 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 (Page 3)
3. Membership Upcoming Events/Programs (Page 5)
4. Conference Revenue Statistics Report (Page 6)
5. Executive Committee Report –March, 2017 (Page 14)
6. Capital Investment/Transportation Activity Report (Page 15)
7. Dashboard – February, 2017 (Page 19)
8. Report from Houston Magnani – Sacramento lobbyist (Page 24)
9. Chamber Subcommittee Additional Documents
 - a. Survey Results (Page 27)
 - b. Summary Survey Power Point Presentation (Page 79)
 - c. Subcommittee Meeting Minutes (Page 91)

H. Directors Comments (5 minutes)

- a. Search Committee Update – Adam Wilson

I. Meeting Review and Staff Direction (5 minutes)

J. Closed Session to discuss Kahn Investment Lease

K. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (x)



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Board of Directors

Minutes

Wednesday, April 5, 2017 at 8:30 a.m.
TCPUD Boardroom

A. 8:30 a.m. Closed Session for contractual purposes.

In attendance: Jennifer Merchant, Aaron Rudnick, Karen Plank, Christy Beck, Adam Wilson, Samir Tuma, Brett Williams, Brendan Madigan, Sandy Evans Hall

Also in attendance (at Public Session) Al Priester, JT Thompson, Natalie Parrish, Sandy Evans Hall, Ron Treabess, Dawn Baffone, Erin Casey, Lora Nadolski, Lindsay Romack

B. Public Session Called to Order at 10:57am-Established Quorum

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

- No public Forum

D. Agenda Amendments and Approval

MOTION to approve agenda M/S/C (Brett/Aaron/8-0-0)

E. Consent Calendar-(MOTION below.)

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

1. Board Meeting Minutes –March 1, 2017

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

2. Committee Action Summary – March, 2017

a. BACC March 9, 2017 ([link to full minutes](#))

- CIT March 27, 2017 ([link to full minutes](#))
- Jennifer commented that on Page 6, the Transportation project vote has an error in vote recording. Should be 6/4/3 not 7/3/3 Mike S, Dan, Aaron and Wyatt voted no **Corrected and posted by Dawn Baffone*

b. Marketing March 28, 2017 ([link to full minutes](#))

c. Finance March 30, 2017 ([link to full minutes](#))

- Regarding page 13 in Scope of Work, Task 3; Jennifer asked to include Air BNB vacation rentals, and to include compliance, as there could be impacts addressed in the categories. Data from post compliance requested by Sandy. Jennifer stated that 3600 properties do not have certificates, Ron said this was recommended by the CIT committee as well. Sandy will include the addition.
- Page 19, Jennifer requested more information about Event Opportunities. Amber gave report and explained Attachment A-3. The items in blue are new and have been added in, and the ROI's are being worked on. We will have after results come in. Tough Mudder has not been re-allocated, since the cancellation of the event. The money is in

the process of being refunded. We are determining what to do with those funds. Jennifer recommended being mindful of what is brought into the next year's funds.

- On page 20, Jennifer questioned the RFP final tally number. JT said corrected the information. He did not receive two responses. It should say that everyone but two voted. It should read, "2 have not responded" and not "2 no votes". **Corrected and posted by Dawn Baffone*
3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
 - a. Proposal from Dean Runyan Associates for \$24,900 to update *Economic Significance of Travel to North Lake Tahoe 2003 to 16* – Ron Treabess (CI/T Committee Vote: 13-0-0)
 - b. Additional \$10,000 sponsorship for Broken Arrow Sky Race – Amber Burke (Marketing Committee Vote: 7-0-2 Jackson, Horvath abstained)
 - c. Final RFP approval for distribution – Public Relations Services three year contract for \$220,000+ per year – JT Thompson (Marketing Committee vote 10-0-0; Coop Board Vote 5-0-0)
 - d. Final RFP approval for distribution – International trade and PR representation in Australia – Partner with Mammoth \$30,000 + per year – JT Thompson (Marketing Committee Vote 10-0-0; Coop board Vote: 5-0-0)
 - e. Final RFP approval for distribution – International trade and PR representation in UK – Partner with Mammoth \$32,000 + per year – JT Thompson (Marketing Committee Vote 10-0-0; Coop board Vote: 5-0-0)

MOTION TO APPROVE CONSENT CALENDAR M/S/C (Jennifer/Samir/8-0-0)

F. Financial Report

1. Review of financial reports for December, January, and February
2. Update on financial status of organization and recovery process– Al Priester
 - Al reviewed the history of the server file deletion error. Still work to be done, Financials agree with the audit. (This should be under item 1.)
 - Al reviewed the Previous Year Comparison. Note: Rent number is not just the lease amount but all building operating costs.
 - He explained reasons for differences in previous compared to current year figures. Jennifer questioned page 61, A/R Summary and the balance with \$23,770 outstanding dues balance. He explained that January is the largest billing month which represents 40% of the total billing for the year. 15% of revenue is being reserved for bad debt reserve.

MOTION TO APPROVE FINANCIAL REPORTS M/S/C (Samir/Aaron 8-0-0)

G. Action Items

1. TOT funding proposal from Tahoe Maritime Museum for \$60,700 to provide site preparation for Welcome Center portion of Tahoe Maritime Center Campus Project.- Ron Treabess (CI/T Committee Vote: 12-0-0)
 - Ron described the history of the funding proposal, and this new request
 - Jennifer questioned page 107, section 2 and feels that the numbers seem large (section 2). She also commented that in Section 3, where it states that the number should attract 15,000 room nights a year=41 room nights per day which seems overstated. She recommends a survey component to help with a direction when the contract is put together. Ron suggested a track record for estimates in the future.
 - Jennifer pointed out that holidays/weekdays may need to be looked at closer and specify what holidays are being included.

MOTION TO APPROVE TOT FUNDING FOR TAHOE MARITIME MUSEUM FOR \$60,700 M/S/C (Brett/Aaron/7-0-1 Jennifer abstained)

2. Final approval for the revised Event Grant/Sponsorship Program – Amber Burke (Marketing Committee Vote: 8-0-0; BACC Vote: 4-0-0)
 - Amber reviewed outline – "Proposed Changes" on page 118.

- Brendan/Jennifer commented on Amber's professionalism and great job.
- Amber said that it is noted that 50% must be used for Marketing purposes only, and they must have received a receipt in return. She has rewritten the contract so that is clearly stated.
- Contract states funds must be received by applicant within 60 days.
- Samir suggested possibly releasing some funds to get them over the hurdle of beginning.
- Suggested reaching out to see what the issues may be as to why there have not been as many applications for the funding program. Brendan suggested offering a higher upfront amount.

MOTION to approve the revised Event Grant/Sponsorship program. M/S/C (Brendan/Christy/8-0-0)

H. Reports/Back up Documents-Meeting Packet

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

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7. Dashboard – February, 2017
8. Report from Houston Magnani – Sacramento lobbyist
9. Whistle Blower Memo from Steve Gross

- Jennifer questioned back up documents. Whistle blower policy recommendation. Adam stated that it will be reviewed in Section J.

I. Director's Comments

- a. Search Committee Update – Adam Wilson
 - Adam has two strong applicants. Goal is to have 8-9 applicants. There are two currently and by end of this week there will be 4. First official report/recap will be this Friday. There will be another search committee report, with details about the process/individuals.
 - Samir asked how many applications. We don't have that info.
 - Committee interviews will be in May.
 - Jennifer asked Adam to share the avenues in order to get out the information.

**Brendan left at 11:50*

J. Meeting Review and Staff Direction

- a. Whistle Blower Policy recommendation
 - Sandy met with Steve Gross and he gave some ideas, and she compiled the information on page 30, and is requesting input for approval to input into the Bylaws. Draft will be made for approval in May. Please get back to Sandy.
 - b. Doug Houston monthly report on lobbying activities
 - Sandy reviewed the information provided.
 - Jennifer requested that Sandy provide information to her or Erin since Chris is not available until June. Sandy will provide Jennifer with email conversations.
- Community Awards Dinner and auction tomorrow night.
 - May 3rd meeting will most likely be longer than usual. Lunch may be provided. An email will be sent out as to the length and to find out if anyone will have conflict.

K. Adjournment at 11:55am.

NEXT BOARD MEETING MAY 3rd.



NLTRA Board of Directors **Special Meeting Agenda and Notice** **Friday, April 21, 2017 at 2pm** **By Phone 712-770-4010 access 775665#**

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Brett Williams (Secretary)
Agate Bay Realty
Marketing Committee

Adam Wilson(Chair)
Northstar California

Quorum - 6
Majority of the NLTRA Board Representatives

Advisory Board
Tom Lotshaw
TRPA Non-Voting

MINUTES

Items May Not Be Heard In the Order They Are Listed

A. 2:00p.m. Call to Order-Establish Quorum

Adam Wilson Called the meeting to order, quorum was established, Christy Beck, Eric Pilcher, Karen Plank, Aaron Rudnick, David Tirman, Samir Tuma, Brett Williams, Adam Wilson present.

B. Closed Session for Placer County contractual purposes

C. Adjournment

Meeting was adjourned at 3:00 p.m.

This meeting is wheelchair accessible

Posted and Emailed (x)

North Lake Tahoe Resort Association
Prev Year Comparison
July 2016 through February 2017

| | Mar '17 | Mar '16 | Variance | % |
|------------------------------|------------------------|------------------------|------------------------|----------|
| Balance Sheet | | | | |
| Cash | \$ 783,860.05 | \$ 1,039,639.43 | \$ (255,779.38) | -24.60% |
| Accounts Receivable | 38,847.77 | 245,084.93 | (206,237.16) | -84.15% |
| Other Assets | 48,867.13 | 88,228.60 | (39,361.47) | -44.61% |
| Total Assets | <u>\$ 871,574.95</u> | <u>\$ 1,372,952.96</u> | <u>\$ (501,378.01)</u> | -36.52% |
| Accounts Payable | \$ 36,851.29 | \$ 388,756.14 | \$ (351,904.85) | -90.52% |
| Payroll Liabilities | 132,754.94 | 125,692.24 | 7,062.70 | 5.62% |
| Deferred Revenue | 81,680.83 | 101,624.86 | (19,944.03) | -19.63% |
| Other Liabilities | 2,974.21 | 132,038.17 | (129,063.96) | -97.75% |
| Total Liabilities | <u>\$ 254,261.27</u> | <u>\$ 748,111.41</u> | <u>\$ (493,850.14)</u> | -66.01% |
| Equity | <u>\$ 617,313.68</u> | <u>\$ 624,841.55</u> | <u>\$ (7,527.87)</u> | -1.20% |
| Total Liabilities & Equity | <u>\$ 871,574.95</u> | <u>\$ 1,372,952.96</u> | <u>\$ (501,378.01)</u> | -36.52% |
| Profit & Loss | | | | |
| | Jul '16 - Mar 17 | Jul '15 - Mar 16 | | |
| Income | | | | |
| Conference | \$ 107,107.60 | \$ 166,430.89 | \$ (59,323.29) | -35.64% |
| County of Placer TOT Funding | 2,831,985.00 | 2,442,110.00 | 389,875.00 | 15.96% |
| Membership | 128,450.89 | 129,869.96 | (1,419.07) | -1.09% |
| Special Events (Marketing) | | 15,000.00 | (15,000.00) | -100.00% |
| Merchandise Sales | 59,146.84 | 55,616.14 | 3,530.70 | 6.35% |
| Less: COGS | (31,690.48) | (30,075.36) | (1,615.12) | 5.37% |
| Other | 5,199.00 | 2,482.10 | 2,716.90 | 109.46% |
| Total Income | <u>\$ 3,100,198.85</u> | <u>\$ 2,781,433.73</u> | <u>\$ 318,765.12</u> | 11.46% |
| Expenses | | | | |
| Salaries & Wages | \$ 1,028,460.14 | \$ 934,131.23 | \$ 94,328.91 | 10.10% |
| Rent | 132,530.69 | 121,513.49 | 11,017.20 | 9.07% |
| Telephone | 22,326.89 | 21,663.73 | 663.16 | 3.06% |
| Equipment Leases & Support | 22,134.11 | 18,848.40 | 3,285.71 | 17.43% |
| Professional Fees | 52,377.26 | 75,007.83 | (22,630.57) | -30.17% |
| Programs | 39,648.00 | 3,430.57 | 36,217.43 | 1055.73% |
| AF&W | 32,792.86 | 31,707.19 | 1,085.67 | 3.42% |
| Sponsorship | 373,899.38 | 419,996.48 | (46,097.10) | -10.98% |
| Marketing Co-op | 1,024,371.00 | 888,015.00 | 136,356.00 | 15.36% |
| BACC | 25,292.38 | 48,410.38 | (23,118.00) | -47.75% |
| Other | 156,219.61 | 157,420.09 | (1,200.48) | -0.76% |
| Total Expenses | <u>\$ 2,910,052.32</u> | <u>\$ 2,720,144.39</u> | <u>\$ 189,907.93</u> | 6.98% |
| Net Income | <u>\$ 190,146.53</u> | <u>\$ 61,289.34</u> | <u>\$ 128,857.19</u> | 210.24% |

North Lake Tahoe Resort Association

Balance Sheet

As of March 31, 2017

| | Mar 31, 17 | Mar 31, 16 | \$ Change | % Change |
|---|-------------------|---------------------|--------------------|---------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| 1001-00 · Petty Cash | 889.55 | 972.29 | -82.74 | -8.5% |
| 1003-00 · Cash - Operations BOTW #6712 | 505,856.40 | 970,406.66 | -464,550.26 | -47.9% |
| 1007-00 · Cash - Payroll BOTW #7421 | 5,037.55 | 44,436.66 | -39,399.11 | -88.7% |
| 1008-00 · Marketing Reserve - Plumas | 50,074.44 | 0.00 | 50,074.44 | 100.0% |
| 1009-00 · Cash Flow Reserve - Plumas | 100,198.55 | 0.00 | 100,198.55 | 100.0% |
| 1071-00 · Payroll Reserves BOTW #8163 | 29,581.56 | 23,255.31 | 6,326.25 | 27.2% |
| 1080-00 · Special Events BOTW #1626 | 91,902.79 | 267.04 | 91,635.75 | 34,315.4% |
| 10950 · Cash in Drawer | 319.21 | 301.47 | 17.74 | 5.9% |
| Total Checking/Savings | 783,860.05 | 1,039,639.43 | -255,779.38 | -24.6% |
| Accounts Receivable | | | | |
| 1200-00 · Quickbooks Accounts Receivable | 14,243.72 | 93,261.44 | -79,017.72 | -84.7% |
| 1290-00 · A/R - TOT | 0.00 | 8.00 | -8.00 | -100.0% |
| Total Accounts Receivable | 14,243.72 | 93,269.44 | -79,025.72 | -84.7% |
| Other Current Assets | | | | |
| 1200-99 · AR Other | 1,614.30 | 1,614.30 | 0.00 | 0.0% |
| 12000 · Undeposited Funds | 311.00 | 2,218.10 | -1,907.10 | -86.0% |
| 1201-00 · WebLink Accounts Receivable | 24,770.00 | 65,505.00 | -40,735.00 | -62.2% |
| 1201-02 · Allowance for Doubtful Accounts | -1,780.25 | -3,000.00 | 1,219.75 | 40.7% |
| 12100 · Inventory Asset | 34,166.41 | 24,625.87 | 9,540.54 | 38.7% |
| 1298 · Receivable from Employees | 0.00 | -9.91 | 9.91 | 100.0% |
| 1299 · Receivable from NLTMC | 0.00 | 87,706.10 | -87,706.10 | -100.0% |
| 1490-00 · Security Deposits | 50.00 | 0.00 | 50.00 | 100.0% |
| Total Other Current Assets | 59,131.46 | 178,659.46 | -119,528.00 | -66.9% |
| Total Current Assets | 857,235.23 | 1,311,568.33 | -454,333.10 | -34.6% |
| 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 | -68,570.69 | -197.26 | -0.3% |
| 1740-00 · Computer Equipment | 43,766.13 | 43,766.13 | 0.00 | 0.0% |
| 1741-00 · Accum. Depr. - Computer Equip | -42,823.61 | -42,016.70 | -806.91 | -1.9% |
| 1750-00 · Computer Software | 40,080.06 | 34,993.97 | 5,086.09 | 14.5% |
| 1751-00 · Accum. Amort. - Software | -34,820.39 | -33,886.39 | -934.00 | -2.8% |
| 1770-00 · Leasehold Improvements | 24,283.86 | 24,283.86 | 0.00 | 0.0% |
| 1771-00 · Accum. Amort - Leasehold Impr | -24,217.40 | -24,067.37 | -150.03 | -0.6% |
| Total Fixed Assets | 6,268.65 | 3,270.76 | 2,997.89 | 91.7% |
| Other Assets | | | | |
| 1400-00 · Prepaid Expenses | | | | |
| 1401-00 · Recruitment Fees | 0.00 | 6,000.00 | -6,000.00 | -100.0% |
| 1410-00 · Prepaid Insurance | 264.40 | 3,702.92 | -3,438.52 | -92.9% |
| 1430-00 · Prepaid 1st Class Postage | 1,000.00 | 6,300.58 | -5,300.58 | -84.1% |
| 1400-00 · Prepaid Expenses - Other | 6,806.67 | 42,110.37 | -35,303.70 | -83.8% |
| Total 1400-00 · Prepaid Expenses | 8,071.07 | 58,113.87 | -50,042.80 | -86.1% |
| Total Other Assets | 8,071.07 | 58,113.87 | -50,042.80 | -86.1% |
| TOTAL ASSETS | 871,574.95 | 1,372,952.96 | -501,378.01 | -36.5% |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| 2000-00 · Accounts Payable | 29,737.81 | 370,340.76 | -340,602.95 | -92.0% |
| 2001-00 · Credit Card Payable | 0.00 | 10,000.00 | -10,000.00 | -100.0% |
| Total Accounts Payable | 29,737.81 | 380,340.76 | -350,602.95 | -92.2% |
| Credit Cards | | | | |
| 2080-00 · Bank of the West - Master Cards | | | | |
| 2080-12 · MC_3960_Natalie | 160.00 | 0.00 | 160.00 | 100.0% |
| 2080-11 · MC_3978_Amber | 20.00 | 0.00 | 20.00 | 100.0% |

North Lake Tahoe Resort Association

04/25/17

Balance Sheet

Accrual Basis

As of March 31, 2017

| | Mar 31, 17 | Mar 31, 16 | \$ Change | % Change |
|--|-------------------|---------------------|--------------------|---------------|
| 2080-01 · MC_5901_Hall | 1,455.19 | 1,194.62 | 260.57 | 21.8% |
| 2080-02 · MC_4222_Jason | 0.00 | -256.24 | 256.24 | 100.0% |
| 2080-04 · MC_5968_Ronald | 0.00 | 103.03 | -103.03 | -100.0% |
| 2080-06 · MC_5288_Emily | 3,430.34 | -699.75 | 4,130.09 | 590.2% |
| 2080-07 · MC_6850_Ginger | 0.00 | 698.10 | -698.10 | -100.0% |
| 2080-08 · MC_5755_John | 1,330.92 | 7,375.62 | -6,044.70 | -82.0% |
| 2080-10 · MC_9495_AI | 717.03 | 0.00 | 717.03 | 100.0% |
| Total 2080-00 · Bank of the West - Master Cards | 7,113.48 | 8,415.38 | -1,301.90 | -15.5% |
| Total Credit Cards | 7,113.48 | 8,415.38 | -1,301.90 | -15.5% |
| Other Current Liabilities | | | | |
| 21000 · Salaries/Wages/Payroll Liabilit | | | | |
| 2101-00 · Incentive Payable | 23,989.79 | 36,218.90 | -12,229.11 | -33.8% |
| 2102-00 · Commissions Payable | 8,404.31 | 5,850.52 | 2,553.79 | 43.7% |
| 2100-00 · Salaries / Wages Payable | 35,719.15 | 26,345.00 | 9,374.15 | 35.6% |
| 2120-00 · Empl. Federal Tax Payable | 2,888.75 | 0.00 | 2,888.75 | 100.0% |
| 2175-00 · 401 (k) Plan | 1,104.44 | 0.00 | 1,104.44 | 100.0% |
| 2180-00 · Estimated PTO Liability | 60,648.50 | 56,488.29 | 4,160.21 | 7.4% |
| 24100 · Wage Garnishment Payable | 0.00 | 789.53 | -789.53 | -100.0% |
| Total 21000 · Salaries/Wages/Payroll Liabilit | 132,754.94 | 125,692.24 | 7,062.70 | 5.6% |
| 2190-00 · Sales and Use Tax Payable | | | | |
| 25500 · *Sales Tax Payable | 1,834.86 | 438.17 | 1,396.69 | 318.8% |
| Total 2190-00 · Sales and Use Tax Payable | 1,834.86 | 438.17 | 1,396.69 | 318.8% |
| 2250-00 · Accrued Expenses | 0.31 | 10,000.00 | -9,999.69 | -100.0% |
| 2400-60 · Deferred Revenue- Member Dues | 79,205.83 | 102,374.66 | -23,168.83 | -22.6% |
| 2650-00 · Deferred Rev - Events | 0.00 | 350.30 | -350.30 | -100.0% |
| 2651-00 · Deferred Rev - Conference | 2,475.00 | -1,100.10 | 3,575.10 | 325.0% |
| 2800-00 · Suspense | 1,139.04 | 121,600.00 | -120,460.96 | -99.1% |
| Total Other Current Liabilities | 217,409.98 | 359,355.27 | -141,945.29 | -39.5% |
| Total Current Liabilities | 254,261.27 | 748,111.41 | -493,850.14 | -66.0% |
| Total Liabilities | 254,261.27 | 748,111.41 | -493,850.14 | -66.0% |
| Equity | | | | |
| 32000 · Unrestricted Net Assets | 22,635.91 | 246,858.21 | -224,222.30 | -90.8% |
| 3300-11 · Designated Marketing Reserve | 254,324.57 | 316,694.00 | -62,369.43 | -19.7% |
| 3301 · Cash Flow Reserve | 100,150.32 | 0.00 | 100,150.32 | 100.0% |
| 3302 · Marketing Cash Reserve | 50,056.35 | 0.00 | 50,056.35 | 100.0% |
| Net Income | 190,146.53 | 61,289.34 | 128,857.19 | 210.2% |
| Total Equity | 617,313.68 | 624,841.55 | -7,527.87 | -1.2% |
| TOTAL LIABILITIES & EQUITY | 871,574.95 | 1,372,952.96 | -501,378.01 | -36.5% |

North Lake Tahoe Resort Association
A/P Aging Summary
As of March 31, 2017

| | Current | 1 - 30 | 31 - 60 | 61 - 90 | > 90 | TOTAL |
|---------------------------------------|------------------|------------------|--------------|----------------|------------------|------------------|
| Accountemps | 0.00 | 0.00 | 0.00 | 0.00 | -35.00 | -35.00 |
| ADP | 63.65 | 0.00 | 0.00 | 0.00 | 0.00 | 63.65 |
| Airport Self Storage | 273.00 | 0.00 | 0.00 | 0.00 | 0.00 | 273.00 |
| Al Priester | 0.00 | 0.00 | 12.48 | 0.00 | 0.00 | 12.48 |
| Aloe Up Suncare Products | 527.69 | 0.00 | 0.00 | 0.00 | 0.00 | 527.69 |
| Amber Burke | 64.04 | 0.00 | 0.00 | 0.00 | 0.00 | 64.04 |
| Anne-Karin Atwood* | 40.52 | 0.00 | 0.00 | 0.00 | 0.00 | 40.52 |
| Annie's Cleaning Service | 550.00 | 0.00 | 0.00 | 0.00 | 0.00 | 550.00 |
| AT & T* | 373.46 | 0.00 | 0.00 | 0.00 | 0.00 | 373.46 |
| Aurora World, Inc. | 364.73 | 0.00 | 0.00 | 0.00 | -351.98 | 12.75 |
| Chris Werfel | 17.12 | 0.00 | 0.00 | 0.00 | 0.00 | 17.12 |
| Cintas Corporation #623 | 114.40 | 0.00 | 0.00 | 0.00 | 0.00 | 114.40 |
| CoPower | 187.20 | 0.00 | 0.00 | 0.00 | 0.00 | 187.20 |
| Crystal Range Associates | 83.16 | 0.00 | 0.00 | 0.00 | 0.00 | 83.16 |
| Dawn Baffone* | 42.55 | 0.00 | 0.00 | 0.00 | 0.00 | 42.55 |
| Digital Matrix | 0.00 | 1,732.50 | 0.00 | 0.00 | 0.00 | 1,732.50 |
| Emily Detwiler* | 104.06 | 0.00 | 0.00 | 0.00 | 0.00 | 104.06 |
| FedEx | 19.59 | 0.00 | 0.00 | 0.00 | 0.00 | 19.59 |
| FP Mailing Solutions | 162.16 | 0.00 | 0.00 | 0.00 | 0.00 | 162.16 |
| Geo-Tourism Specialties | 559.96 | 0.00 | 0.00 | 0.00 | 0.00 | 559.96 |
| Houston Magnani & Assoc, Inc. | 0.00 | 1,500.00 | 0.00 | 0.00 | 0.00 | 1,500.00 |
| IVCB Visitors Bureau* | 2,430.40 | 0.00 | 0.00 | 0.00 | 0.00 | 2,430.40 |
| Jason Neary | 25.00 | 0.00 | 0.00 | 0.00 | 0.00 | 25.00 |
| Jeff Dow | 0.00 | 8,550.00 | 0.00 | 0.00 | 0.00 | 8,550.00 |
| Julie Miescke | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 |
| Kaplowe Studios, LLC. | 99.00 | 0.00 | 0.00 | 0.00 | 0.00 | 99.00 |
| Karen Colbert | 290.00 | 0.00 | 0.00 | 0.00 | 0.00 | 290.00 |
| Kym Fabel | 84.92 | 0.00 | 0.00 | 0.00 | 0.00 | 84.92 |
| Lauren Sully | 23.58 | 0.00 | 7.49 | 0.00 | 0.00 | 31.07 |
| Liberty Utilities* | 688.44 | 0.00 | 0.00 | 0.00 | 0.00 | 688.44 |
| LSC Transportation Consultants, Inc.* | 0.00 | 2,280.00 | 0.00 | 0.00 | 0.00 | 2,280.00 |
| Natalie Parrish* | 220.98 | 0.00 | 0.00 | 0.00 | 0.00 | 220.98 |
| Porter Simon* | 1,458.19 | 0.00 | 0.00 | 0.00 | 0.00 | 1,458.19 |
| Principal Financial Group | 0.00 | 187.64 | 25.28 | -211.52 | -901.78 | -900.38 |
| Ricoh USA | 1,108.22 | 27.85 | 0.00 | 0.00 | 0.00 | 1,136.07 |
| Ron Treabess | 74.06 | 0.00 | 0.00 | 0.00 | 0.00 | 74.06 |
| Sandy Evans Hall* | 25.00 | 0.00 | 37.00 | 0.00 | 0.00 | 62.00 |
| Sarah Winters | 25.00 | 0.00 | 0.00 | 0.00 | 0.00 | 25.00 |
| Southwest Gas Corporation* | 154.11 | 0.00 | 0.00 | 0.00 | 0.00 | 154.11 |
| Spectrum | 0.00 | -22.31 | 0.00 | 0.00 | 0.00 | -22.31 |
| Sprint | 74.67 | 0.00 | 0.00 | 0.00 | 0.00 | 74.67 |
| Summit Lacrosse Ventures | 5,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,000.00 |
| Tahoe House, Inc.* | 0.00 | 70.00 | 0.00 | 0.00 | 0.00 | 70.00 |
| Tahoe Truckee Sierra Disposal* | 225.77 | 0.00 | 0.00 | 0.00 | 0.00 | 225.77 |
| The Store...Copies and More | 55.90 | 55.90 | 0.00 | 0.00 | 0.00 | 111.80 |
| USPS - Tahoe City | 0.00 | 225.00 | 0.00 | 0.00 | 0.00 | 225.00 |
| Wholesale Resort Accessories, Inc. | 96.00 | 0.00 | 0.00 | 0.00 | 0.00 | 96.00 |
| Woodluck Wholesale | 0.00 | 768.20 | 0.00 | 0.00 | 0.00 | 768.20 |
| YIG Administration | 0.00 | 16.98 | 0.00 | 0.00 | -42.45 | -25.47 |
| TOTAL | 15,806.53 | 15,391.76 | 82.25 | -211.52 | -1,331.21 | 29,737.81 |

North Lake Tahoe Resort Association

04/25/17

Profit & Loss

Accrual Basis

March 2017

| | Mar 17 | Mar 16 | \$ Change | % Change |
|--|------------|------------|------------|----------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4205-00 · Conference Dues | 825.00 | 0.00 | 825.00 | 100.0% |
| 4050-00 · County of Placer TOT Funding | 314,665.00 | 271,350.00 | 43,315.00 | 16.0% |
| 4200-00 · Membership Dues | 11,701.67 | 14,324.05 | -2,622.38 | -18.3% |
| 4201-00 · New Member Fees | 75.00 | 225.00 | -150.00 | -66.7% |
| 4250-00 · Revenues-Membership Activities | | | | |
| 4251-00 · Revenue-Tue AM Breakfast Club | 585.00 | 960.00 | -375.00 | -39.1% |
| 4250-01 · Community Awards | 300.00 | 0.00 | 300.00 | 100.0% |
| 4250-00 · Revenues-Membership Activities - Other | 9,720.00 | 305.00 | 9,415.00 | 3,086.9% |
| Total 4250-00 · Revenues-Membership Activities | 10,605.00 | 1,265.00 | 9,340.00 | 738.3% |
| 4502-00 · Non-Retail VIC income | 7.00 | -152.00 | 159.00 | 104.6% |
| 4600-00 · Commissions | | | | |
| 4601-00 · Commissions - South Shore | 1,880.71 | 0.00 | 1,880.71 | 100.0% |
| 4600-00 · Commissions - Other | -2,512.26 | 8,406.60 | -10,918.86 | -129.9% |
| Total 4600-00 · Commissions | -631.55 | 8,406.60 | -9,038.15 | -107.5% |
| 46000 · Merchandise Sales | 4,807.54 | 3,532.03 | 1,275.51 | 36.1% |
| Total Income | 342,054.66 | 298,950.68 | 43,103.98 | 14.4% |
| Gross Profit | 342,054.66 | 298,950.68 | 43,103.98 | 14.4% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5010-00 · Sales Commissions | 0.00 | 11,809.96 | -11,809.96 | -100.0% |
| 5020-00 · P/R - Tax Expense | 9,126.23 | 6,649.01 | 2,477.22 | 37.3% |
| 5030-00 · P/R - Health Insurance Expense | 5,957.33 | 7,540.62 | -1,583.29 | -21.0% |
| 5040-00 · P/R - Workmans Comp | 976.50 | 888.75 | 87.75 | 9.9% |
| 5060-00 · 401 (k) | 4,264.36 | 2,368.59 | 1,895.77 | 80.0% |
| 5070-00 · Other Benefits and Expenses | 253.91 | 265.39 | -11.48 | -4.3% |
| 5000-00 · Salaries & Wages - Other | 142,179.59 | 73,739.60 | 68,439.99 | 92.8% |
| Total 5000-00 · Salaries & Wages | 162,757.92 | 103,261.92 | 59,496.00 | 57.6% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 1,068.32 | 425.88 | 642.44 | 150.9% |
| 5140-00 · Repairs & Maintenance | 1,305.83 | 996.35 | 309.48 | 31.1% |
| 5150-00 · Office - Cleaning | 550.00 | 0.00 | 550.00 | 100.0% |
| 5100-00 · Rent - Other | 12,319.36 | 11,421.39 | 897.97 | 7.9% |
| Total 5100-00 · Rent | 15,243.51 | 12,843.62 | 2,399.89 | 18.7% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 2,625.84 | 2,281.65 | 344.19 | 15.1% |
| 5350-00 · Internet | 0.00 | 119.85 | -119.85 | -100.0% |
| Total 5310-00 · Telephone | 2,625.84 | 2,401.50 | 224.34 | 9.3% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 0.00 | 215.00 | -215.00 | -100.0% |
| 5480-00 · Mail - Fed Ex | 0.00 | 28.48 | -28.48 | -100.0% |
| 5420-00 · Mail - USPS - Other | 225.00 | 0.00 | 225.00 | 100.0% |
| Total 5420-00 · Mail - USPS | 225.00 | 243.48 | -18.48 | -7.6% |
| 5510-00 · Insurance/Bonding | 264.42 | 595.80 | -331.38 | -55.6% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 606.14 | 120.00 | 486.14 | 405.1% |
| 5520-00 · Supplies - Other | 672.97 | 1,440.71 | -767.74 | -53.3% |
| Total 5520-00 · Supplies | 1,279.11 | 1,560.71 | -281.60 | -18.0% |
| 5610-00 · Depreciation | 233.02 | 1,345.40 | -1,112.38 | -82.7% |
| 5700-00 · Equipment Support & Maintenance | 1,839.71 | 558.87 | 1,280.84 | 229.2% |
| 5710-00 · Taxes, Licenses & Fees | -228.91 | 770.38 | -999.29 | -129.7% |
| 5740-00 · Equipment Rental/Leasing | 1,298.23 | 1,447.44 | -149.21 | -10.3% |
| 5800-00 · Training Seminars | 900.00 | 0.00 | 900.00 | 100.0% |
| 5810-00 · Public Outreach | 1,650.00 | 0.00 | 1,650.00 | 100.0% |
| 5900-00 · Professional Fees | | | | |
| 5910-00 · Professional Fees - Attorneys | 1,458.19 | 280.00 | 1,178.19 | 420.8% |

1:24 PM
04/25/17
Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

March 2017

| | Mar 17 | Mar 16 | \$ Change | % Change |
|---|------------|------------|------------|----------|
| 5920-00 · Professional Fees - Accountant | 0.00 | 14,624.65 | -14,624.65 | -100.0% |
| Total 5900-00 · Professional Fees | 1,458.19 | 14,904.65 | -13,446.46 | -90.2% |
| 5941-00 · Research & Planning | 3,780.00 | 1,000.00 | 2,780.00 | 278.0% |
| 6420-00 · Sponsorship | | | | |
| 6420-01 · WinterWonderGrass_Tahoe | 0.00 | 7,500.00 | -7,500.00 | -100.0% |
| 6420-00 · Sponsorship - Other | 27,500.00 | 0.00 | 27,500.00 | 100.0% |
| Total 6420-00 · Sponsorship | 27,500.00 | 7,500.00 | 20,000.00 | 266.7% |
| 6423-00 · Membership Activities | | | | |
| 6432-00 · Membership - Newsletter | 0.00 | 746.70 | -746.70 | -100.0% |
| 6434-00 · Community Awards Dinner | 1,140.00 | 3,957.41 | -2,817.41 | -71.2% |
| 6442-00 · Public Relations/Website | 0.00 | 874.75 | -874.75 | -100.0% |
| 6443-00 · Membership - Bridal Faire | 0.00 | 182.44 | -182.44 | -100.0% |
| 6423-00 · Membership Activities - Other | 376.69 | 1,795.03 | -1,418.34 | -79.0% |
| Total 6423-00 · Membership Activities | 1,516.69 | 7,556.33 | -6,039.64 | -79.9% |
| 6730-00 · Marketing Cooperative/Media | 63,250.00 | 48,500.00 | 14,750.00 | 30.4% |
| 6740-00 · Media/Collateral/Production | 99.00 | 0.00 | 99.00 | 100.0% |
| 6742-00 · Non-NLT Co-Op Marketing Program | 9,157.54 | 3,580.34 | 5,577.20 | 155.8% |
| 6743-00 · BACC Marketing Programs | | | | |
| 6743-01 · Shop Local | 19.59 | 0.00 | 19.59 | 100.0% |
| 6743-02 · Shopping Destination | 0.00 | 4,139.95 | -4,139.95 | -100.0% |
| 6743-03 · Touch Lake Tahoe | 3,333.33 | -1,100.00 | 4,433.33 | 403.0% |
| Total 6743-00 · BACC Marketing Programs | 3,352.92 | 3,039.95 | 312.97 | 10.3% |
| 8100-00 · Cost of Goods Sold | | | | |
| 52500 · Purchase Discounts | -110.12 | -18.91 | -91.21 | -482.3% |
| 51100 · Freight and Shipping Costs | 205.95 | 138.51 | 67.44 | 48.7% |
| 59900 · POS Inventory Adjustments | 0.00 | 7.00 | -7.00 | -100.0% |
| 8100-00 · Cost of Goods Sold - Other | 2,698.50 | 1,980.22 | 718.28 | 36.3% |
| Total 8100-00 · Cost of Goods Sold | 2,794.33 | 2,106.82 | 687.51 | 32.6% |
| 8200-00 · Associate Relations | 4.06 | 80.32 | -76.26 | -95.0% |
| 8300-00 · Board Functions | 70.00 | 137.50 | -67.50 | -49.1% |
| 8500-00 · Credit Card Fees | 336.49 | 1,135.96 | -799.47 | -70.4% |
| 8700-00 · Automobile Expenses | 344.23 | 669.75 | -325.52 | -48.6% |
| 8750-00 · Meals/Meetings | 609.93 | 317.51 | 292.42 | 92.1% |
| 8810-00 · Dues & Subscriptions | 365.96 | 10,749.96 | -10,384.00 | -96.6% |
| 8910-00 · Travel | 1,052.32 | 0.00 | 1,052.32 | 100.0% |
| 8920-00 · Bad Debt | 987.75 | 0.00 | 987.75 | 100.0% |
| 8930-00 · Prior Period Adjustments | 0.00 | -122.76 | 122.76 | 100.0% |
| Total Expense | 304,767.26 | 226,185.45 | 78,581.81 | 34.7% |
| Net Ordinary Income | 37,287.40 | 72,765.23 | -35,477.83 | -48.8% |
| Net Income | 37,287.40 | 72,765.23 | -35,477.83 | -48.8% |

North Lake Tahoe Resort Association Profit & Loss by Class

July 2016 through March 2017

Accrual Basis

| | 11 - Marketing | 30 - Conference | 41 - Transportat... | 42 - VIC | 50 - Infrastructure | 60 - Membership | 70 - Administrat... | TOTAL |
|---|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|---------------------|
| Ordinary Income/Expense | | | | | | | | |
| Income | | | | | | | | |
| 4205-00 - Conference Dues | 0.00 | 7,425.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7,425.00 |
| 4050-00 - County of Placer TOT Funding | 1,999,260.00 | 217,197.00 | 198,162.00 | 250,443.00 | 166,923.00 | 0.00 | 0.00 | 2,831,985.00 |
| 4200-00 - Membership Dues | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 104,625.47 | 0.00 | 104,625.47 |
| 4201-00 - New Member Fees | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 675.00 | 0.00 | 675.00 |
| 4250-00 - Revenues-Membership Activities | | | | | | | | |
| 4251-00 - Revenue-Tue AM Breakfast Club | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,234.42 | 0.00 | 5,234.42 |
| 4250-01 - Community Awards | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 300.00 | 0.00 | 300.00 |
| 4250-02 - Tourism Summit | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,100.00 | 0.00 | 1,100.00 |
| 4250-00 - Revenues-Membership Activities - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 16,516.00 | 0.00 | 16,516.00 |
| Total 4250-00 - Revenues-Membership Activities | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 23,150.42 | 0.00 | 23,150.42 |
| 4252-00 - Revenue - Sponsorships | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 500.00 | 0.00 | 500.00 |
| 4502-00 - Non-Retail VIC Income | 0.00 | 0.00 | 0.00 | 5,199.00 | 0.00 | 0.00 | 0.00 | 5,199.00 |
| 4600-00 - Commissions | | | | | | | | |
| 4601-00 - Commissions - South Shore | 0.00 | 11,125.88 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 11,125.88 |
| 4600-00 - Commissions - Other | 0.00 | 88,056.72 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 88,056.72 |
| Total 4600-00 - Commissions | 0.00 | 99,182.60 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 99,182.60 |
| 4600 - Merchandise Sales | 0.00 | 0.00 | 0.00 | 59,146.84 | 0.00 | 0.00 | 0.00 | 59,146.84 |
| Total Income | 1,999,260.00 | 323,804.60 | 198,162.00 | 314,788.84 | 166,923.00 | 128,950.89 | 0.00 | 3,131,889.33 |
| Cost of Goods Sold | | | | | | | | |
| 6290 - Purchases - Resale Items | 0.00 | 0.00 | 0.00 | 54.00 | 0.00 | 0.00 | 0.00 | 54.00 |
| Total COGS | 0.00 | 0.00 | 0.00 | 54.00 | 0.00 | 0.00 | 0.00 | 54.00 |
| Gross Profit | 1,999,260.00 | 323,804.60 | 198,162.00 | 314,734.84 | 166,923.00 | 128,950.89 | 0.00 | 3,131,835.33 |
| Expense | | | | | | | | |
| 5850-00 - Artist of Month - Commissions | 0.00 | 0.00 | 0.00 | 2,048.21 | 0.00 | 0.00 | 0.00 | 2,048.21 |
| 5000-00 - Salaries & Wages | | | | | | | | |
| 5000-00 - In-Market Administration | 12,375.00 | 0.00 | 0.00 | 0.00 | 0.00 | -12,375.00 | 0.00 | 0.00 |
| 5010-00 - Sales Commissions | 0.00 | 34,943.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 34,943.32 |
| 5020-00 - P/R - Tax Expense | 17,600.07 | 12,320.78 | 5,137.14 | 13,753.70 | 4,718.44 | 4,680.04 | 15,965.21 | 74,155.38 |
| 5030-00 - P/R - Health Insurance Expense | 32,911.99 | 11,548.76 | 4,308.15 | 15,814.06 | 4,308.22 | 5,637.79 | 12,384.63 | 86,709.60 |
| 5040-00 - P/R - Workmans Comp | 773.16 | 547.69 | 193.29 | 612.12 | 193.29 | 225.54 | 676.40 | 3,221.49 |
| 5060-00 - 401 (k) | 6,914.54 | 5,851.79 | 2,455.32 | 5,103.70 | 2,455.32 | 745.01 | 2,173.67 | 25,699.35 |
| 5070-00 - Other Benefits and Expenses | 1,164.58 | 527.82 | 71.03 | 427.82 | 70.94 | 90.96 | 555.26 | 2,908.41 |
| 5000-00 - Salaries & Wages - Other | 195,240.07 | 109,522.50 | 59,146.87 | 132,102.39 | 59,564.34 | 45,923.91 | 199,322.51 | 800,822.59 |
| Total 5000-00 - Salaries & Wages | 286,979.41 | 175,262.68 | 71,309.80 | 167,613.79 | 71,308.55 | 44,908.25 | 231,077.68 | 1,028,480.14 |
| 5100-00 - Rent | | | | | | | | |
| 5110-00 - Utilities | 1,204.68 | 605.40 | 259.01 | 4,602.84 | 259.01 | 417.16 | 941.20 | 8,289.30 |
| 5140-00 - Repairs & Maintenance | 1,280.45 | 652.78 | 387.21 | 1,223.97 | 387.21 | 407.37 | 2,947.78 | 7,266.75 |
| 5160-00 - Office - Cleaning | 1,646.11 | 823.11 | 329.26 | 991.55 | 329.26 | 576.14 | 1,356.97 | 6,052.40 |
| 5100-00 - Rent - Other | 16,970.31 | 8,125.20 | 3,250.08 | 58,306.13 | 3,250.08 | 6,327.64 | 14,692.80 | 110,922.24 |
| Total 5100-00 - Rent | 21,081.55 | 10,206.47 | 4,225.56 | 65,124.49 | 4,225.56 | 7,728.31 | 19,938.75 | 132,530.69 |
| 5310-00 - Telephone | | | | | | | | |
| 5320-00 - Telephone | 4,736.17 | 2,152.01 | 1,764.07 | 2,964.94 | 1,764.04 | 2,150.09 | 6,570.72 | 22,102.04 |
| 5350-00 - Internet | 224.85 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 224.85 |
| Total 5310-00 - Telephone | 4,961.02 | 2,152.01 | 1,764.07 | 2,964.94 | 1,764.04 | 2,150.09 | 6,570.72 | 22,326.89 |
| 5420-00 - Mail - USPS | | | | | | | | |
| 5476-00 - Mail - UPS | 100.00 | 100.00 | 50.00 | 50.00 | 50.00 | 400.00 | 250.00 | 1,000.00 |
| 5480-00 - Mail - Fed Ex | 31.13 | 0.00 | 0.00 | 471.69 | 0.00 | 0.00 | 24.02 | 526.84 |
| 5420-00 - Mail - USPS - Other | 315.50 | 164.06 | 100.96 | 164.06 | 100.96 | 550.96 | 322.15 | 1,718.65 |
| Total 5420-00 - Mail - USPS | 446.63 | 264.06 | 150.96 | 685.75 | 150.96 | 950.96 | 596.17 | 3,245.49 |
| 5510-00 - Insurance/Bonding | 1,159.00 | 1,158.99 | 182.98 | 1,524.98 | 182.98 | 549.00 | 1,341.99 | 6,099.92 |
| 5520-00 - Supplies | | | | | | | | |
| 5525-00 - Supplies - Computer <\$1000 | 177.14 | 0.00 | 129.00 | 0.00 | 129.00 | 511.78 | 864.13 | 1,811.05 |
| 5520-00 - Supplies - Other | 1,337.45 | 298.41 | 116.62 | 1,554.19 | 116.62 | 1,003.91 | 4,020.07 | 8,447.27 |
| Total 5520-00 - Supplies | 1,514.59 | 298.41 | 245.62 | 1,554.19 | 245.62 | 1,515.69 | 4,884.20 | 10,258.32 |
| 5530-00 - Visitor Communications - Other | 0.00 | 0.00 | 0.00 | -109.00 | 0.00 | 0.00 | 0.00 | -109.00 |
| 5610-00 - Depreciation | 271.34 | 139.41 | 76.86 | 534.47 | 76.86 | 89.34 | 592.55 | 1,781.03 |
| 5700-00 - Equipment Support & Maintenance | 2,032.12 | 649.23 | 197.06 | 2,033.85 | 197.06 | 643.21 | 4,527.42 | 10,279.95 |
| 5710-00 - Taxes, Licenses & Fees | 399.67 | 154.27 | 94.93 | 154.27 | 94.93 | 95.93 | 6,483.31 | 7,387.31 |
| 5740-00 - Equipment Rental/Leasing | 1,263.16 | 1,187.93 | 1,045.95 | 3,563.60 | 1,045.95 | 2,263.09 | 1,484.48 | 11,854.16 |
| 5800-00 - Training Seminars | 3,180.61 | 0.00 | 0.00 | 0.00 | 0.00 | 892.11 | 2,199.00 | 6,271.72 |
| 5810-00 - Public Outreach | 1,650.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,650.00 |
| 5815 - Training Video Series | 7,534.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7,534.05 |
| 5820 - Sales CRM/CMS | 2,373.94 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,373.94 |
| 5900-00 - Professional Fees | | | | | | | | |
| 5921-00 - Professional Fees - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 11,827.07 | 11,827.07 |
| 5910-00 - Professional Fees - Attorneys | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,438.19 | 3,438.19 |
| 5920-00 - Professional Fees - Accountant | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 35,862.00 | 35,862.00 |
| 5900-00 - Professional Fees - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,250.00 | 1,250.00 |
| Total 5900-00 - Professional Fees | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 52,377.26 | 52,377.26 |
| 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 | 12,300.00 | 0.00 | 6,189.00 | 0.00 | 3,409.55 | 0.00 | 0.00 | 21,898.55 |
| 5948-00 - Transportation Projects | | | | | | | | |
| 5953-00 - Summer Traffic Management (S-2) | 0.00 | 0.00 | -1,593.85 | 0.00 | 0.00 | 0.00 | 0.00 | -1,593.85 |
| Total 5948-00 - Transportation Projects | 0.00 | 0.00 | -1,593.85 | 0.00 | 0.00 | 0.00 | 0.00 | -1,593.85 |
| 6020-00 - Programs | | | | | | | | |
| 6015-00 - Cross Country | 4,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,000.00 |
| 6016-00 - Community Marketing Programs | 35,648.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 35,648.00 |
| Total 6020-00 - Programs | 39,648.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 39,648.00 |
| 6023-00 - Autumn Food & Wine | | | | | | | | |
| 6025-00 - AFW-Postage | 17.88 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17.88 |
| 6028-00 - AFW-Operations | 1,925.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,925.00 |
| 6030-00 - AFW-Media | 1,500.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,500.00 |
| 6023-00 - Autumn Food & Wine - Other | 29,349.98 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 29,349.98 |
| Total 6023-00 - Autumn Food & Wine | 32,792.86 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 32,792.86 |
| 6420-00 - Sponsorship | | | | | | | | |
| 6420-01 - WinterWonderGrass_Tahoe | 15,400.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15,400.00 |
| 6421-00 - New Event Development | 9,225.88 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 50.00 | 9,275.88 |
| 6428-00 - Dues & Subscriptions | 109.40 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 109.40 |
| 6420-00 - Sponsorship - Other | 349,114.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 349,114.10 |
| Total 6420-00 - Sponsorship | 373,849.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 50.00 | 373,899.38 |

North Lake Tahoe Resort Association

Profit & Loss by Class

July 2016 through March 2017

| | 11 - Marketing | 30 - Conference | 41 - Transportat... | 42 - VIC | 50 - Infrastructure | 60 - Membership | 70 - Administrat... | TOTAL |
|---|----------------|-----------------|---------------------|------------|---------------------|-----------------|---------------------|--------------|
| 6423-00 - Membership Activities | | | | | | | | |
| 6437-00 - Tuesday Morning Breakfast Club | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,185.00 | 0.00 | 4,185.00 |
| 6432-00 - Membership - Newsletter | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,001.24 | 0.00 | 2,001.24 |
| 6434-00 - Community Awards Dinner | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,140.00 | 0.00 | 1,140.00 |
| 6441-00 - Membership - Miscellaneous Exp | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 37.05 | 0.00 | 37.05 |
| 6442-00 - Public Relations/Website | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 81.00 | 0.00 | 81.00 |
| 6443-00 - Membership - Bridal Faire | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 75.63 | 0.00 | 75.63 |
| 6423-00 - Membership Activities - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6,496.70 | 0.00 | 6,496.70 |
| Total 6423-00 - Membership Activities | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14,016.62 | 0.00 | 14,016.62 |
| 6490-00 - Classified Ads | 50.00 | 0.00 | 0.00 | 0.00 | 0.00 | 225.00 | 0.00 | 275.00 |
| 6600-00 - Promotions/Giveaways | 32.14 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 32.14 |
| 6701-00 - Market Study Reports/Research | 402.40 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 402.40 |
| 6730-00 - Marketing Cooperative/Media | 941,870.97 | 82,500.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,024,371.00 |
| 6740-00 - Media/Collateral/Production | 0.00 | 0.00 | 0.00 | 99.00 | 0.00 | 0.00 | 0.00 | 99.00 |
| 6742-00 - Non-NLT Co-Op Marketing Program | 17,848.21 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17,848.21 |
| 6743-00 - BACC Marketing Programs | | | | | | | | |
| 6743-01 - Shop Local | 4,335.61 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,335.61 |
| 6743-03 - Touch Lake Tahoe | 16,666.65 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 16,666.65 |
| 6743-04 - High Notes | 3,313.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,313.32 |
| 6743-05 - Peak Your Adventure | 976.80 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 976.80 |
| Total 6743-00 - BACC Marketing Programs | 25,292.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 25,292.38 |
| 7500-00 - Trade Shows/Travel | 15.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15.00 |
| 8100-00 - Cost of Goods Sold | | | | | | | | |
| 52500 - Purchase Discounts | 0.00 | 0.00 | 0.00 | -1,093.06 | 0.00 | 0.00 | 0.00 | -1,093.06 |
| 51100 - Freight and Shipping Costs | 0.00 | 0.00 | 0.00 | 1,261.09 | 0.00 | 0.00 | 0.00 | 1,261.09 |
| 59900 - POS Inventory Adjustments | 0.00 | 0.00 | 0.00 | 237.04 | 0.00 | 0.00 | 0.00 | 237.04 |
| 8100-00 - Cost of Goods Sold - Other | 0.00 | 0.00 | 0.00 | 31,231.41 | 0.00 | 0.00 | 0.00 | 31,231.41 |
| Total 8100-00 - Cost of Goods Sold | 0.00 | 0.00 | 0.00 | 31,636.48 | 0.00 | 0.00 | 0.00 | 31,636.48 |
| 8200-00 - Associate Relations | 381.49 | 0.00 | 0.00 | 355.19 | 0.00 | 0.00 | 2,049.82 | 2,786.50 |
| 8300-00 - Board Functions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,701.78 | 1,701.78 |
| 8500-00 - Credit Card Fees | 65.00 | 0.00 | 22.50 | 1,921.58 | 22.50 | 2,381.87 | 339.05 | 4,752.50 |
| 8700-00 - Automobile Expenses | 1,202.71 | 147.98 | 435.08 | 833.90 | 435.07 | 475.21 | 88.88 | 3,618.79 |
| 8750-00 - Meals/Meetings | 1,995.86 | 0.00 | 127.98 | 805.44 | 351.63 | 177.20 | 169.44 | 3,627.55 |
| 8810-00 - Dues & Subscriptions | 2,758.73 | 815.00 | 6.75 | 497.79 | 6.75 | 1,802.97 | 1,483.15 | 7,381.14 |
| 8910-00 - Travel | 9,598.28 | 0.00 | 0.00 | 213.48 | 0.00 | 0.00 | 0.00 | 9,811.76 |
| 8920-00 - Bad Debt | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18,005.25 | 0.00 | 18,005.25 |
| Total Expense | 1,774,870.50 | 274,936.43 | 87,481.53 | 284,056.40 | 83,518.11 | 98,870.10 | 337,955.65 | 2,941,688.72 |
| Net Ordinary Income | 224,389.50 | 48,888.17 | 110,680.47 | 30,678.44 | 83,404.89 | 30,080.79 | -337,955.65 | 190,146.61 |
| Other Income/Expense | | | | | | | | |
| Other Expense | | | | | | | | |
| Balancing Adjustments | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.08 | 0.08 |
| 8990-00 - Allocated | 162,218.75 | 37,175.12 | 37,175.12 | 33,795.57 | 37,175.13 | 30,416.04 | -337,955.73 | 0.00 |
| Total Other Expense | 162,218.75 | 37,175.12 | 37,175.12 | 33,795.57 | 37,175.13 | 30,416.04 | -337,955.65 | 0.08 |
| Net Other Income | -162,218.75 | -37,175.12 | -37,175.12 | -33,795.57 | -37,175.13 | -30,416.04 | 337,955.65 | -0.08 |
| Net Income | 62,170.75 | 11,693.05 | 73,505.35 | -3,117.13 | 46,229.76 | -335.25 | 0.00 | 190,146.53 |

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04/25/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Prev Year Comparison

July 2016 through March 2017

| | Jul '16 - Mar 17 | Jul '15 - Mar 16 | \$ Change | % Change |
|---|---------------------|---------------------|-------------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4205-00 · Conference Dues | 7,425.00 | 0.00 | 7,425.00 | 100.0% |
| 4050-00 · County of Placer TOT Funding | 2,831,985.00 | 2,442,110.00 | 389,875.00 | 16.0% |
| 4200-00 · Membership Dues | 104,625.47 | 98,251.42 | 6,374.05 | 6.5% |
| 4201-00 · New Member Fees | 675.00 | 685.00 | -10.00 | -1.5% |
| 4250-00 · Revenues-Membership Activities | | | | |
| 4251-00 · Revenue-Tue AM Breakfast Club | 5,234.42 | 8,925.00 | -3,690.58 | -41.4% |
| 4250-01 · Community Awards | 300.00 | 0.00 | 300.00 | 100.0% |
| 4250-02 · Tourism Summit | 1,100.00 | 0.00 | 1,100.00 | 100.0% |
| 4250-00 · Revenues-Membership Activities - Other | 16,516.00 | 22,008.54 | -5,492.54 | -25.0% |
| Total 4250-00 · Revenues-Membership Activities | 23,150.42 | 30,933.54 | -7,783.12 | -25.2% |
| 4252-00 · Revenue - Sponsorships | 500.00 | 500.00 | 0.00 | 0.0% |
| 4350-00 · Special Events (Marketing) | 0.00 | 15,000.00 | -15,000.00 | -100.0% |
| 4502-00 · Non-Retail VIC income | 5,199.00 | 2,482.10 | 2,716.90 | 109.5% |
| 4600-00 · Commissions | | | | |
| 4601-00 · Commissions - South Shore | 11,125.88 | 13,711.34 | -2,585.46 | -18.9% |
| 4600-00 · Commissions - Other | 88,056.72 | 152,219.55 | -64,162.83 | -42.2% |
| Total 4600-00 · Commissions | 99,182.60 | 165,930.89 | -66,748.29 | -40.2% |
| 46000 · Merchandise Sales | 59,146.84 | 55,616.14 | 3,530.70 | 6.4% |
| Total Income | 3,131,889.33 | 2,811,509.09 | 320,380.24 | 11.4% |
| Cost of Goods Sold | | | | |
| 52900 · Purchases - Resale Items | 54.00 | 0.00 | 54.00 | 100.0% |
| Total COGS | 54.00 | 0.00 | 54.00 | 100.0% |
| Gross Profit | 3,131,835.33 | 2,811,509.09 | 320,326.24 | 11.4% |
| Expense | | | | |
| 5850-00 · Artist of Month - Commissions | 2,048.21 | 0.00 | 2,048.21 | 100.0% |
| 5000-00 · Salaries & Wages | | | | |
| 5000-01 · In-Market Administration | 0.00 | 0.00 | 0.00 | 0.0% |
| 5010-00 · Sales Commissions | 34,943.32 | 15,379.98 | 19,563.34 | 127.2% |
| 5020-00 · P/R - Tax Expense | 74,155.38 | 65,193.90 | 8,961.48 | 13.8% |
| 5030-00 · P/R - Health Insurance Expense | 86,709.60 | 82,805.24 | 3,904.36 | 4.7% |
| 5040-00 · P/R - Workmans Comp | 3,221.49 | 9,163.85 | -5,942.36 | -64.9% |
| 5060-00 · 401 (k) | 25,699.35 | 25,654.43 | 44.92 | 0.2% |
| 5070-00 · Other Benefits and Expenses | 2,908.41 | 5,016.37 | -2,107.96 | -42.0% |
| 5000-00 · Salaries & Wages - Other | 800,822.59 | 730,917.46 | 69,905.13 | 9.6% |
| Total 5000-00 · Salaries & Wages | 1,028,460.14 | 934,131.23 | 94,328.91 | 10.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 8,289.30 | 8,530.00 | -240.70 | -2.8% |
| 5140-00 · Repairs & Maintenance | 7,266.75 | 4,839.23 | 2,427.52 | 50.2% |
| 5150-00 · Office - Cleaning | 6,052.40 | 5,345.00 | 707.40 | 13.2% |
| 5100-00 · Rent - Other | 110,922.24 | 102,799.26 | 8,122.98 | 7.9% |
| Total 5100-00 · Rent | 132,530.69 | 121,513.49 | 11,017.20 | 9.1% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 22,102.04 | 21,373.88 | 728.16 | 3.4% |
| 5350-00 · Internet | 224.85 | 289.85 | -65.00 | -22.4% |
| Total 5310-00 · Telephone | 22,326.89 | 21,663.73 | 663.16 | 3.1% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 1,000.00 | 505.30 | 494.70 | 97.9% |
| 5480-00 · Mail - Fed Ex | 526.84 | 783.13 | -256.29 | -32.7% |
| 5420-00 · Mail - USPS - Other | 1,718.65 | 916.94 | 801.71 | 87.4% |
| Total 5420-00 · Mail - USPS | 3,245.49 | 2,205.37 | 1,040.12 | 47.2% |
| 5510-00 · Insurance/Bonding | 6,099.92 | 5,117.76 | 982.16 | 19.2% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 1,811.05 | 4,009.47 | -2,198.42 | -54.8% |
| 5520-00 · Supplies - Other | 8,447.27 | 10,411.29 | -1,964.02 | -18.9% |

North Lake Tahoe Resort Association

Profit & Loss Prev Year Comparison

July 2016 through March 2017

| | Jul '16 - Mar 17 | Jul '15 - Mar 16 | \$ Change | % Change |
|---|------------------|------------------|-------------|----------|
| Total 5520-00 · Supplies | 10,258.32 | 14,420.76 | -4,162.44 | -28.9% |
| 5530-00 · Visitor Communications - Other | -109.00 | 35.44 | -144.44 | -407.6% |
| 5610-00 · Depreciation | 1,781.03 | 5,858.34 | -4,077.31 | -69.6% |
| 5700-00 · Equipment Support & Maintenance | 10,279.95 | 5,897.09 | 4,382.86 | 74.3% |
| 5710-00 · Taxes, Licenses & Fees | 7,387.31 | 7,117.85 | 269.46 | 3.8% |
| 5740-00 · Equipment Rental/Leasing | 11,854.16 | 12,951.31 | -1,097.15 | -8.5% |
| 5800-00 · Training Seminars | 6,271.72 | 3,391.68 | 2,880.04 | 84.9% |
| 5810-00 · Public Outreach | 1,650.00 | 0.00 | 1,650.00 | 100.0% |
| 5815 · Training Video Series | 7,534.05 | 0.00 | 7,534.05 | 100.0% |
| 5820 · Sales CRM/CMS | 2,373.94 | 0.00 | 2,373.94 | 100.0% |
| 5900-00 · Professional Fees | | | | |
| 5921-00 · Professional Fees - Other | 11,827.07 | 0.00 | 11,827.07 | 100.0% |
| 5910-00 · Professional Fees - Attorneys | 3,438.19 | 2,900.00 | 538.19 | 18.6% |
| 5920-00 · Professional Fees - Accountant | 35,862.00 | 71,795.33 | -35,933.33 | -50.1% |
| 5900-00 · Professional Fees - Other | 1,250.00 | 312.50 | 937.50 | 300.0% |
| Total 5900-00 · Professional Fees | 52,377.26 | 75,007.83 | -22,630.57 | -30.2% |
| 5940-00 · Research & Planning Membership | 3,000.00 | 0.00 | 3,000.00 | 100.0% |
| 5941-00 · Research & Planning | 21,898.55 | 42,601.00 | -20,702.45 | -48.6% |
| 5948-00 · Transportation Projects | | | | |
| 5953-00 · Summer Traffic Management (S-2) | -1,593.65 | 0.00 | -1,593.65 | -100.0% |
| Total 5948-00 · Transportation Projects | -1,593.65 | 0.00 | -1,593.65 | -100.0% |
| 6020-00 · Programs | | | | |
| 6015-00 · Cross Country | 4,000.00 | 0.00 | 4,000.00 | 100.0% |
| 6016-00 · Community Marketing Programs | 35,648.00 | 3,430.57 | 32,217.43 | 939.1% |
| Total 6020-00 · Programs | 39,648.00 | 3,430.57 | 36,217.43 | 1,055.7% |
| 6023-00 · Autumn Food & Wine | | | | |
| 6025-00 · AFW- Postage | 17.88 | 17.69 | 0.19 | 1.1% |
| 6028-00 · AFW-Operations | 1,925.00 | 0.00 | 1,925.00 | 100.0% |
| 6030-00 · AFW-Media | 1,500.00 | 0.00 | 1,500.00 | 100.0% |
| 6023-00 · Autumn Food & Wine - Other | 29,349.98 | 31,689.50 | -2,339.52 | -7.4% |
| Total 6023-00 · Autumn Food & Wine | 32,792.86 | 31,707.19 | 1,085.67 | 3.4% |
| 6420-00 · Sponsorship | | | | |
| 6420-01 · WinterWonderGrass_Tahoe | 15,400.00 | 14,600.00 | 800.00 | 5.5% |
| 6421-00 · New Event Development | 9,275.88 | 11,155.15 | -1,879.27 | -16.9% |
| 6422-00 · IronMan Lake Tahoe | 0.00 | 387,460.47 | -387,460.47 | -100.0% |
| 6427-00 · USA Cycling | 0.00 | -5,444.14 | 5,444.14 | 100.0% |
| 6428-00 · Dues & Subscriptions | 109.40 | 0.00 | 109.40 | 100.0% |
| 6420-00 · Sponsorship - Other | 349,114.10 | 12,225.00 | 336,889.10 | 2,755.7% |
| Total 6420-00 · Sponsorship | 373,899.38 | 419,996.48 | -46,097.10 | -11.0% |
| 6423-00 · Membership Activities | | | | |
| 6437-00 · Tuesday Morning Breakfast Club | 4,185.00 | 3,506.00 | 679.00 | 19.4% |
| 6432-00 · Membership - Newsletter | 2,001.24 | 3,504.26 | -1,503.02 | -42.9% |
| 6434-00 · Community Awards Dinner | 1,140.00 | 1,958.61 | -818.61 | -41.8% |
| 6436-00 · Membership - Wnt/Sum Rec Lunch | 0.00 | 64.83 | -64.83 | -100.0% |
| 6441-00 · Membership - Miscellaneous Exp | 37.05 | 69.24 | -32.19 | -46.5% |
| 6442-00 · Public Relations/Website | 81.00 | 3,338.00 | -3,257.00 | -97.6% |
| 6443-00 · Membership - Bridal Faire | 75.63 | 3,269.86 | -3,194.23 | -97.7% |
| 6423-00 · Membership Activities - Other | 6,496.70 | 12,172.10 | -5,675.40 | -46.6% |
| Total 6423-00 · Membership Activities | 14,016.62 | 27,882.90 | -13,866.28 | -49.7% |
| 6490-00 · Classified Ads | 275.00 | 0.00 | 275.00 | 100.0% |
| 6600-00 · Promotions/Giveaways | 32.14 | 0.00 | 32.14 | 100.0% |
| 6701-00 · Market Study Reports/Research | 402.40 | 314.61 | 87.79 | 27.9% |
| 6730-00 · Marketing Cooperative/Media | 1,024,371.00 | 888,015.00 | 136,356.00 | 15.4% |
| 6740-00 · Media/Collateral/Production | 99.00 | 0.00 | 99.00 | 100.0% |
| 6742-00 · Non-NLT Co-Op Marketing Program | 17,848.21 | 13,634.92 | 4,213.29 | 30.9% |
| 6743-00 · BACC Marketing Programs | | | | |
| 6743-01 · Shop Local | 4,335.61 | 8,370.43 | -4,034.82 | -48.2% |
| 6743-02 · Shopping Destination | 0.00 | 4,139.95 | -4,139.95 | -100.0% |
| 6743-03 · Touch Lake Tahoe | 16,666.65 | 19,900.00 | -3,233.35 | -16.3% |
| 6743-04 · High Notes | 3,313.32 | 16,000.00 | -12,686.68 | -79.3% |

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04/25/17

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Jul '15 - Mar 16 | \$ Change | % Change |
|---|------------------|------------------|------------|-----------|
| 6743-05 · Peak Your Adventure | 976.80 | 0.00 | 976.80 | 100.0% |
| Total 6743-00 · BACC Marketing Programs | 25,292.38 | 48,410.38 | -23,118.00 | -47.8% |
| 7500-00 · Trade Shows/Travel | 15.00 | 0.00 | 15.00 | 100.0% |
| 8100-00 · Cost of Goods Sold | | | | |
| 52500 · Purchase Discounts | -1,093.06 | -26.25 | -1,066.81 | -4,064.0% |
| 51100 · Freight and Shipping Costs | 1,261.09 | 851.13 | 409.96 | 48.2% |
| 59900 · POS Inventory Adjustments | 237.04 | -240.73 | 477.77 | 198.5% |
| 8100-00 · Cost of Goods Sold - Other | 31,231.41 | 29,491.21 | 1,740.20 | 5.9% |
| Total 8100-00 · Cost of Goods Sold | 31,636.48 | 30,075.36 | 1,561.12 | 5.2% |
| 8200-00 · Associate Relations | 2,786.50 | 3,519.69 | -733.19 | -20.8% |
| 8300-00 · Board Functions | 1,701.78 | 1,632.40 | 69.38 | 4.3% |
| 8500-00 · Credit Card Fees | 4,752.50 | 5,672.81 | -920.31 | -16.2% |
| 8700-00 · Automobile Expenses | 3,618.79 | 5,580.14 | -1,961.35 | -35.2% |
| 8750-00 · Meals/Meetings | 3,627.55 | 4,309.73 | -682.18 | -15.8% |
| 8810-00 · Dues & Subscriptions | 7,381.14 | 16,753.30 | -9,372.16 | -55.9% |
| 8910-00 · Travel | 9,811.76 | 4,574.27 | 5,237.49 | 114.5% |
| 8920-00 · Bad Debt | 18,005.25 | 0.00 | 18,005.25 | 100.0% |
| 8930-00 · Prior Period Adjustments | 0.00 | -7,202.88 | 7,202.88 | 100.0% |
| Total Expense | 2,941,688.72 | 2,750,219.75 | 191,468.97 | 7.0% |
| Net Ordinary Income | 190,146.61 | 61,289.34 | 128,857.27 | 210.2% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| Balancing Adjustments | 0.08 | 0.00 | 0.08 | 100.0% |
| 8990-00 · Allocated | 0.00 | 0.00 | 0.00 | 0.0% |
| Total Other Expense | 0.08 | 0.00 | 0.08 | 100.0% |
| Net Other Income | -0.08 | 0.00 | -0.08 | -100.0% |
| Net Income | 190,146.53 | 61,289.34 | 128,857.19 | 210.2% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|---------------------|---------------------|--------------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4205-00 · Conference Dues | 7,425.00 | | | |
| 4050-00 · County of Placer TOT Funding | 2,831,985.00 | 2,831,988.80 | -3.80 | 100.0% |
| 4200-00 · Membership Dues | 104,625.47 | 92,948.76 | 11,676.71 | 112.6% |
| 4201-00 · New Member Fees | 675.00 | 3,000.01 | -2,325.01 | 22.5% |
| 4250-00 · Revenues-Membership Activities | | | | |
| 4251-00 · Revenue-Tue AM Breakfast Club | 5,234.42 | 7,200.00 | -1,965.58 | 72.7% |
| 4250-01 · Community Awards | 300.00 | | | |
| 4250-02 · Tourism Summit | 1,100.00 | | | |
| 4250-00 · Revenues-Membership Activities - Other | 16,516.00 | 30,800.00 | -14,284.00 | 53.6% |
| Total 4250-00 · Revenues-Membership Activities | 23,150.42 | 38,000.00 | -14,849.58 | 60.9% |
| 4252-00 · Revenue - Sponsorships | 500.00 | 5,500.00 | -5,000.00 | 9.1% |
| 4502-00 · Non-Retail VIC income | 5,199.00 | 5,733.00 | -534.00 | 90.7% |
| 4503 · Visitor Guide Income | 0.00 | 3,000.00 | -3,000.00 | 0.0% |
| 4600-00 · Commissions | | | | |
| 4601-00 · Commissions - South Shore | 11,125.88 | 0.00 | 11,125.88 | 100.0% |
| 4600-00 · Commissions - Other | 88,056.72 | 95,502.00 | -7,445.28 | 92.2% |
| Total 4600-00 · Commissions | 99,182.60 | 95,502.00 | 3,680.60 | 103.9% |
| 46000 · Merchandise Sales | 59,146.84 | 78,017.00 | -18,870.16 | 75.8% |
| Total Income | 3,131,889.33 | 3,153,689.57 | -21,800.24 | 99.3% |
| Cost of Goods Sold | | | | |
| 52900 · Purchases - Resale Items | 54.00 | 0.00 | 54.00 | 100.0% |
| Total COGS | 54.00 | 0.00 | 54.00 | 100.0% |
| Gross Profit | 3,131,835.33 | 3,153,689.57 | -21,854.24 | 99.3% |
| Expense | | | | |
| 5850-00 · Artist of Month - Commissions | 2,048.21 | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5010-00 · Sales Commissions | 34,943.32 | 19,500.02 | 15,443.30 | 179.2% |
| 5020-00 · P/R - Tax Expense | 74,155.38 | 77,916.70 | -3,761.32 | 95.2% |
| 5030-00 · P/R - Health Insurance Expense | 86,709.60 | 118,102.90 | -31,393.30 | 73.4% |
| 5040-00 · P/R - Workmans Comp | 3,221.49 | 10,992.80 | -7,771.31 | 29.3% |
| 5060-00 · 401 (k) | 25,699.35 | 30,719.50 | -5,020.15 | 83.7% |
| 5070-00 · Other Benefits and Expenses | 2,908.41 | 5,509.73 | -2,601.32 | 52.8% |
| 5000-00 · Salaries & Wages - Other | 800,822.59 | 920,783.30 | -119,960.71 | 87.0% |
| Total 5000-00 · Salaries & Wages | 1,028,460.14 | 1,183,524.95 | -155,064.81 | 86.9% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 8,289.30 | 12,229.51 | -3,940.21 | 67.8% |
| 5140-00 · Repairs & Maintenance | 7,266.75 | 5,930.27 | 1,336.48 | 122.5% |
| 5150-00 · Office - Cleaning | 6,052.40 | 7,081.54 | -1,029.14 | 85.5% |
| 5100-00 · Rent - Other | 110,922.24 | 108,749.34 | 2,172.90 | 102.0% |
| Total 5100-00 · Rent | 132,530.69 | 133,990.66 | -1,459.97 | 98.9% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 22,102.04 | 20,785.31 | 1,316.73 | 106.3% |
| 5350-00 · Internet | 224.85 | 0.00 | 224.85 | 100.0% |
| Total 5310-00 · Telephone | 22,326.89 | 20,785.31 | 1,541.58 | 107.4% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 1,000.00 | 0.00 | 1,000.00 | 100.0% |
| 5480-00 · Mail - Fed Ex | 526.84 | 0.00 | 526.84 | 100.0% |
| 5420-00 · Mail - USPS - Other | 1,718.65 | 2,170.03 | -451.38 | 79.2% |
| Total 5420-00 · Mail - USPS | 3,245.49 | 2,170.03 | 1,075.46 | 149.6% |
| 5510-00 · Insurance/Bonding | 6,099.92 | 6,450.08 | -350.16 | 94.6% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 1,811.05 | 0.00 | 1,811.05 | 100.0% |
| 5520-00 · Supplies - Other | 8,447.27 | 12,487.53 | -4,040.26 | 67.6% |
| Total 5520-00 · Supplies | 10,258.32 | 12,487.53 | -2,229.21 | 82.1% |

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|--------------|----------------|-------------|
| 5530-00 · Visitor Communications - Other | -109.00 | 460.00 | -569.00 | -23.7% |
| 5610-00 · Depreciation | 1,781.03 | 5,558.29 | -3,777.26 | 32.0% |
| 5700-00 · Equipment Support & Maintenance | 10,279.95 | 9,690.78 | 589.17 | 106.1% |
| 5710-00 · Taxes, Licenses & Fees | 7,387.31 | 7,494.08 | -106.77 | 98.6% |
| 5740-00 · Equipment Rental/Leasing | 11,854.16 | 13,924.61 | -2,070.45 | 85.1% |
| 5800-00 · Training Seminars | 6,271.72 | 9,000.00 | -2,728.28 | 69.7% |
| 5810-00 · Public Outreach | 1,650.00 | 1,130.00 | 520.00 | 146.0% |
| 5815 · Training Video Series | 7,534.05 | 20,000.00 | -12,465.95 | 37.7% |
| 5820 · Sales CRM/CMS | 2,373.94 | 21,000.00 | -18,626.06 | 11.3% |
| 5900-00 · Professional Fees | | | | |
| 5921-00 · Professional Fees - Other | 11,827.07 | | | |
| 5910-00 · Professional Fees - Attorneys | 3,438.19 | 0.00 | 3,438.19 | 100.0% |
| 5920-00 · Professional Fees - Accountant | 35,862.00 | 0.00 | 35,862.00 | 100.0% |
| 5900-00 · Professional Fees - Other | 1,250.00 | 20,000.00 | -18,750.00 | 6.3% |
| Total 5900-00 · Professional Fees | 52,377.26 | 20,000.00 | 32,377.26 | 261.9% |
| 5940-00 · Research & Planning Membership | 3,000.00 | 4,000.00 | -1,000.00 | 75.0% |
| 5941-00 · Research & Planning | 21,898.55 | 75,952.00 | -54,053.45 | 28.8% |
| 5948-00 · Transportation Projects | | | | |
| 5953-00 · Summer Traffic Management (S-2) | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| Total 5948-00 · Transportation Projects | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| 6020-00 · Programs | | | | |
| 6015-00 · Cross Country | 4,000.00 | | | |
| 6016-00 · Community Marketing Programs | 35,648.00 | 60,000.00 | -24,352.00 | 59.4% |
| Total 6020-00 · Programs | 39,648.00 | 60,000.00 | -20,352.00 | 66.1% |
| 6023-00 · Autumn Food & Wine | | | | |
| 6025-00 · AFW- Postage | 17.88 | 0.00 | 17.88 | 100.0% |
| 6028-00 · AFW-Operations | 1,925.00 | | | |
| 6030-00 · AFW-Media | 1,500.00 | | | |
| 6023-00 · Autumn Food & Wine - Other | 29,349.98 | 0.00 | 29,349.98 | 100.0% |
| Total 6023-00 · Autumn Food & Wine | 32,792.86 | 0.00 | 32,792.86 | 100.0% |
| 6420-00 · Sponsorship | | | | |
| 6420-01 · WinterWonderGrass_Tahoe | 15,400.00 | 0.00 | 15,400.00 | 100.0% |
| 6421-00 · New Event Development | 9,275.88 | 0.00 | 9,275.88 | 100.0% |
| 6428-00 · Dues & Subscriptions | 109.40 | | | |
| 6420-00 · Sponsorship - Other | 349,114.10 | 455,000.00 | -105,885.90 | 76.7% |
| Total 6420-00 · Sponsorship | 373,899.38 | 455,000.00 | -81,100.62 | 82.2% |
| 6423-00 · Membership Activities | | | | |
| 6437-00 · Tuesday Morning Breakfast Club | 4,185.00 | 6,375.01 | -2,190.01 | 65.6% |
| 6432-00 · Membership - Newsletter | 2,001.24 | 0.00 | 2,001.24 | 100.0% |
| 6434-00 · Community Awards Dinner | 1,140.00 | 0.00 | 1,140.00 | 100.0% |
| 6441-00 · Membership - Miscellaneous Exp | 37.05 | 0.00 | 37.05 | 100.0% |
| 6442-00 · Public Relations/Website | 81.00 | 0.00 | 81.00 | 100.0% |
| 6443-00 · Membership - Bridal Faire | 75.63 | 0.00 | 75.63 | 100.0% |
| 6423-00 · Membership Activities - Other | 6,496.70 | 17,612.00 | -11,115.30 | 36.9% |
| Total 6423-00 · Membership Activities | 14,016.62 | 23,987.01 | -9,970.39 | 58.4% |
| 6490-00 · Classified Ads | 275.00 | 500.00 | -225.00 | 55.0% |
| 6600-00 · Promotions/Giveaways | 32.14 | | | |
| 6701-00 · Market Study Reports/Research | 402.40 | 0.00 | 402.40 | 100.0% |
| 6730-00 · Marketing Cooperative/Media | 1,024,371.00 | 1,011,314.00 | 13,057.00 | 101.3% |
| 6740-00 · Media/Collateral/Production | 99.00 | 3,750.02 | -3,651.02 | 2.6% |
| 6742-00 · Non-NLT Co-Op Marketing Program | 17,848.21 | 65,143.00 | -47,294.79 | 27.4% |
| 6743-00 · BACC Marketing Programs | | | | |
| 6743-01 · Shop Local | 4,335.61 | 0.00 | 4,335.61 | 100.0% |
| 6743-03 · Touch Lake Tahoe | 16,666.65 | 0.00 | 16,666.65 | 100.0% |
| 6743-04 · High Notes | 3,313.32 | 0.00 | 3,313.32 | 100.0% |
| 6743-05 · Peak Your Adventure | 976.80 | 0.00 | 976.80 | 100.0% |
| 6743-00 · BACC Marketing Programs - Other | 0.00 | 60,300.00 | -60,300.00 | 0.0% |
| Total 6743-00 · BACC Marketing Programs | 25,292.38 | 60,300.00 | -35,007.62 | 41.9% |
| 7500-00 · Trade Shows/Travel | 15.00 | 0.00 | 15.00 | 100.0% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|---------------------|---------------------|--------------------|-----------------------|
| 8100-00 · Cost of Goods Sold | | | | |
| 52500 · Purchase Discounts | -1,093.06 | 0.00 | -1,093.06 | 100.0% |
| 51100 · Freight and Shipping Costs | 1,261.09 | 0.00 | 1,261.09 | 100.0% |
| 59900 · POS Inventory Adjustments | 237.04 | 0.00 | 237.04 | 100.0% |
| 8100-00 · Cost of Goods Sold - Other | 31,231.41 | 43,910.00 | -12,678.59 | 71.1% |
| Total 8100-00 · Cost of Goods Sold | 31,636.48 | 43,910.00 | -12,273.52 | 72.0% |
| 8200-00 · Associate Relations | 2,786.50 | 4,600.00 | -1,813.50 | 60.6% |
| 8300-00 · Board Functions | 1,701.78 | 3,350.00 | -1,648.22 | 50.8% |
| 8500-00 · Credit Card Fees | 4,752.50 | 4,590.00 | 162.50 | 103.5% |
| 8700-00 · Automobile Expenses | 3,618.79 | 5,947.54 | -2,328.75 | 60.8% |
| 8750-00 · Meals/Meetings | 3,627.55 | 4,575.07 | -947.52 | 79.3% |
| 8810-00 · Dues & Subscriptions | 7,381.14 | 7,800.03 | -418.89 | 94.6% |
| 8910-00 · Travel | 9,811.76 | 10,573.54 | -761.78 | 92.8% |
| 8920-00 · Bad Debt | 18,005.25 | | | |
| Total Expense | 2,941,688.72 | 3,349,958.53 | -408,269.81 | 87.8% |
| Net Ordinary Income | 190,146.61 | -196,268.96 | 386,415.57 | -96.9% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| Balancing Adjustments | 0.08 | | | |
| 8990-00 · Allocated | 0.00 | -196,269.00 | 196,269.00 | 0.0% |
| Total Other Expense | 0.08 | -196,269.00 | 196,269.08 | -0.0% |
| Net Other Income | -0.08 | 196,269.00 | -196,269.08 | -0.0% |
| Net Income | 190,146.53 | 0.04 | 190,146.49 | 475,366,325.0% |

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance

Accrual Basis

March 2017

| | Mar 17 | Budget | \$ Over Budget | % of Budget | Jul '16 - Mar 17 | YTD Budget | \$ Over Budget | % of Budget | Annual Budget |
|--|------------|------------|----------------|-------------|------------------|--------------|----------------|-------------|---------------|
| Ordinary Income/Expense | | | | | | | | | |
| Income | | | | | | | | | |
| 4205-00 - Conference Dues | 825.00 | | | | 7,425.00 | | | | |
| 4050-00 - County of Placer TOT Funding | 314,665.00 | 314,665.40 | -0.40 | 100.0% | 2,831,985.00 | 2,831,988.80 | -3.80 | 100.0% | 3,775,985.00 |
| 4200-00 - Membership Dues | 11,701.67 | 10,877.08 | 824.59 | 107.6% | 104,625.47 | 92,948.76 | 11,676.71 | 112.6% | 125,580.00 |
| 4201-00 - New Member Fees | 75.00 | 333.33 | -258.33 | 22.5% | 675.00 | 3,000.01 | -2,325.01 | 22.5% | 4,000.00 |
| 4250-00 - Revenues-Membership Activities | | | | | | | | | |
| 4251-00 - Revenue-Tue AM Breakfast Club | 585.00 | 800.00 | -215.00 | 73.1% | 5,234.42 | 7,200.00 | -1,965.58 | 72.7% | 9,600.00 |
| 4250-01 - Community Awards | 300.00 | | | | 300.00 | | | | |
| 4250-02 - Tourism Summit | 0.00 | | | | 1,100.00 | | | | |
| 4250-00 - Revenues-Membership Activities - Other | 9,720.00 | 5,000.00 | 4,720.00 | 194.4% | 10,516.00 | 30,800.00 | -14,284.00 | 53.6% | 70,050.00 |
| Total 4250-00 - Revenues-Membership Activities | 10,805.00 | 5,800.00 | 4,805.00 | 182.8% | 23,150.42 | 38,000.00 | -14,849.58 | 60.9% | 79,650.00 |
| 4252-00 - Revenue - Sponsorships | 0.00 | 2,400.00 | -2,400.00 | 0.0% | 500.00 | 5,500.00 | -5,000.00 | 9.1% | 7,000.00 |
| 4602-00 - Non-Retail VIC Income | 7.00 | 637.00 | -630.00 | 1.1% | 5,199.00 | 5,733.00 | -534.00 | 90.7% | 7,644.00 |
| 4503 - Visitor Guide Income | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 3,000.00 | -3,000.00 | 0.0% | 3,000.00 |
| 4600-00 - Commissions | | | | | | | | | |
| 4601-00 - Commissions - South Shore | 1,880.71 | 0.00 | 1,880.71 | 100.0% | 11,125.88 | 0.00 | 11,125.88 | 100.0% | 0.00 |
| 4600-00 - Commissions - Other | -2,512.28 | 3,485.00 | -5,997.28 | -72.1% | 88,056.72 | 95,502.00 | -7,445.28 | 92.2% | 135,000.00 |
| Total 4600-00 - Commissions | -631.55 | 3,485.00 | -4,116.55 | -18.1% | 99,182.60 | 95,502.00 | 3,680.60 | 103.9% | 135,000.00 |
| 46000 - Merchandise Sales | 4,807.54 | 5,064.00 | -256.46 | 94.9% | 59,146.84 | 78,017.00 | -18,870.16 | 75.8% | 114,886.00 |
| Total Income | 342,054.66 | 343,261.81 | -1,207.15 | 99.6% | 3,131,889.33 | 3,153,889.57 | -21,800.24 | 99.3% | 4,252,745.00 |
| Cost of Goods Sold | | | | | | | | | |
| 62900 - Purchases - Resale Items | 0.00 | 0.00 | 0.00 | 0.0% | 54.00 | 0.00 | 54.00 | 100.0% | 0.00 |
| Total COGS | 0.00 | 0.00 | 0.00 | 0.0% | 54.00 | 0.00 | 54.00 | 100.0% | 0.00 |
| Gross Profit | 342,054.66 | 343,261.81 | -1,207.15 | 99.6% | 3,131,835.33 | 3,153,889.57 | -21,854.24 | 99.3% | 4,252,745.00 |
| Expense | | | | | | | | | |
| 5850-00 - Artist of Month - Commissions | 0.00 | | | | 2,048.21 | | | | |
| 5000-00 - Salaries & Wages | | | | | | | | | |
| 5010-00 - Sales Commissions | 0.00 | 2,168.68 | -2,168.68 | 0.0% | 34,943.32 | 19,500.02 | 15,443.30 | 179.2% | 28,000.00 |
| 5020-00 - P/R - Tax Expense | 8,126.23 | 11,596.00 | -2,469.77 | 78.7% | 74,155.38 | 77,915.70 | -3,760.32 | 95.2% | 101,297.00 |
| 5030-00 - P/R - Health Insurance Expense | 5,857.33 | 12,176.00 | -6,220.67 | 48.9% | 86,709.60 | 118,102.80 | -31,393.30 | 73.4% | 152,836.00 |
| 5040-00 - P/R - Workmans Comp | 976.50 | 1,221.40 | -244.90 | 79.9% | 3,221.49 | 10,992.80 | -7,771.31 | 29.3% | 14,657.00 |
| 5050-00 - 401 (k) | 4,264.36 | 4,574.00 | -309.64 | 93.2% | 25,899.35 | 30,719.50 | -5,020.15 | 83.7% | 39,937.00 |
| 5070-00 - Other Benefits and Expenses | 253.91 | 633.39 | -379.48 | 40.1% | 2,908.41 | 5,509.73 | -2,601.32 | 52.8% | 7,328.00 |
| 5000-00 - Salaries & Wages - Other | 142,179.59 | 137,112.00 | 5,067.59 | 103.7% | 800,822.59 | 920,783.30 | -119,960.71 | 87.0% | 1,197,072.00 |
| Total 5000-00 - Salaries & Wages | 162,757.92 | 169,481.45 | -6,723.53 | 98.0% | 1,028,460.14 | 1,183,524.95 | -155,064.81 | 88.0% | 1,539,127.00 |
| 5100-00 - Rent | | | | | | | | | |
| 5110-00 - Utilities | 1,068.32 | 1,358.83 | -290.51 | 78.6% | 8,289.30 | 12,229.51 | -3,940.21 | 67.8% | 16,306.00 |
| 5140-00 - Repairs & Maintenance | 1,305.83 | 658.91 | 646.92 | 198.2% | 7,266.75 | 5,930.27 | 1,336.48 | 122.5% | 7,907.00 |
| 5150-00 - Office - Cleaning | 550.00 | 786.82 | -236.82 | 69.9% | 6,052.40 | 7,081.54 | -1,029.14 | 85.5% | 9,442.00 |
| 5100-00 - Rent - Other | 12,319.36 | 12,063.22 | 256.14 | 102.0% | 110,922.24 | 108,749.34 | 2,172.90 | 102.0% | 144,989.00 |
| Total 5100-00 - Rent | 15,243.51 | 14,887.78 | 355.73 | 102.4% | 132,530.69 | 133,980.66 | -1,459.97 | 98.9% | 178,654.00 |
| 5310-00 - Telephone | | | | | | | | | |
| 5320-00 - Telephone | 2,625.84 | 2,287.23 | 338.61 | 114.8% | 22,102.04 | 20,785.31 | 1,316.73 | 106.3% | 27,647.00 |
| 5350-00 - Internet | 0.00 | 0.00 | 0.00 | 0.0% | 224.85 | 0.00 | 224.85 | 100.0% | 0.00 |
| Total 5310-00 - Telephone | 2,625.84 | 2,287.23 | 338.61 | 114.8% | 22,326.89 | 20,785.31 | 1,541.58 | 107.4% | 27,647.00 |
| 5420-00 - Mail - USPS | | | | | | | | | |
| 5470-00 - Mail - UPS | 0.00 | 0.00 | 0.00 | 0.0% | 1,000.00 | 0.00 | 1,000.00 | 100.0% | 0.00 |
| 5480-00 - Mail - Fed Ex | 0.00 | 0.00 | 0.00 | 0.0% | 526.84 | 0.00 | 526.84 | 100.0% | 0.00 |
| 5420-00 - Mail - USPS - Other | 225.00 | 228.99 | -4.99 | 97.8% | 1,710.65 | 2,170.03 | -459.38 | 79.2% | 2,860.00 |
| Total 5420-00 - Mail - USPS | 225.00 | 228.99 | -4.99 | 97.8% | 3,245.49 | 2,170.03 | 1,075.46 | 149.6% | 2,860.00 |
| 5510-00 - Insurance/Bonding | 264.42 | 716.64 | -452.22 | 36.9% | 6,099.92 | 6,450.08 | -350.16 | 94.6% | 8,600.00 |
| 5520-00 - Supplies | | | | | | | | | |
| 5525-00 - Supplies- Computer <\$1000 | 608.14 | 0.00 | 608.14 | 100.0% | 1,811.05 | 0.00 | 1,811.05 | 100.0% | 0.00 |
| 5520-00 - Supplies - Other | 672.97 | 1,387.49 | -714.52 | 48.5% | 8,447.27 | 12,487.53 | -4,040.26 | 67.8% | 16,050.00 |
| Total 5520-00 - Supplies | 1,279.11 | 1,387.49 | -108.38 | 92.2% | 10,258.32 | 12,487.53 | -2,229.21 | 82.1% | 16,050.00 |
| 5530-00 - Visitor Communications - Other | 0.00 | 260.00 | -260.00 | 0.0% | -109.00 | 460.00 | -569.00 | -23.7% | 460.00 |
| 5610-00 - Depreciation | 233.02 | 617.57 | -384.55 | 37.7% | 1,781.03 | 5,558.29 | -3,777.26 | 32.0% | 7,411.00 |
| 5700-00 - Equipment Support & Maintenance | 1,839.71 | 1,076.74 | 762.97 | 170.9% | 10,279.95 | 9,690.78 | 589.17 | 108.1% | 12,921.00 |
| 5710-00 - Taxes, Licenses & Fees | -228.91 | 832.64 | -1,061.55 | -27.5% | 7,387.31 | 7,494.08 | -106.77 | 98.6% | 9,992.00 |
| 5740-00 - Equipment Rental/Leasing | 1,298.23 | 1,547.13 | -248.90 | 83.8% | 11,854.16 | 13,924.61 | -2,070.45 | 85.1% | 16,566.00 |
| 5800-00 - Training Seminars | 800.00 | 0.00 | 800.00 | 100.0% | 6,271.72 | 9,000.00 | -2,728.28 | 69.7% | 15,715.00 |
| 5810-00 - Public Outreach | 1,650.00 | 0.00 | 1,650.00 | 100.0% | 1,650.00 | 1,130.00 | 520.00 | 146.0% | 1,130.00 |
| 5815 - Training Video Series | 0.00 | | | | 7,534.05 | 20,000.00 | -12,465.95 | 37.7% | 20,000.00 |
| 5820 - Sales CRM/CMS | 0.00 | | | | 2,373.94 | 21,000.00 | -18,626.06 | 11.3% | 21,000.00 |
| 5900-00 - Professional Fees | | | | | | | | | |
| 5921-00 - Professional Fees - Other | 0.00 | | | | 11,827.07 | | | | |
| 5910-00 - Professional Fees - Attorneys | 1,458.19 | 0.00 | 1,458.19 | 100.0% | 3,438.19 | 0.00 | 3,438.19 | 100.0% | 0.00 |
| 5920-00 - Professional Fees - Accountant | 0.00 | 0.00 | 0.00 | 0.0% | 35,862.00 | 0.00 | 35,862.00 | 100.0% | 0.00 |
| 5900-00 - Professional Fees - Other | 0.00 | 1,650.00 | -1,650.00 | 0.0% | 1,250.00 | 20,000.00 | -18,750.00 | 6.3% | 21,000.00 |
| Total 5900-00 - Professional Fees | 1,458.19 | 1,650.00 | -191.81 | 88.4% | 52,377.26 | 20,000.00 | 32,377.26 | 261.9% | 21,000.00 |
| 5940-00 - Research & Planning Membership | 0.00 | 0.00 | 0.00 | 0.0% | 3,000.00 | 4,000.00 | -1,000.00 | 75.0% | 5,000.00 |
| 5941-00 - Research & Planning | 3,780.00 | 7,700.00 | -3,920.00 | 49.1% | 21,898.55 | 75,952.00 | -54,053.45 | 28.8% | 90,000.00 |
| 5948-00 - Transportation Projects | | | | | | | | | |
| 5953-00 - Summer Traffic Management (S-2) | 0.00 | 27,000.00 | -27,000.00 | 0.0% | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% | 47,000.00 |
| Total 5948-00 - Transportation Projects | 0.00 | 27,000.00 | -27,000.00 | 0.0% | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% | 47,000.00 |
| 6020-00 - Programs | | | | | | | | | |
| 6015-00 - Cross Country | 0.00 | | | | 4,000.00 | | | | |
| 6016-00 - Community Marketing Programs | 0.00 | 0.00 | 0.00 | 0.0% | 35,648.00 | 60,000.00 | -24,352.00 | 59.4% | 80,000.00 |
| Total 6020-00 - Programs | 0.00 | 0.00 | 0.00 | 0.0% | 39,648.00 | 60,000.00 | -20,352.00 | 66.1% | 80,000.00 |
| 6023-00 - Autumn Food & Wine | | | | | | | | | |
| 6025-00 - AFW- Postage | 0.00 | | | | 17.88 | 0.00 | 17.88 | 100.0% | 0.00 |
| 6028-00 - AFW-Operations | 0.00 | | | | 1,925.00 | | | | |
| 6030-00 - AFW-Media | 0.00 | | | | 1,500.00 | | | | |
| 6023-00 - Autumn Food & Wine - Other | 0.00 | 0.00 | 0.00 | 0.0% | 29,349.98 | 0.00 | 29,349.98 | 100.0% | 0.00 |
| Total 6023-00 - Autumn Food & Wine | 0.00 | 0.00 | 0.00 | 0.0% | 32,792.86 | 0.00 | 32,792.86 | 100.0% | 0.00 |
| 6420-00 - Sponsorship | | | | | | | | | |
| 6420-01 - WinterWonderGrass_Tahoe | 0.00 | 0.00 | 0.00 | 0.0% | 15,400.00 | 0.00 | 15,400.00 | 100.0% | 0.00 |
| 6421-00 - New Event Development | 0.00 | 0.00 | 0.00 | 0.0% | 9,275.88 | 0.00 | 9,275.88 | 100.0% | 0.00 |
| 6428-00 - Dues & Subscriptions | 0.00 | | | | 109.42 | | | | |
| 6420-00 - Sponsorship - Other | 27,500.00 | 35,000.00 | -7,500.00 | 78.6% | 349,114.10 | 455,000.00 | -105,885.90 | 76.7% | 524,000.00 |
| Total 6420-00 - Sponsorship | 27,500.00 | 35,000.00 | -7,500.00 | 78.6% | 373,899.38 | 455,000.00 | -81,100.62 | 82.2% | 524,000.00 |

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance

Accrual Basis

March 2017

| | Mar 17 | Budget | \$ Over Budget | % of Budget | Jul '16 - Mar 17 | YTD Budget | \$ Over Budget | % of Budget | Annual Budget |
|---|------------|------------|----------------|-------------|------------------|--------------|----------------|----------------|---------------|
| 6423-00 - Membership Activities | | | | | | | | | |
| 6437-00 - Tuesday Morning Breakfast Club | 0.00 | 708.33 | -708.33 | 0.0% | 4,185.00 | 6,375.01 | -2,190.01 | 65.6% | 8,500.00 |
| 6432-00 - Membership - Newsletter | 0.00 | 0.00 | 0.00 | 0.0% | 2,001.24 | 0.00 | 2,001.24 | 100.0% | 0.00 |
| 6434-00 - Community Awards Dinner | 1,140.00 | 0.00 | 1,140.00 | 100.0% | 1,140.00 | 0.00 | 1,140.00 | 100.0% | 0.00 |
| 6441-00 - Membership - Miscellaneous Exp | 0.00 | 0.00 | 0.00 | 0.0% | 37.05 | 0.00 | 37.05 | 100.0% | 0.00 |
| 6442-00 - Public Relations/Website | 0.00 | 0.00 | 0.00 | 0.0% | 81.00 | 0.00 | 81.00 | 100.0% | 0.00 |
| 6443-00 - Membership - Bridal Faire | 0.00 | 0.00 | 0.00 | 0.0% | 75.63 | 0.00 | 75.63 | 100.0% | 0.00 |
| 6423-00 - Membership Activities - Other | 376.69 | 588.00 | -211.31 | 64.1% | 6,466.70 | 17,612.00 | -11,115.30 | 36.9% | 35,000.00 |
| Total 6423-00 - Membership Activities | 1,516.69 | 1,296.33 | 220.36 | 117.0% | 14,016.62 | 23,987.01 | -9,970.39 | 58.4% | 43,500.00 |
| 6490-00 - Classified Ads | 0.00 | 0.00 | 0.00 | 0.0% | 275.00 | 500.00 | -225.00 | 55.0% | 750.00 |
| 6600-00 - Promotions/Giveaways | 0.00 | 0.00 | 0.00 | 0.0% | 32.14 | 0.00 | 32.14 | 100.0% | 0.00 |
| 6701-00 - Market Study Reports/Research | 0.00 | 0.00 | 0.00 | 0.0% | 402.40 | 0.00 | 402.40 | 100.0% | 0.00 |
| 6730-00 - Marketing Cooperative/Media | 63,250.00 | 61,706.00 | 1,544.00 | 102.5% | 1,024,371.00 | 1,011,314.00 | 13,057.00 | 101.3% | 1,265,000.00 |
| 6740-00 - Media/Collateral/Production | 99.00 | 410.66 | -317.66 | 23.8% | 99.00 | 3,750.02 | -3,651.02 | 2.6% | 5,000.00 |
| 6742-00 - Non-NLT Co-Op Marketing Program | 9,157.54 | 0.00 | 9,157.54 | 100.0% | 17,848.21 | 65,143.00 | -47,294.79 | 27.4% | 84,000.00 |
| 6743-00 - BACC Marketing Programs | | | | | | | | | |
| 6743-01 - Shop Local | 19.59 | 0.00 | 19.59 | 100.0% | 4,335.61 | 0.00 | 4,335.61 | 100.0% | 0.00 |
| 6743-03 - Touch Lake Tahoe | 3,333.33 | 0.00 | 3,333.33 | 100.0% | 16,666.65 | 0.00 | 16,666.65 | 100.0% | 0.00 |
| 6743-04 - High Notes | 0.00 | 0.00 | 0.00 | 0.0% | 3,313.32 | 0.00 | 3,313.32 | 100.0% | 0.00 |
| 6743-05 - Peak Your Adventure | 0.00 | 0.00 | 0.00 | 0.0% | 976.80 | 0.00 | 976.80 | 100.0% | 0.00 |
| 6743-00 - BACC Marketing Programs - Other | 0.00 | 6,700.00 | -6,700.00 | 0.0% | 0.00 | 60,300.00 | -60,300.00 | 0.0% | 80,000.00 |
| Total 6743-00 - BACC Marketing Programs | 3,352.92 | 6,700.00 | -3,347.08 | 50.0% | 25,292.38 | 60,300.00 | -35,007.62 | 41.9% | 80,000.00 |
| 7253-00 - Conference - PUD | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% | 8,000.00 |
| 7500-00 - Trade Shows/Travel | 0.00 | 0.00 | 0.00 | 0.0% | 15.00 | 0.00 | 15.00 | 100.0% | 0.00 |
| 8100-00 - Cost of Goods Sold | | | | | | | | | |
| 52500 - Purchase Discounts | -110.12 | 0.00 | -110.12 | 100.0% | -1,093.06 | 0.00 | -1,093.06 | 100.0% | 0.00 |
| 54100 - Freight and Shipping Costs | 205.95 | 0.00 | 205.95 | 100.0% | 1,261.09 | 0.00 | 1,261.09 | 100.0% | 0.00 |
| 59900 - POS Inventory Adjustments | 0.00 | 0.00 | 0.00 | 0.0% | 237.04 | 0.00 | 237.04 | 100.0% | 0.00 |
| 8100-00 - Cost of Goods Sold - Other | 2,698.50 | 2,100.00 | 598.50 | 128.5% | 31,231.41 | 43,910.00 | -12,678.59 | 71.1% | 61,212.00 |
| Total 8100-00 - Cost of Goods Sold | 2,794.33 | 2,100.00 | 694.33 | 133.1% | 31,636.46 | 43,910.00 | -12,273.52 | 72.0% | 61,212.00 |
| 8200-00 - Associate Relations | 4.06 | 150.00 | -145.94 | 2.7% | 2,786.50 | 4,600.00 | -1,813.50 | 60.6% | 5,050.00 |
| 8300-00 - Board Functions | 70.00 | 600.00 | -530.00 | 11.7% | 1,701.78 | 3,350.00 | -1,648.22 | 50.8% | 4,600.00 |
| 8500-00 - Credit Card Fees | 336.49 | 510.00 | -173.51 | 66.0% | 4,752.50 | 4,590.00 | 162.50 | 103.5% | 7,120.00 |
| 8700-00 - Automobile Expenses | 344.23 | 660.82 | -316.59 | 52.1% | 3,618.79 | 5,947.54 | -2,328.75 | 60.6% | 7,630.00 |
| 8750-00 - Meals/Meetings | 609.93 | 558.31 | 51.62 | 109.2% | 3,627.55 | 4,575.07 | -947.52 | 79.3% | 6,650.00 |
| 8810-00 - Dues & Subscriptions | 365.96 | 1,159.99 | -794.03 | 31.5% | 7,381.14 | 7,800.03 | -418.89 | 94.6% | 9,700.00 |
| 8910-00 - Travel | 1,052.32 | 1,074.82 | -22.50 | 97.9% | 9,811.76 | 10,573.54 | -761.78 | 92.8% | 16,298.00 |
| 8920-00 - Bad Debt | 987.75 | | | | 18,005.25 | | | | |
| Total Expense | 304,767.26 | 341,607.59 | -36,840.33 | 89.2% | 2,941,688.72 | 3,349,958.53 | -408,269.81 | 87.8% | 4,252,743.00 |
| Net Ordinary Income | 37,287.40 | 1,654.22 | 35,633.18 | 2,254.1% | 190,146.61 | -198,268.98 | 386,415.57 | -96.9% | 2.00 |
| Other Income/Expense | | | | | | | | | |
| Other Expense | | | | | | | | | |
| Balancing Adjustments | 0.00 | | | | 0.08 | | | | |
| 8990-00 - Allocated | 0.00 | 2,256.00 | -2,256.00 | 0.0% | 0.00 | -196,269.00 | 196,269.00 | 0.0% | 2.00 |
| Total Other Expense | 0.00 | 2,256.00 | -2,256.00 | 0.0% | 0.08 | -196,269.00 | 196,269.08 | -0.0% | 2.00 |
| Net Other Income | 0.00 | -2,256.00 | 2,256.00 | 0.0% | -0.08 | 196,269.00 | -196,269.08 | -0.0% | -2.00 |
| Net Income | 37,287.40 | -601.78 | 37,889.18 | -6,196.2% | 190,146.53 | 0.04 | 190,146.49 | 475,366,325.0% | 0.00 |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - All Departments
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|---------------------|---------------------|--------------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4205-00 · Conference Dues | 7,425.00 | | | |
| 4050-00 · County of Placer TOT Funding | 2,831,985.00 | 2,831,988.80 | -3.80 | 100.0% |
| 4200-00 · Membership Dues | 104,625.47 | 92,948.76 | 11,676.71 | 112.6% |
| 4201-00 · New Member Fees | 675.00 | 3,000.01 | -2,325.01 | 22.5% |
| 4250-00 · Revenues-Membership Activities | | | | |
| 4251-00 · Revenue-Tue AM Breakfast Club | 5,234.42 | 7,200.00 | -1,965.58 | 72.7% |
| 4250-01 · Community Awards | 300.00 | | | |
| 4250-02 · Tourism Summit | 1,100.00 | | | |
| 4250-00 · Revenues-Membership Activities - Other | 16,516.00 | 30,800.00 | -14,284.00 | 53.6% |
| Total 4250-00 · Revenues-Membership Activities | 23,150.42 | 38,000.00 | -14,849.58 | 60.9% |
| 4252-00 · Revenue - Sponsorships | 500.00 | 5,500.00 | -5,000.00 | 9.1% |
| 4502-00 · Non-Retail VIC Income | 5,199.00 | 5,733.00 | -534.00 | 90.7% |
| 4503 · Visitor Guide Income | 0.00 | 3,000.00 | -3,000.00 | 0.0% |
| 4600-00 · Commissions | | | | |
| 4601-00 · Commissions - South Shore | 11,125.88 | 0.00 | 11,125.88 | 100.0% |
| 4600-00 · Commissions - Other | 88,056.72 | 95,502.00 | -7,445.28 | 92.2% |
| Total 4600-00 · Commissions | 99,182.60 | 95,502.00 | 3,680.60 | 103.9% |
| 46000 · Merchandise Sales | 59,146.84 | 78,017.00 | -18,870.16 | 75.8% |
| Total Income | 3,131,889.33 | 3,153,689.57 | -21,800.24 | 99.3% |
| Cost of Goods Sold | | | | |
| 52900 · Purchases - Resale Items | 54.00 | 0.00 | 54.00 | 100.0% |
| Total COGS | 54.00 | 0.00 | 54.00 | 100.0% |
| Gross Profit | 3,131,835.33 | 3,153,689.57 | -21,854.24 | 99.3% |
| Expense | | | | |
| 5850-00 · Artist of Month - Commissions | 2,048.21 | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5010-00 · Sales Commissions | 34,943.32 | 19,500.02 | 15,443.30 | 179.2% |
| 5020-00 · P/R - Tax Expense | 74,155.38 | 77,916.70 | -3,761.32 | 95.2% |
| 5030-00 · P/R - Health Insurance Expense | 86,709.60 | 118,102.90 | -31,393.30 | 73.4% |
| 5040-00 · P/R - Workmans Comp | 3,221.49 | 10,992.80 | -7,771.31 | 29.3% |
| 5060-00 · 401 (k) | 25,699.35 | 30,719.50 | -5,020.15 | 83.7% |
| 5070-00 · Other Benefits and Expenses | 2,908.41 | 5,509.73 | -2,601.32 | 52.8% |
| 5000-00 · Salaries & Wages - Other | 800,822.59 | 920,783.30 | -119,960.71 | 87.0% |
| Total 5000-00 · Salaries & Wages | 1,028,460.14 | 1,183,524.95 | -155,064.81 | 86.9% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 8,289.30 | 12,229.51 | -3,940.21 | 67.8% |
| 5140-00 · Repairs & Maintenance | 7,266.75 | 5,930.27 | 1,336.48 | 122.5% |
| 5150-00 · Office - Cleaning | 6,052.40 | 7,081.54 | -1,029.14 | 85.5% |
| 5100-00 · Rent - Other | 110,922.24 | 108,749.34 | 2,172.90 | 102.0% |
| Total 5100-00 · Rent | 132,530.69 | 133,990.66 | -1,459.97 | 98.9% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 22,102.04 | 20,785.31 | 1,316.73 | 106.3% |
| 5350-00 · Internet | 224.85 | 0.00 | 224.85 | 100.0% |
| Total 5310-00 · Telephone | 22,326.89 | 20,785.31 | 1,541.58 | 107.4% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 1,000.00 | 0.00 | 1,000.00 | 100.0% |
| 5480-00 · Mail - Fed Ex | 526.84 | 0.00 | 526.84 | 100.0% |
| 5420-00 · Mail - USPS - Other | 1,718.65 | 2,170.03 | -451.38 | 79.2% |
| Total 5420-00 · Mail - USPS | 3,245.49 | 2,170.03 | 1,075.46 | 149.6% |
| 5510-00 · Insurance/Bonding | 6,099.92 | 6,450.08 | -350.16 | 94.6% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 1,811.05 | 0.00 | 1,811.05 | 100.0% |
| 5520-00 · Supplies - Other | 8,447.27 | 12,487.53 | -4,040.26 | 67.6% |
| Total 5520-00 · Supplies | 10,258.32 | 12,487.53 | -2,229.21 | 82.1% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - All Departments
July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|--------------|----------------|-------------|
| 5530-00 · Visitor Communications - Other | -109.00 | 460.00 | -569.00 | -23.7% |
| 5610-00 · Depreciation | 1,781.03 | 5,558.29 | -3,777.26 | 32.0% |
| 5700-00 · Equipment Support & Maintenance | 10,279.95 | 9,690.78 | 589.17 | 106.1% |
| 5710-00 · Taxes, Licenses & Fees | 7,387.31 | 7,494.08 | -106.77 | 98.6% |
| 5740-00 · Equipment Rental/Leasing | 11,854.16 | 13,924.61 | -2,070.45 | 85.1% |
| 5800-00 · Training Seminars | 6,271.72 | 9,000.00 | -2,728.28 | 69.7% |
| 5810-00 · Public Outreach | 1,650.00 | 1,130.00 | 520.00 | 146.0% |
| 5815 · Training Video Series | 7,534.05 | 20,000.00 | -12,465.95 | 37.7% |
| 5820 · Sales CRM/CMS | 2,373.94 | 21,000.00 | -18,626.06 | 11.3% |
| 5900-00 · Professional Fees | | | | |
| 5921-00 · Professional Fees - Other | 11,827.07 | | | |
| 5910-00 · Professional Fees - Attorneys | 3,438.19 | 0.00 | 3,438.19 | 100.0% |
| 5920-00 · Professional Fees - Accountant | 35,862.00 | 0.00 | 35,862.00 | 100.0% |
| 5900-00 · Professional Fees - Other | 1,250.00 | 20,000.00 | -18,750.00 | 6.3% |
| Total 5900-00 · Professional Fees | 52,377.26 | 20,000.00 | 32,377.26 | 261.9% |
| 5940-00 · Research & Planning Membership | 3,000.00 | 4,000.00 | -1,000.00 | 75.0% |
| 5941-00 · Research & Planning | 21,898.55 | 75,952.00 | -54,053.45 | 28.8% |
| 5948-00 · Transportation Projects | | | | |
| 5953-00 · Summer Traffic Management (S-2) | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| Total 5948-00 · Transportation Projects | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| 6020-00 · Programs | | | | |
| 6015-00 · Cross Country | 4,000.00 | | | |
| 6016-00 · Community Marketing Programs | 35,648.00 | 60,000.00 | -24,352.00 | 59.4% |
| Total 6020-00 · Programs | 39,648.00 | 60,000.00 | -20,352.00 | 66.1% |
| 6023-00 · Autumn Food & Wine | | | | |
| 6025-00 · AFW- Postage | 17.88 | 0.00 | 17.88 | 100.0% |
| 6028-00 · AFW-Operations | 1,925.00 | | | |
| 6030-00 · AFW-Media | 1,500.00 | | | |
| 6023-00 · Autumn Food & Wine - Other | 29,349.98 | 0.00 | 29,349.98 | 100.0% |
| Total 6023-00 · Autumn Food & Wine | 32,792.86 | 0.00 | 32,792.86 | 100.0% |
| 6420-00 · Sponsorship | | | | |
| 6420-01 · Winter/WonderGrass_Tahoe | 15,400.00 | 0.00 | 15,400.00 | 100.0% |
| 6421-00 · New Event Development | 9,275.88 | 0.00 | 9,275.88 | 100.0% |
| 6428-00 · Dues & Subscriptions | 109.40 | | | |
| 6420-00 · Sponsorship - Other | 349,114.10 | 455,000.00 | -105,885.90 | 76.7% |
| Total 6420-00 · Sponsorship | 373,899.38 | 455,000.00 | -81,100.62 | 82.2% |
| 6423-00 · Membership Activities | | | | |
| 6437-00 · Tuesday Morning Breakfast Club | 4,185.00 | 6,375.01 | -2,190.01 | 65.6% |
| 6432-00 · Membership - Newsletter | 2,001.24 | 0.00 | 2,001.24 | 100.0% |
| 6434-00 · Community Awards Dinner | 1,140.00 | 0.00 | 1,140.00 | 100.0% |
| 6441-00 · Membership - Miscellaneous Exp | 37.05 | 0.00 | 37.05 | 100.0% |
| 6442-00 · Public Relations/Website | 81.00 | 0.00 | 81.00 | 100.0% |
| 6443-00 · Membership - Bridal Faire | 75.63 | 0.00 | 75.63 | 100.0% |
| 6423-00 · Membership Activities - Other | 6,496.70 | 17,612.00 | -11,115.30 | 36.9% |
| Total 6423-00 · Membership Activities | 14,016.62 | 23,987.01 | -9,970.39 | 58.4% |
| 6490-00 · Classified Ads | 275.00 | 500.00 | -225.00 | 55.0% |
| 6600-00 · Promotions/Giveaways | 32.14 | | | |
| 6701-00 · Market Study Reports/Research | 402.40 | 0.00 | 402.40 | 100.0% |
| 6730-00 · Marketing Cooperative/Media | 1,024,371.00 | 1,011,314.00 | 13,057.00 | 101.3% |
| 6740-00 · Media/Collateral/Production | 99.00 | 3,750.02 | -3,651.02 | 2.6% |
| 6742-00 · Non-NLT Co-Op Marketing Program | 17,848.21 | 65,143.00 | -47,294.79 | 27.4% |
| 6743-00 · BACC Marketing Programs | | | | |
| 6743-01 · Shop Local | 4,335.61 | 0.00 | 4,335.61 | 100.0% |
| 6743-03 · Touch Lake Tahoe | 16,666.65 | 0.00 | 16,666.65 | 100.0% |
| 6743-04 · High Notes | 3,313.32 | 0.00 | 3,313.32 | 100.0% |
| 6743-05 · Peak Your Adventure | 976.80 | 0.00 | 976.80 | 100.0% |
| 6743-00 · BACC Marketing Programs - Other | 0.00 | 60,300.00 | -60,300.00 | 0.0% |
| Total 6743-00 · BACC Marketing Programs | 25,292.38 | 60,300.00 | -35,007.62 | 41.9% |
| 7500-00 · Trade Shows/Travel | 15.00 | 0.00 | 15.00 | 100.0% |

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - All Departments
July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|---------------------|---------------------|--------------------|-----------------------|
| 8100-00 · Cost of Goods Sold | | | | |
| 52500 · Purchase Discounts | -1,093.06 | 0.00 | -1,093.06 | 100.0% |
| 51100 · Freight and Shipping Costs | 1,261.09 | 0.00 | 1,261.09 | 100.0% |
| 59900 · POS Inventory Adjustments | 237.04 | 0.00 | 237.04 | 100.0% |
| 8100-00 · Cost of Goods Sold - Other | 31,231.41 | 43,910.00 | -12,678.59 | 71.1% |
| Total 8100-00 · Cost of Goods Sold | 31,636.48 | 43,910.00 | -12,273.52 | 72.0% |
| 8200-00 · Associate Relations | 2,786.50 | 4,600.00 | -1,813.50 | 60.6% |
| 8300-00 · Board Functions | 1,701.78 | 3,350.00 | -1,648.22 | 50.8% |
| 8500-00 · Credit Card Fees | 4,752.50 | 4,590.00 | 162.50 | 103.5% |
| 8700-00 · Automobile Expenses | 3,618.79 | 5,947.54 | -2,328.75 | 60.8% |
| 8750-00 · Meals/Meetings | 3,627.55 | 4,575.07 | -947.52 | 79.3% |
| 8810-00 · Dues & Subscriptions | 7,381.14 | 7,800.03 | -418.89 | 94.6% |
| 8910-00 · Travel | 9,811.76 | 10,573.54 | -761.78 | 92.8% |
| 8920-00 · Bad Debt | 18,005.25 | | | |
| Total Expense | 2,941,688.72 | 3,349,958.53 | -408,269.81 | 87.8% |
| Net Ordinary Income | 190,146.61 | -196,268.96 | 386,415.57 | -96.9% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| Balancing Adjustments | 0.08 | | | |
| 8990-00 · Allocated | 0.00 | -196,269.00 | 196,269.00 | 0.0% |
| Total Other Expense | 0.08 | -196,269.00 | 196,269.08 | -0.0% |
| Net Other Income | -0.08 | 196,269.00 | -196,269.08 | -0.0% |
| Net Income | 190,146.53 | 0.04 | 190,146.49 | 475,366,325.0% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Marketing
July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|--------------|----------------|-------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4050-00 · County of Placer TOT Funding | 1,999,260.00 | 1,999,261.49 | -1.49 | 100.0% |
| Total Income | 1,999,260.00 | 1,999,261.49 | -1.49 | 100.0% |
| Gross Profit | 1,999,260.00 | 1,999,261.49 | -1.49 | 100.0% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5000-01 · In-Market Administration | 12,375.00 | 12,375.00 | 0.00 | 100.0% |
| 5020-00 · P/R - Tax Expense | 17,600.07 | 18,528.30 | -928.23 | 95.0% |
| 5030-00 · P/R - Health Insurance Expense | 32,911.99 | 33,091.20 | -179.21 | 99.5% |
| 5040-00 · P/R - Workmans Comp | 773.16 | 978.75 | -205.59 | 79.0% |
| 5060-00 · 401 (k) | 6,914.54 | 6,508.30 | 406.24 | 106.2% |
| 5070-00 · Other Benefits and Expenses | 1,164.58 | 2,032.51 | -867.93 | 57.3% |
| 5000-00 · Salaries & Wages - Other | 195,240.07 | 225,978.60 | -30,738.53 | 86.4% |
| Total 5000-00 · Salaries & Wages | 266,979.41 | 299,492.66 | -32,513.25 | 89.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 1,204.68 | 1,575.00 | -370.32 | 76.5% |
| 5140-00 · Repairs & Maintenance | 1,260.45 | 1,125.00 | 135.45 | 112.0% |
| 5150-00 · Office - Cleaning | 1,646.11 | 2,268.00 | -621.89 | 72.6% |
| 5100-00 · Rent - Other | 16,970.31 | 14,865.02 | 2,105.29 | 114.2% |
| Total 5100-00 · Rent | 21,081.55 | 19,833.02 | 1,248.53 | 106.3% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 4,736.17 | 3,975.02 | 761.15 | 119.1% |
| 5350-00 · Internet | 224.85 | 0.00 | 224.85 | 100.0% |
| Total 5310-00 · Telephone | 4,961.02 | 3,975.02 | 986.00 | 124.8% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 100.00 | 0.00 | 100.00 | 100.0% |
| 5480-00 · Mail - Fed Ex | 31.13 | 0.00 | 31.13 | 100.0% |
| 5420-00 · Mail - USPS - Other | 315.50 | 562.50 | -247.00 | 56.1% |
| Total 5420-00 · Mail - USPS | 446.63 | 562.50 | -115.87 | 79.4% |
| 5510-00 · Insurance/Bonding | 1,159.00 | 1,500.02 | -341.02 | 77.3% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 177.14 | 0.00 | 177.14 | 100.0% |
| 5520-00 · Supplies - Other | 1,337.45 | 2,250.00 | -912.55 | 59.4% |
| Total 5520-00 · Supplies | 1,514.59 | 2,250.00 | -735.41 | 67.3% |
| 5610-00 · Depreciation | 271.34 | 1,469.25 | -1,197.91 | 18.5% |
| 5700-00 · Equipment Support & Maintenance | 2,032.12 | 2,799.00 | -766.88 | 72.6% |
| 5710-00 · Taxes, Licenses & Fees | 309.67 | 375.02 | -65.35 | 82.6% |
| 5740-00 · Equipment Rental/Leasing | 1,263.16 | 1,500.02 | -236.86 | 84.2% |
| 5800-00 · Training Seminars | 3,180.61 | 2,000.00 | 1,180.61 | 159.0% |
| 5810-00 · Public Outreach | 1,650.00 | | | |
| 5815 · Training Video Series | 7,534.05 | 15,000.00 | -7,465.95 | 50.2% |
| 5820 · Sales CRM/CMS | 2,373.94 | 21,000.00 | -18,626.06 | 11.3% |
| 5941-00 · Research & Planning | 12,300.00 | 10,000.00 | 2,300.00 | 123.0% |
| 6020-00 · Programs | | | | |
| 6015-00 · Cross Country | 4,000.00 | | | |
| 6016-00 · Community Marketing Programs | 35,648.00 | 60,000.00 | -24,352.00 | 59.4% |
| Total 6020-00 · Programs | 39,648.00 | 60,000.00 | -20,352.00 | 66.1% |
| 6023-00 · Autumn Food & Wine | | | | |
| 6025-00 · AFW- Postage | 17.88 | 0.00 | 17.88 | 100.0% |
| 6028-00 · AFW-Operations | 1,925.00 | | | |
| 6030-00 · AFW-Media | 1,500.00 | | | |
| 6023-00 · Autumn Food & Wine - Other | 29,349.98 | 0.00 | 29,349.98 | 100.0% |
| Total 6023-00 · Autumn Food & Wine | 32,792.86 | 0.00 | 32,792.86 | 100.0% |
| 6420-00 · Sponsorship | | | | |
| 6420-01 · WinterWonderGrass_Tahoe | 15,400.00 | 0.00 | 15,400.00 | 100.0% |
| 6421-00 · New Event Development | 9,225.88 | 0.00 | 9,225.88 | 100.0% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Marketing
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|--|---------------------|---------------------|--------------------|-----------------|
| 6428-00 · Dues & Subscriptions | 109.40 | | | |
| 6420-00 · Sponsorship - Other | 349,114.10 | 455,000.00 | -105,885.90 | 76.7% |
| Total 6420-00 · Sponsorship | 373,849.38 | 455,000.00 | -81,150.62 | 82.2% |
| 6490-00 · Classified Ads | 50.00 | | | |
| 6600-00 · Promotions/Giveaways | 32.14 | | | |
| 6701-00 · Market Study Reports/Research | 402.40 | 0.00 | 402.40 | 100.0% |
| 6730-00 · Marketing Cooperative/Media | 941,870.97 | 921,314.00 | 20,556.97 | 102.2% |
| 6742-00 · Non-NLT Co-Op Marketing Program | 17,848.21 | 65,143.00 | -47,294.79 | 27.4% |
| 6743-00 · BACC Marketing Programs | | | | |
| 6743-01 · Shop Local | 4,335.61 | 0.00 | 4,335.61 | 100.0% |
| 6743-03 · Touch Lake Tahoe | 16,666.65 | 0.00 | 16,666.65 | 100.0% |
| 6743-04 · High Notes | 3,313.32 | 0.00 | 3,313.32 | 100.0% |
| 6743-05 · Peak Your Adventure | 976.80 | 0.00 | 976.80 | 100.0% |
| 6743-00 · BACC Marketing Programs - Other | 0.00 | 60,300.00 | -60,300.00 | 0.0% |
| Total 6743-00 · BACC Marketing Programs | 25,292.38 | 60,300.00 | -35,007.62 | 41.9% |
| 7500-00 · Trade Shows/Travel | 15.00 | 0.00 | 15.00 | 100.0% |
| 8200-00 · Associate Relations | 381.49 | 600.00 | -218.51 | 63.6% |
| 8500-00 · Credit Card Fees | 65.00 | 0.00 | 65.00 | 100.0% |
| 8700-00 · Automobile Expenses | 1,202.71 | 1,500.02 | -297.31 | 80.2% |
| 8750-00 · Meals/Meetings | 1,995.86 | 2,625.02 | -629.16 | 76.0% |
| 8810-00 · Dues & Subscriptions | 2,768.73 | 3,750.02 | -981.29 | 73.8% |
| 8910-00 · Travel | 9,598.28 | 6,000.02 | 3,598.26 | 160.0% |
| Total Expense | 1,774,870.50 | 1,957,988.59 | -183,118.09 | 90.6% |
| Net Ordinary Income | 224,389.50 | 41,272.90 | 183,116.60 | 543.7% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 · Allocated | 162,218.75 | 37,149.00 | 125,069.75 | 436.7% |
| Total Other Expense | 162,218.75 | 37,149.00 | 125,069.75 | 436.7% |
| Net Other Income | -162,218.75 | -37,149.00 | -125,069.75 | 436.7% |
| Net Income | 62,170.75 | 4,123.90 | 58,046.85 | 1,507.6% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Conference
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|------------|----------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4205-00 · Conference Dues | 7,425.00 | | | |
| 4050-00 · County of Placer TOT Funding | 217,197.00 | 217,200.01 | -3.01 | 100.0% |
| 4200-00 · Membership Dues | 0.00 | 5,767.51 | -5,767.51 | 0.0% |
| 4600-00 · Commissions | | | | |
| 4601-00 · Commissions - South Shore | 11,125.88 | 0.00 | 11,125.88 | 100.0% |
| 4600-00 · Commissions - Other | 88,056.72 | 95,502.00 | -7,445.28 | 92.2% |
| Total 4600-00 · Commissions | 99,182.60 | 95,502.00 | 3,680.60 | 103.9% |
| Total Income | 323,804.60 | 318,469.52 | 5,335.08 | 101.7% |
| Gross Profit | 323,804.60 | 318,469.52 | 5,335.08 | 101.7% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5010-00 · Sales Commissions | 34,943.32 | 19,500.02 | 15,443.30 | 179.2% |
| 5020-00 · P/R - Tax Expense | 12,320.78 | 10,826.90 | 1,493.88 | 113.8% |
| 5030-00 · P/R - Health Insurance Expense | 11,548.76 | 11,411.90 | 136.86 | 101.2% |
| 5040-00 · P/R - Workmans Comp | 547.69 | 675.00 | -127.31 | 81.1% |
| 5060-00 · 401 (k) | 5,851.79 | 5,970.30 | -118.51 | 98.0% |
| 5070-00 · Other Benefits and Expenses | 527.82 | 334.52 | 193.30 | 157.8% |
| 5000-00 · Salaries & Wages - Other | 109,522.50 | 131,805.50 | -22,283.00 | 83.1% |
| Total 5000-00 · Salaries & Wages | 175,262.66 | 180,524.14 | -5,261.48 | 97.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 605.40 | 787.50 | -182.10 | 76.9% |
| 5140-00 · Repairs & Maintenance | 652.76 | 585.00 | 67.76 | 111.6% |
| 5150-00 · Office - Cleaning | 823.11 | 1,134.00 | -310.89 | 72.6% |
| 5100-00 · Rent - Other | 8,125.20 | 7,432.51 | 692.69 | 109.3% |
| Total 5100-00 · Rent | 10,206.47 | 9,939.01 | 267.46 | 102.7% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 2,152.01 | 2,304.00 | -151.99 | 93.4% |
| Total 5310-00 · Telephone | 2,152.01 | 2,304.00 | -151.99 | 93.4% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 100.00 | | | |
| 5420-00 · Mail - USPS - Other | 164.06 | 157.50 | 6.56 | 104.2% |
| Total 5420-00 · Mail - USPS | 264.06 | 157.50 | 106.56 | 167.7% |
| 5510-00 · Insurance/Bonding | 1,158.99 | 1,125.00 | 33.99 | 103.0% |
| 5520-00 · Supplies | 298.41 | 562.50 | -264.09 | 53.1% |
| 5610-00 · Depreciation | 139.41 | 764.27 | -624.86 | 18.2% |
| 5700-00 · Equipment Support & Maintenance | 649.23 | 1,242.00 | -592.77 | 52.3% |
| 5710-00 · Taxes, Licenses & Fees | 154.27 | 150.02 | 4.25 | 102.8% |
| 5740-00 · Equipment Rental/Leasing | 1,187.93 | 1,500.02 | -312.09 | 79.2% |
| 6730-00 · Marketing Cooperative/Media | 82,500.03 | 90,000.00 | -7,499.97 | 91.7% |
| 8200-00 · Associate Relations | 0.00 | 500.00 | -500.00 | 0.0% |
| 8700-00 · Automobile Expenses | 147.96 | 300.01 | -152.05 | 49.3% |
| 8750-00 · Meals/Meetings | 0.00 | 300.01 | -300.01 | 0.0% |
| 8810-00 · Dues & Subscriptions | 815.00 | 500.00 | 315.00 | 163.0% |
| Total Expense | 274,936.43 | 289,868.48 | -14,932.05 | 94.8% |
| Net Ordinary Income | 48,868.17 | 28,601.04 | 20,267.13 | 170.9% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 · Allocated | 37,175.12 | 28,601.00 | 8,574.12 | 130.0% |
| Total Other Expense | 37,175.12 | 28,601.00 | 8,574.12 | 130.0% |
| Net Other Income | -37,175.12 | -28,601.00 | -8,574.12 | 130.0% |
| Net Income | 11,693.05 | 0.04 | 11,693.01 | 29,232,625.0% |

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual - Transportation

July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|------------|----------------|-------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4050-00 · County of Placer TOT Funding | 198,162.00 | 198,159.02 | 2.98 | 100.0% |
| Total Income | 198,162.00 | 198,159.02 | 2.98 | 100.0% |
| Gross Profit | 198,162.00 | 198,159.02 | 2.98 | 100.0% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5020-00 · P/R - Tax Expense | 5,137.14 | 6,490.30 | -1,353.16 | 79.2% |
| 5030-00 · P/R - Health Insurance Expense | 4,306.15 | 4,223.30 | 82.85 | 102.0% |
| 5040-00 · P/R - Workmans Comp | 193.29 | 1,548.00 | -1,354.71 | 12.5% |
| 5060-00 · 401 (k) | 2,455.32 | 3,086.20 | -630.88 | 79.6% |
| 5070-00 · Other Benefits and Expenses | 71.03 | 537.90 | -466.87 | 13.2% |
| 5000-00 · Salaries & Wages - Other | 59,146.87 | 65,993.80 | -6,846.93 | 89.6% |
| Total 5000-00 · Salaries & Wages | 71,309.80 | 81,879.50 | -10,569.70 | 87.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 259.01 | 754.51 | -495.50 | 34.3% |
| 5140-00 · Repairs & Maintenance | 387.21 | 342.76 | 44.45 | 113.0% |
| 5150-00 · Office - Cleaning | 329.26 | 150.02 | 179.24 | 219.5% |
| 5100-00 · Rent - Other | 3,250.08 | 5,547.01 | -2,296.93 | 58.6% |
| Total 5100-00 · Rent | 4,225.56 | 6,794.30 | -2,568.74 | 62.2% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 1,764.07 | 956.25 | 807.82 | 184.5% |
| Total 5310-00 · Telephone | 1,764.07 | 956.25 | 807.82 | 184.5% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 50.00 | | | |
| 5420-00 · Mail - USPS - Other | 100.96 | 50.00 | 50.96 | 201.9% |
| Total 5420-00 · Mail - USPS | 150.96 | 50.00 | 100.96 | 301.9% |
| 5510-00 · Insurance/Bonding | 182.98 | 225.00 | -42.02 | 81.3% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 129.00 | | | |
| 5520-00 · Supplies - Other | 116.62 | 225.00 | -108.38 | 51.8% |
| Total 5520-00 · Supplies | 245.62 | 225.00 | 20.62 | 109.2% |
| 5610-00 · Depreciation | 76.96 | 310.50 | -233.54 | 24.8% |
| 5700-00 · Equipment Support & Maintenance | 197.06 | 360.00 | -162.94 | 54.7% |
| 5710-00 · Taxes, Licenses & Fees | 94.93 | 90.00 | 4.93 | 105.5% |
| 5740-00 · Equipment Rental/Leasing | 1,045.95 | 240.02 | 805.93 | 435.8% |
| 5810-00 · Public Outreach | 0.00 | 450.00 | -450.00 | 0.0% |
| 5940-00 · Research & Planning Membership | 3,000.00 | 4,000.00 | -1,000.00 | 75.0% |
| 5941-00 · Research & Planning | 6,189.00 | 32,000.00 | -25,811.00 | 19.3% |
| 5948-00 · Transportation Projects | | | | |
| 5953-00 · Summer Traffic Management (S-2) | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| Total 5948-00 · Transportation Projects | -1,593.65 | 37,000.00 | -38,593.65 | -4.3% |
| 8200-00 · Associate Relations | 0.00 | 400.00 | -400.00 | 0.0% |
| 8500-00 · Credit Card Fees | 22.50 | 0.00 | 22.50 | 100.0% |
| 8700-00 · Automobile Expenses | 435.06 | 900.00 | -464.94 | 48.3% |
| 8750-00 · Meals/Meetings | 127.98 | 225.00 | -97.02 | 56.9% |
| 8810-00 · Dues & Subscriptions | 6.75 | 0.00 | 6.75 | 100.0% |
| Total Expense | 87,481.53 | 166,105.57 | -78,624.04 | 52.7% |
| Net Ordinary Income | 110,680.47 | 32,053.45 | 78,627.02 | 345.3% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 · Allocated | 37,175.12 | 32,053.00 | 5,122.12 | 116.0% |
| Total Other Expense | 37,175.12 | 32,053.00 | 5,122.12 | 116.0% |
| Net Other Income | -37,175.12 | -32,053.00 | -5,122.12 | 116.0% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Transportation
July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|------------|------------------|--------|----------------|---------------|
| Net Income | 73,505.35 | 0.45 | 73,504.90 | 16,334,522.2% |

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual - VIC

July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|-------------------|-------------------|-------------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4050-00 · County of Placer TOT Funding | 250,443.00 | 250,442.27 | 0.73 | 100.0% |
| 4502-00 · Non-Retail VIC Income | 5,199.00 | 5,733.00 | -534.00 | 90.7% |
| 4503 · Visitor Guide Income | 0.00 | 3,000.00 | -3,000.00 | 0.0% |
| 46000 · Merchandise Sales | 59,146.84 | 78,017.00 | -18,870.16 | 75.8% |
| Total Income | 314,788.84 | 337,192.27 | -22,403.43 | 93.4% |
| Cost of Goods Sold | | | | |
| 52900 · Purchases - Resale Items | 54.00 | 0.00 | 54.00 | 100.0% |
| Total COGS | 54.00 | 0.00 | 54.00 | 100.0% |
| Gross Profit | 314,734.84 | 337,192.27 | -22,457.43 | 93.3% |
| Expense | | | | |
| 5850-00 · Artist of Month - Commissions | 2,048.21 | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5020-00 · P/R - Tax Expense | 13,753.70 | 12,085.00 | 1,668.70 | 113.8% |
| 5030-00 · P/R - Health Insurance Expense | 15,614.06 | 20,578.50 | -4,964.44 | 75.9% |
| 5040-00 · P/R - Workmans Comp | 612.12 | 1,881.00 | -1,268.88 | 32.5% |
| 5060-00 · 401 (k) | 5,103.70 | 4,572.00 | 531.70 | 111.6% |
| 5070-00 · Other Benefits and Expenses | 427.82 | 455.26 | -27.44 | 94.0% |
| 5000-00 · Salaries & Wages - Other | 132,102.39 | 132,311.00 | -208.61 | 99.8% |
| Total 5000-00 · Salaries & Wages | 167,613.79 | 171,882.76 | -4,268.97 | 97.5% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 4,602.84 | 5,625.00 | -1,022.16 | 81.8% |
| 5140-00 · Repairs & Maintenance | 1,223.97 | 1,357.51 | -133.54 | 90.2% |
| 5150-00 · Office - Cleaning | 991.55 | 0.00 | 991.55 | 100.0% |
| 5100-00 · Rent - Other | 58,306.13 | 53,089.51 | 5,216.62 | 109.8% |
| Total 5100-00 · Rent | 65,124.49 | 60,072.02 | 5,052.47 | 108.4% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 2,964.94 | 2,625.02 | 339.92 | 112.9% |
| Total 5310-00 · Telephone | 2,964.94 | 2,625.02 | 339.92 | 112.9% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 50.00 | | | |
| 5480-00 · Mail - Fed Ex | 471.69 | 0.00 | 471.69 | 100.0% |
| 5420-00 · Mail - USPS - Other | 164.06 | 375.02 | -210.96 | 43.7% |
| Total 5420-00 · Mail - USPS | 685.75 | 375.02 | 310.73 | 182.9% |
| 5510-00 · Insurance/Bonding | 1,524.98 | 1,500.02 | 24.96 | 101.7% |
| 5520-00 · Supplies | 1,554.19 | 3,000.01 | -1,445.82 | 51.8% |
| 5530-00 · Visitor Communications - Other | -109.00 | 460.00 | -569.00 | -23.7% |
| 5610-00 · Depreciation | 534.47 | 764.27 | -229.80 | 69.9% |
| 5700-00 · Equipment Support & Maintenance | 2,033.85 | 1,575.00 | 458.85 | 129.1% |
| 5710-00 · Taxes, Licenses & Fees | 154.27 | 225.00 | -70.73 | 68.6% |
| 5740-00 · Equipment Rental/Leasing | 3,563.60 | 4,446.00 | -882.40 | 80.2% |
| 5800-00 · Training Seminars | 0.00 | 2,500.00 | -2,500.00 | 0.0% |
| 5815 · Training Video Series | 0.00 | 5,000.00 | -5,000.00 | 0.0% |
| 6740-00 · Media/Collateral/Production | 99.00 | 3,750.02 | -3,651.02 | 2.6% |
| 8100-00 · Cost of Goods Sold | | | | |
| 52500 · Purchase Discounts | -1,093.06 | 0.00 | -1,093.06 | 100.0% |
| 51100 · Freight and Shipping Costs | 1,261.09 | 0.00 | 1,261.09 | 100.0% |
| 59900 · POS Inventory Adjustments | 237.04 | 0.00 | 237.04 | 100.0% |
| 8100-00 · Cost of Goods Sold - Other | 31,231.41 | 43,910.00 | -12,678.59 | 71.1% |
| Total 8100-00 · Cost of Goods Sold | 31,636.48 | 43,910.00 | -12,273.52 | 72.0% |
| 8200-00 · Associate Relations | 355.19 | 500.00 | -144.81 | 71.0% |
| 8500-00 · Credit Card Fees | 1,921.58 | 2,700.00 | -778.42 | 71.2% |
| 8700-00 · Automobile Expenses | 833.90 | 900.00 | -66.10 | 92.7% |
| 8750-00 · Meals/Meetings | 805.44 | 300.01 | 505.43 | 268.5% |
| 8810-00 · Dues & Subscriptions | 497.79 | 1,200.00 | -702.21 | 41.5% |
| 8910-00 · Travel | 213.48 | 3,673.52 | -3,460.04 | 5.8% |

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - VIC
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|----------------------|------------------|------------|----------------|-------------|
| Total Expense | 284,056.40 | 311,358.67 | -27,302.27 | 91.2% |
| Net Ordinary Income | 30,678.44 | 25,833.60 | 4,844.84 | 118.8% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 - Allocated | 33,795.57 | 25,833.00 | 7,962.57 | 130.8% |
| Total Other Expense | 33,795.57 | 25,833.00 | 7,962.57 | 130.8% |
| Net Other Income | -33,795.57 | -25,833.00 | -7,962.57 | 130.8% |
| Net Income | -3,117.13 | 0.60 | -3,117.73 | -519,521.7% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Infrastructure
July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|------------|----------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4050-00 · County of Placer TOT Funding | 166,923.00 | 166,926.01 | -3.01 | 100.0% |
| Total Income | 166,923.00 | 166,926.01 | -3.01 | 100.0% |
| Gross Profit | 166,923.00 | 166,926.01 | -3.01 | 100.0% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5020-00 · P/R - Tax Expense | 4,718.44 | 6,706.90 | -1,988.46 | 70.4% |
| 5030-00 · P/R - Health Insurance Expense | 4,306.22 | 4,059.90 | 246.32 | 106.1% |
| 5040-00 · P/R - Workmans Comp | 193.29 | 1,500.02 | -1,306.73 | 12.9% |
| 5060-00 · 401 (k) | 2,455.32 | 3,092.40 | -637.08 | 79.4% |
| 5070-00 · Other Benefits and Expenses | 70.94 | 517.50 | -446.56 | 13.7% |
| 5000-00 · Salaries & Wages - Other | 59,564.34 | 65,993.80 | -6,429.46 | 90.3% |
| Total 5000-00 · Salaries & Wages | 71,308.55 | 81,870.52 | -10,561.97 | 87.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 259.01 | 1,125.00 | -865.99 | 23.0% |
| 5140-00 · Repairs & Maintenance | 387.21 | 360.00 | 27.21 | 107.6% |
| 5150-00 · Office - Cleaning | 329.26 | 451.52 | -122.26 | 72.9% |
| 5100-00 · Rent - Other | 3,250.08 | 5,270.26 | -2,020.18 | 61.7% |
| Total 5100-00 · Rent | 4,225.56 | 7,206.78 | -2,981.22 | 58.6% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 1,764.04 | 2,450.00 | -685.96 | 72.0% |
| Total 5310-00 · Telephone | 1,764.04 | 2,450.00 | -685.96 | 72.0% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 50.00 | | | |
| 5420-00 · Mail - USPS - Other | 100.96 | 50.00 | 50.96 | 201.9% |
| Total 5420-00 · Mail - USPS | 150.96 | 50.00 | 100.96 | 301.9% |
| 5510-00 · Insurance/Bonding | 182.98 | 225.00 | -42.02 | 81.3% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 129.00 | | | |
| 5520-00 · Supplies - Other | 116.62 | 225.00 | -108.38 | 51.8% |
| Total 5520-00 · Supplies | 245.62 | 225.00 | 20.62 | 109.2% |
| 5610-00 · Depreciation | 76.96 | 310.50 | -233.54 | 24.8% |
| 5700-00 · Equipment Support & Maintenance | 197.06 | 495.00 | -297.94 | 39.8% |
| 5710-00 · Taxes, Licenses & Fees | 94.93 | 279.00 | -184.07 | 34.0% |
| 5740-00 · Equipment Rental/Leasing | 1,045.95 | 1,914.02 | -868.07 | 54.6% |
| 5810-00 · Public Outreach | 0.00 | 500.00 | -500.00 | 0.0% |
| 5941-00 · Research & Planning | 3,409.55 | 33,952.00 | -30,542.45 | 10.0% |
| 8200-00 · Associate Relations | 0.00 | 400.00 | -400.00 | 0.0% |
| 8500-00 · Credit Card Fees | 22.50 | 0.00 | 22.50 | 100.0% |
| 8700-00 · Automobile Expenses | 435.07 | 1,035.00 | -599.93 | 42.0% |
| 8750-00 · Meals/Meetings | 351.63 | 300.01 | 51.62 | 117.2% |
| 8810-00 · Dues & Subscriptions | 6.75 | | | |
| Total Expense | 83,518.11 | 131,212.83 | -47,694.72 | 63.7% |
| Net Ordinary Income | 83,404.89 | 35,713.18 | 47,691.71 | 233.5% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 · Allocated | 37,175.13 | 35,713.00 | 1,462.13 | 104.1% |
| Total Other Expense | 37,175.13 | 35,713.00 | 1,462.13 | 104.1% |
| Net Other Income | -37,175.13 | -35,713.00 | -1,462.13 | 104.1% |
| Net Income | 46,229.76 | 0.18 | 46,229.58 | 25,683,200.0% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Membership
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|-------------------|-------------------|-------------------|---------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4200-00 · Membership Dues | 104,625.47 | 87,181.25 | 17,444.22 | 120.0% |
| 4201-00 · New Member Fees | 675.00 | 3,000.01 | -2,325.01 | 22.5% |
| 4250-00 · Revenues-Membership Activities | | | | |
| 4251-00 · Revenue-Tue AM Breakfast Club | 5,234.42 | 7,200.00 | -1,965.58 | 72.7% |
| 4250-01 · Community Awards | 300.00 | | | |
| 4250-02 · Tourism Summit | 1,100.00 | | | |
| 4250-00 · Revenues-Membership Activities - Other | 16,516.00 | 30,800.00 | -14,284.00 | 53.6% |
| Total 4250-00 · Revenues-Membership Activities | 23,150.42 | 38,000.00 | -14,849.58 | 60.9% |
| 4252-00 · Revenue - Sponsorships | 500.00 | 5,500.00 | -5,000.00 | 9.1% |
| Total Income | 128,950.89 | 133,681.26 | -4,730.37 | 96.5% |
| Gross Profit | 128,950.89 | 133,681.26 | -4,730.37 | 96.5% |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5000-01 · In-Market Administration | -12,375.00 | -12,375.00 | 0.00 | 100.0% |
| 5020-00 · P/R - Tax Expense | 4,660.04 | 5,746.90 | -1,086.86 | 81.1% |
| 5030-00 · P/R - Health Insurance Expense | 5,637.79 | 13,422.90 | -7,785.11 | 42.0% |
| 5040-00 · P/R - Workmans Comp | 225.54 | 804.01 | -578.47 | 28.1% |
| 5060-00 · 401 (k) | 745.01 | 498.60 | 246.41 | 149.4% |
| 5070-00 · Other Benefits and Expenses | 90.96 | 791.27 | -700.31 | 11.5% |
| 5000-00 · Salaries & Wages - Other | 45,923.91 | 62,270.30 | -16,346.39 | 73.7% |
| Total 5000-00 · Salaries & Wages | 44,908.25 | 71,158.98 | -26,250.73 | 63.1% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 417.16 | 562.50 | -145.34 | 74.2% |
| 5140-00 · Repairs & Maintenance | 407.37 | 360.00 | 47.37 | 113.2% |
| 5150-00 · Office - Cleaning | 576.14 | 810.00 | -233.86 | 71.1% |
| 5100-00 · Rent - Other | 6,327.64 | 5,309.27 | 1,018.37 | 119.2% |
| Total 5100-00 · Rent | 7,728.31 | 7,041.77 | 686.54 | 109.7% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 2,150.09 | 2,025.00 | 125.09 | 106.2% |
| Total 5310-00 · Telephone | 2,150.09 | 2,025.00 | 125.09 | 106.2% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 400.00 | 0.00 | 400.00 | 100.0% |
| 5420-00 · Mail - USPS - Other | 550.96 | 450.00 | 100.96 | 122.4% |
| Total 5420-00 · Mail - USPS | 950.96 | 450.00 | 500.96 | 211.3% |
| 5510-00 · Insurance/Bonding | 549.00 | 600.02 | -51.02 | 91.5% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 511.78 | 0.00 | 511.78 | 100.0% |
| 5520-00 · Supplies - Other | 1,003.91 | 975.01 | 28.90 | 103.0% |
| Total 5520-00 · Supplies | 1,515.69 | 975.01 | 540.68 | 155.5% |
| 5610-00 · Depreciation | 89.34 | 470.25 | -380.91 | 19.0% |
| 5700-00 · Equipment Support & Maintenance | 643.21 | 423.76 | 219.45 | 151.8% |
| 5710-00 · Taxes, Licenses & Fees | 95.93 | 375.02 | -279.09 | 25.6% |
| 5740-00 · Equipment Rental/Leasing | 2,263.09 | 2,449.52 | -186.43 | 92.4% |
| 5800-00 · Training Seminars | 892.11 | 3,000.00 | -2,107.89 | 29.7% |
| 6423-00 · Membership Activities | | | | |
| 6437-00 · Tuesday Morning Breakfast Club | 4,185.00 | 6,375.01 | -2,190.01 | 65.6% |
| 6432-00 · Membership - Newsletter | 2,001.24 | 0.00 | 2,001.24 | 100.0% |
| 6434-00 · Community Awards Dinner | 1,140.00 | 0.00 | 1,140.00 | 100.0% |
| 6441-00 · Membership - Miscellaneous Exp | 37.05 | 0.00 | 37.05 | 100.0% |
| 6442-00 · Public Relations/Website | 81.00 | 0.00 | 81.00 | 100.0% |
| 6443-00 · Membership - Bridal Faire | 75.63 | 0.00 | 75.63 | 100.0% |
| 6423-00 · Membership Activities - Other | 6,496.70 | 17,612.00 | -11,115.30 | 36.9% |
| Total 6423-00 · Membership Activities | 14,016.62 | 23,987.01 | -9,970.39 | 58.4% |
| 6490-00 · Classified Ads | 225.00 | | | |
| 8200-00 · Associate Relations | 0.00 | 450.00 | -450.00 | 0.0% |

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Membership
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|--------------------------------|-------------------|-------------------|-------------------|---------------|
| 8500-00 • Credit Card Fees | 2,381.87 | 1,890.00 | 491.87 | 126.0% |
| 8700-00 • Automobile Expenses | 475.21 | 562.50 | -87.29 | 84.5% |
| 8750-00 • Meals/Meetings | 177.20 | 375.02 | -197.82 | 47.3% |
| 8810-00 • Dues & Subscriptions | 1,802.97 | 750.01 | 1,052.96 | 240.4% |
| 8920-00 • Bad Debt | 18,005.25 | | | |
| Total Expense | 98,870.10 | 116,983.87 | -18,113.77 | 84.5% |
| Net Ordinary Income | 30,080.79 | 16,697.39 | 13,383.40 | 180.2% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| 8990-00 • Allocated | 30,416.04 | 20,823.00 | 9,593.04 | 146.1% |
| Total Other Expense | 30,416.04 | 20,823.00 | 9,593.04 | 146.1% |
| Net Other Income | -30,416.04 | -20,823.00 | -9,593.04 | 146.1% |
| Net Income | -335.25 | -4,125.61 | 3,790.36 | 8.1% |

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Admin
 July 2016 through March 2017

| | Jul '16 - Mar 17 | Budget | \$ Over Budget | % of Budget |
|---|------------------|-------------|----------------|-------------|
| Ordinary Income/Expense | | | | |
| Expense | | | | |
| 5000-00 · Salaries & Wages | | | | |
| 5020-00 · P/R - Tax Expense | 15,965.21 | 17,532.40 | -1,567.19 | 91.1% |
| 5030-00 · P/R - Health Insurance Expense | 12,384.63 | 31,315.20 | -18,930.57 | 39.5% |
| 5040-00 · P/R - Workmans Comp | 676.40 | 3,606.02 | -2,929.62 | 18.8% |
| 5060-00 · 401 (k) | 2,173.67 | 6,991.70 | -4,818.03 | 31.1% |
| 5070-00 · Other Benefits and Expenses | 555.26 | 840.77 | -285.51 | 66.0% |
| 5000-00 · Salaries & Wages - Other | 199,322.51 | 236,430.30 | -37,107.79 | 84.3% |
| Total 5000-00 · Salaries & Wages | 231,077.68 | 296,716.39 | -65,638.71 | 77.9% |
| 5100-00 · Rent | | | | |
| 5110-00 · Utilities | 941.20 | 1,800.00 | -858.80 | 52.3% |
| 5140-00 · Repairs & Maintenance | 2,947.78 | 1,800.00 | 1,147.78 | 163.8% |
| 5150-00 · Office - Cleaning | 1,356.97 | 2,268.00 | -911.03 | 59.8% |
| 5100-00 · Rent - Other | 14,692.80 | 17,235.76 | -2,542.96 | 85.2% |
| Total 5100-00 · Rent | 19,938.75 | 23,103.76 | -3,165.01 | 86.3% |
| 5310-00 · Telephone | | | | |
| 5320-00 · Telephone | 6,570.72 | 6,450.02 | 120.70 | 101.9% |
| Total 5310-00 · Telephone | 6,570.72 | 6,450.02 | 120.70 | 101.9% |
| 5420-00 · Mail - USPS | | | | |
| 5470-00 · Mail - UPS | 250.00 | 0.00 | 250.00 | 100.0% |
| 5480-00 · Mail - Fed Ex | 24.02 | | | |
| 5420-00 · Mail - USPS - Other | 322.15 | 525.01 | -202.86 | 61.4% |
| Total 5420-00 · Mail - USPS | 596.17 | 525.01 | 71.16 | 113.6% |
| 5510-00 · Insurance/Bonding | 1,341.99 | 1,275.02 | 66.97 | 105.3% |
| 5520-00 · Supplies | | | | |
| 5525-00 · Supplies- Computer <\$1000 | 864.13 | 0.00 | 864.13 | 100.0% |
| 5520-00 · Supplies - Other | 4,020.07 | 5,250.01 | -1,229.94 | 76.6% |
| Total 5520-00 · Supplies | 4,884.20 | 5,250.01 | -365.81 | 93.0% |
| 5610-00 · Depreciation | 592.55 | 1,469.25 | -876.70 | 40.3% |
| 5700-00 · Equipment Support & Maintenance | 4,527.42 | 2,796.02 | 1,731.40 | 161.9% |
| 5710-00 · Taxes, Licenses & Fees | 6,483.31 | 6,000.02 | 483.29 | 108.1% |
| 5740-00 · Equipment Rental/Leasing | 1,484.48 | 1,875.01 | -390.53 | 79.2% |
| 5800-00 · Training Seminars | 2,199.00 | 1,500.00 | 699.00 | 146.6% |
| 5810-00 · Public Outreach | 0.00 | 180.00 | -180.00 | 0.0% |
| 5900-00 · Professional Fees | | | | |
| 5921-00 · Professional Fees - Other | 11,827.07 | | | |
| 5910-00 · Professional Fees - Attorneys | 3,438.19 | 0.00 | 3,438.19 | 100.0% |
| 5920-00 · Professional Fees - Accountant | 35,862.00 | 0.00 | 35,862.00 | 100.0% |
| 5900-00 · Professional Fees - Other | 1,250.00 | 20,000.00 | -18,750.00 | 6.3% |
| Total 5900-00 · Professional Fees | 52,377.26 | 20,000.00 | 32,377.26 | 261.9% |
| 6420-00 · Sponsorship | | | | |
| 6421-00 · New Event Development | 50.00 | | | |
| Total 6420-00 · Sponsorship | 50.00 | | | |
| 6490-00 · Classified Ads | 0.00 | 500.00 | -500.00 | 0.0% |
| 8200-00 · Associate Relations | 2,049.82 | 1,750.00 | 299.82 | 117.1% |
| 8300-00 · Board Functions | 1,701.78 | 3,350.00 | -1,648.22 | 50.8% |
| 8500-00 · Credit Card Fees | 339.05 | 0.00 | 339.05 | 100.0% |
| 8700-00 · Automobile Expenses | 88.88 | 750.01 | -661.13 | 11.9% |
| 8750-00 · Meals/Meetings | 169.44 | 450.00 | -280.56 | 37.7% |
| 8810-00 · Dues & Subscriptions | 1,483.15 | 1,600.00 | -116.85 | 92.7% |
| 8910-00 · Travel | 0.00 | 900.00 | -900.00 | 0.0% |
| Total Expense | 337,955.65 | 376,440.52 | -38,484.87 | 89.8% |
| Net Ordinary Income | -337,955.65 | -376,440.52 | 38,484.87 | 89.8% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| Balancing Adjustments | 0.08 | | | |

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual - Admin
 July 2016 through March 2017

| | <u>Jul '16 - Mar 17</u> | <u>Budget</u> | <u>\$ Over Budget</u> | <u>% of Budget</u> |
|---------------------|-------------------------|---------------|-----------------------|--------------------|
| 8990-00 · Allocated | -337,955.73 | -376,441.00 | 38,485.27 | 89.8% |
| Total Other Expense | -337,955.65 | -376,441.00 | 38,485.35 | 89.8% |
| Net Other Income | 337,955.65 | 376,441.00 | -38,485.35 | 89.8% |
| Net Income | <u>0.00</u> | <u>0.48</u> | <u>-0.48</u> | <u>0.0%</u> |



**Chamber Subcommittee on Organization Structure
May, 2017**

REPORT AND RECOMMENDATIONS

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Executive Summary

There are times in an organization when opportunities and challenges shift the direction of the work and sometimes the mission. Today, as part of the NLTRA, the Tahoe Regional Chamber (“Chamber”) has the opportunity to think differently about the approach and the impact it has in the business community.

After four months of gathering as a subcommittee focused on organizational structure for the Chamber, there is a clear consensus among our group that the business community and region as a whole desires and is in favor of a strong Chamber and the activities that would reinforce that strength.

While our work does not answer every question that our Board leaders would like solved, it provides a pathway for the Board to move forward. The work that was completed by the sub-committee should really be the first step to guide a more detailed strategic plan associated with future and mission of the Chamber.

Break-through conversations

The report covers the detailed accumulation of committee and community input that informed a number of break-through conversations including:

- Confirmation that a strong Chamber of Commerce is desired
- Acknowledgement that there are many institutional partners with different strengths and priorities that can be leveraged to inform and enhance the work of the Chamber
- Closer relationship and coordination between the existing Business Associations and Chamber
- Detailed priority mapping of business community to inform future areas of growth and partnerships

While funding is a reality and often the most significant way capacity is built, it should not limit the ability to craft the ideal structure and plan. Money tends to follow good strategy. When you are serving your base, and accomplishing your goals, then naturally, sponsors and funders will want to support those activities. Even if you start small in your strategic plan goals with the existing capacity, partners and resources available, it is better than not starting because there isn’t money.

Finally, as the Board determines the ultimate structure of NLTRA and the Chamber, we believe that the work we have completed and the recommendations we are submitting can stand alone, no matter what the structure evolves in the future. To build a strong chamber, these recommendations stand on their own.

Key elements within the deliverables

“Programmatic Priorities Model and Matrix” – a matrix based on the specific input from the business community on priorities for the chamber. Matrix has been color coded for both areas of programs that already exist within the Chamber or through other community partners. Further detail is shared to show the weighting of the priorities with detail on opportunities, challenges, ideas and partners.

“Sample Org Structure” – Our Committee’s best suggestion of the structure of a strong Chamber that may or may not be located within the NLTRA governance. Regardless of the governance, this represents the elements of the work.

“CONFIDENTIAL: Draft Conceptual Shared Guiding Principles” – A strategic document to both help the business associations and the Chamber better coordinate and differentiate services. This document also includes some collaborative partnership activities over the course of the next three years that can build trust over time and test the abilities to streamline and operations, membership and funding.

Final Recommendations

- a. A strong regional Chamber is needed to represent and serve the broader business community
- b. Funding should be driven by membership, sponsorships and some public funding, creating a diversified sustainable revenue base
- c. The deliverables derived from this process, including the “Programmatic Priorities” should inform a broader strategic plan and next steps
- d. The deliverables need to be further explored through focus groups, partner conversations, and funding sources to develop a strategic plan with clear milestones
- e. Commit to engage the Business Associations to work on the Shared Guiding Principles
- f. Collaboration is key to a strong chamber, before expanding areas of service, partner conversations need to take place
- g. Check in at least annually to ensure progress in continuing according to the strategic plan and milestones are reached

Subcommittee Charge and Approach

The Chamber Subcommittee on Organization Structure was formed at the request of the North Lake Tahoe Resort Association Board of Directors. The formation of this and other subcommittees were recommended in May, 2016 by the NLTRA Organization Structure Task Force. The intent was to have relative subject matter experts work collaboratively to explore each area and provide specific feedback on concerns and areas of opportunity. The NLTRA Board, at their June Planning Retreat, requested the formation of this subcommittee. Other established subcommittees focused on Marketing, Board Governance, Infrastructure and Transportation, and Administration.

Participants and Facilitation

Stakeholders making up the committee all have practical experience working with the Chamber or in addressing similar challenges facing the organization. The group was broad, representing multiple stakeholders in the community including the School District, Lodging, Recreation, Small and Large business, Placer County, the Business Associations and the Community Foundation.

Chamber Subcommittee on Organization Structure

| | |
|-----------------|---|
| Stacy Caldwell | Tahoe Truckee Community Foundation, Facilitator |
| Joy Doyle | North Tahoe Business Association Executive Director, BACC Member, Subcommittee Co-Chair |
| Alex Mourelatos | Former NLTRA and NTBA Board Member, Small Lodging, Co-Chair |
| Erin Casey | Placer County, CEO Office |
| Chris Perry | Placer County, CEO Office |
| Jim Phelan | Former NLTRA and TCDA Board Member, Recreation |
| Adam Wilson | NLTRA Board Chair, Large Lodging |
| Stacie Lyans | Tahoe City Downtown Association Executive Director, BACC Member |
| Jody Poe | Tahoe.com, NTBA Marketing Committee Member |
| Heather Segale | UC Davis Environmental Sciences, NLTRA Chamber Ambassador |

Kelli Twomey Tahoe Truckee Unified School District

NLTRA Staff

Sandy Evans Hall NLTRA CEO

Natalie Parrish NLTRA Chamber Manager

Defining a Strong Chamber of Commerce in the Region

The direction given to the committee was to make recommendations on how to achieve a healthy, strong North Lake Tahoe Chamber. A broad scope was encouraged with specific consideration requested in a number of areas:

- Identify duplication with business associations, what do other comparable destinations do?
- Explore how to strengthen Chamber in programs and funding, possibly an advocacy role with Capital Investments and Transportation?
- Look into hiring a facilitator that would be unbiased – seek funding from stakeholders?
- Conduct a gap analysis via surveys and focus groups in each geographic area – what do businesses need or want the Chamber to do for their business?
- Consider a Chamber Committee tasked with the oversight and direction of programs and resources.

Vision, Goals and Process Overview

The Chamber subcommittee developed and used the following mission statement to guide the group through the exercise:

Mission: To identify and test future purpose and structure needed for a regional Chamber

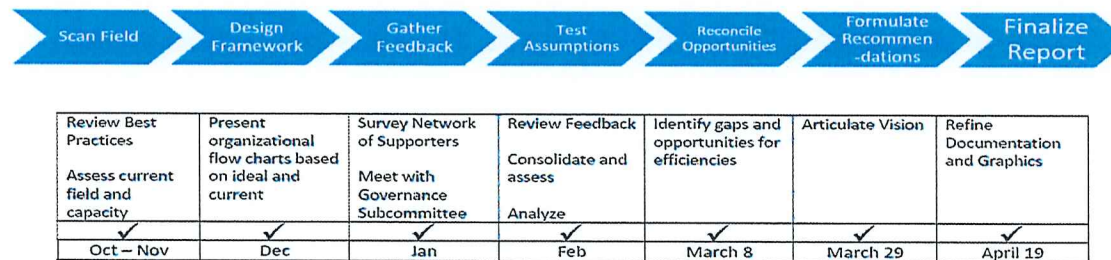
More specific goals and high level process steps were also defined and are illustrated below. The goals developed reflect the direction given by the Board. They were tempered by the subcommittee recognizing it had limited time and resources to execute all the necessary discovery and validation. The goals were referred to and refined as the process unfolded and they focused the efforts of the subcommittee and are reflected in the deliverables produced. The process flow helped guide the group through the complex steps required to fully develop a complete regional chamber recommendation.

Chamber Organization Structure Subcommittee

Committee Goals

1. Recommend proposed Chamber priorities
2. Identify barriers and suggest recommendations to achieve
3. Identify overlap between Chamber and Business Association roles and recommend solutions
4. Provide recommendations on Next Steps.

Process Overview



The following is a brief summary of each step in the Process Overview that the Subcommittee executed:

Scan Field

The committee looked at similar Chamber structures from other organizations that have this similar structure are destinations with a population under 20,000 including:

Park City Chamber/Bureau
Aspen Chamber Resort Association
Steamboat Springs Chamber Resort Association

Glenwood Springs Chamber Resort Association

Focus was on identifying best practices in the functional areas and how they deal with the challenges of overlapping functionality, funding constraints, and organizational structure.

The subcommittee also looked at common areas of service provided by the Western Association of Chamber Executives (WACE). The WACE opinion poll from 2016 identified signature events, programs, benefits, and committees that were common amongst Chambers. For instance, Job Fairs and Economic Forecast events were programmed by a majority of Chamber respondents. These can be seen as potential areas of service expectation from businesses locating in North Lake Tahoe.

Design Framework

A framework was drafted, based initially on the input of subcommittee members and later revised with the insight of the membership survey, best practices and due diligence assessing other Chambers and ongoing input from the subcommittee. The final version of this framework (Programmatic Priorities, see Appendix, p. 15) is intended to provide a road map for decision makers to evaluate the priorities, further validate them, and address the challenges associated with enabling them within a common structure. It is also intended to be used as a communication tool to better help the community understand the role its Chamber of Commerce is and is not playing. More specific recommendations within this report are focused on providing a guide to achieving capacity in high priority areas over time within this framework.

Gather Feedback

The subcommittee drafted and administered a survey to members of the Chamber and the Business Associations to validate the initial areas of interest and priorities defined by the subcommittee. The committee met with the Governance Subcommittee to discuss governance needs of a combined Chamber and Resort Association or Destination Marketing Organization as well as the concept of a standalone Chamber. Focus groups were discussed but were eventually incorporated into the recommendations of next steps due to time and capacity.

Test Assumptions

During January and February, the committee analyzed the results of the survey, met with the Governance Committee, and refined the framework defined earlier. A number of initial assumptions were tested and there was heavy discussion on the best way to represent the framework. The decision to recommend a separate Chamber of Commerce from the Resort Association was also heavily discussed. It was agreed that the question of a standalone Chamber is a decision for the NLTRA Board of Directors to make along with Placer County. It is the intention of this subcommittee that the recommendations of this report provide a framework for future decision makers to create a stronger Chamber that meets the needs of its stakeholders, delivering the greatest possible business programs and services with the maximum efficiency and collaboration. It is acknowledged that this vision will take time and a great deal of collaboration to succeed.

It was during this process step that the Design Framework transformed into the Programmatic Priorities Model (See Appendix, p. 12). It uses color coding of each process area and sub area to show existing program areas, potential areas of expansion and those where there is an existing lead partner but may also need the Chamber to have a “seat at the table” to represent the business community. Additionally, the initial draft of the Programmatic Priorities Matrix was developed that expands on each of the program areas illustrated.

Reconcile Opportunities

This process step involved the Chamber and business associations diving into the details of the identified areas of overlap including Membership, Governance, Marketing, Events and Education. The intent was to define differentiation and methods to improve collaboration with a focus on reduction of redundancy and maximizing performance and efficiency. This committee is recommending the attached Draft Shared Guiding Principles (See Appendix, p. 19) between the North Lake Tahoe Chamber of Commerce, NTBA, and TCDA as a mechanism to:

- 1) Provide a clear pathway and act as a catalyst for collaborative conduct allowing for flexibility over time as organizations, relationships, and business community needs evolve
- 2) Be used as a marketing piece with organization’s members to demonstrate differentiation and collaboration and to clarify each organization’s purpose, scope, and value
- 3) Provide a score card for performance

Formulate Recommendations

This step involved assessing results from earlier process steps to formulate recommendations that would provide guidance to the Board. The Programmatic Priorities Model and Matrix are to be used over time as planning and execution tools that would allow decision makers to execute in each area based on need, funding, and available resources.

Finalize Report

The drafting and packaging of this report, complete with graphics and attachments, was reviewed by the subcommittee members who provided input and refinement.

Connecting to our Base: Surveying Businesses

Survey Process and Distribution List

A survey was developed with the objective of measuring awareness of Chamber functions today and how much community members valued and prioritized the possible areas of focus for the Chamber. The survey development was a collaborative effort among all committee members. The membership lists of Chamber and the NTBA and TCDA were sent the surveys. The survey asked the respondents to rank in order of priority each of the following general areas. They were also asked to rank in order the priority areas within each general area providing insight into specific areas of importance within each general area.

Demographics of Survey Respondents

Between the three organizations, a total of approximately 800 surveys were distributed. We received 110 responses, which is a very good response rate. Highlights of the demographics of the respondents:

- 71% of respondents businesses were more than 10 years old, and 48% had been in business more than 21 years
- The average respondent was a member of 2.5 organizations
- Cost and limited resources (\$ and time) were listed as the top reason businesses did not belong to the Chamber
- Areas of improvement for the Chamber included better informing about value, collaboration with business associations, and providing more At-Large seats on the Board to increase representation

Full survey results as well as the Summary PowerPoint Presentation can be found in the Additional Documents.

From the survey responses a Programmatic Priorities Matrix was developed, which led to the Model framework to identify potential areas of expansion, areas of existing services and areas where there are lead partners are in place.

Referencing Summary

The survey results led to fairly significant enhancements to the initial versions of the framework and also led to the development of further content in each of the Chamber program areas analyzed. The rank ordering of the major areas by order of priority as measured by the respondents were as follows:

1. Economic Development – 81%
2. Community Development – 77%
3. Infrastructure Development – 75%
4. Workforce Development – 70%
5. Business Development – 68%
6. Tourism Development – 67%
7. Legislative Advocacy – 39%

Within each of the program areas there were subprogram areas that were also ranked by the respondents. For example, under Legislative Advocacy, the highest ranked activity was around employee costs. This then represents a high priority area by respondents for the Chamber to pursue.

The following Future Vision Concept Based on Programmatic Priorities reflects the ranking of each program area and the activities within that program area. A silver color was added to denote the program areas that are currently being practiced by the North Lake Tahoe Chamber, gold refers to those areas that already have a strong partner leading but may still offer an opportunity for the Chamber to have a representative seat at the table, and the blue remain the opportunities for Chamber expansion provided resources can be identified.

Exploring Strong Partnerships

Business Associations

The Tahoe City Downtown Association (TCDA) and North Tahoe Business Association (NTBA) each had a representative on the subcommittee that serves as the Executive Director of that entity. While acknowledging that there are five additional business groups that operate within the scope of the regional Chamber, the subcommittee looked to the TCDA and NTBA to work with the Chamber to develop a document that identified shared guiding principles that could serve as a model for working with other business groups.

In developing the Conceptual Shared Guiding Principles (see Appendix, p. 19) the three parties identified the areas of collaboration as well as areas of differentiation. All agreed that a promotional piece and story could be created from this list that would help businesses and community members better understand the role and value of each entity. The representatives also suggested future areas of collaboration that could be developed over time, and a tentative timeline for roll out depending on availability of funding opportunities, organization capacity and critical community needs.

Partnerships

There are many other partners that have been identified in the Programmatic Priorities Matrix. For example, in the area of Economic Development, key partners might be Placer County, Sierra Business Council, and the Tahoe Prosperity Center. In the area of Community Development, conversations are needed with the Tahoe Truckee Community Foundation, Tahoe Forest Hospital, North Tahoe Fire District, local public utility or service districts, Tahoe Truckee Unified School District, Sierra College and Sierra Nevada College. Moving forward it will be important to identify stakeholders and leaders in each of the potential areas of expansion to fortify partnerships and clarify roles.

Truths

At the conclusion of the subcommittee's efforts, the following truths were acknowledged. These are high level observations of some of the truths the committee believes are important for those reviewing this material to understand and embrace in order to make progress in some of the more difficult areas.

- When there are two missions under one board, we believe one will always be short-shifted.
- Organizational structure and strategy should not be based on funding mechanisms. Funding should inform the structure, but ultimately the mission should dictate the structure.
- Government agenda does not necessarily equal business agenda.
- Current representation and branding efforts of the Resort Association do not appear to be representative of the whole business community.
- Collaboration is important to achieving our priorities. Although Chambers typically have a broad breadth of issues, there are always players to leverage for leadership and resources.
- Strong organizations are based on sustainable funding models, and sustainable funding models include diversified funding streams.
- Desired results may take years and trust will need to be built through an iterative and collaborative process.




Final Recommendations

- h. A strong regional Chamber is needed to represent and serve the broader business community
- i. Funding should be driven by membership, sponsorships and some public funding, creating a diversified sustainable revenue base
- j. The deliverables derived from this process, including the “Programmatic Priorities” should inform a broader strategic plan and next steps
- k. The deliverables need to be further explored through focus groups, partner conversations, and funding sources to develop a strategic plan with clear milestones
- l. Commit to engage the Business Associations to work on the Shared Guiding Principles
- m. Collaboration is key to a strong chamber, before expanding areas of service, partner conversations need to take place
- n. Check in at least annually to ensure progress is continuing according to the strategic plan and milestones are reached

Appendix

Programmatic Priorities Model and Matrix

The following represents a list of program areas prioritized by local businesses with top three to five needs in each area. The colors of squares identify the role that a local Chamber of Commerce might take as either:

-  Currently Existing at NLTRA
-  Strong Partner Leads exist – role could be business perspective representative at the table
-  Potential Areas for Chamber of Commerce Expansion

| Economic Development | Community Development | Infrastructure Development | Workforce Development | Business Development | Tourism Development | Legislative Advocacy |
|---|------------------------------------|---|-----------------------|------------------------------------|--|--|
| Advocate for fee waivers, TAUs, etc. for future development | Housing | Improved Broadband and Cellular | Workforce Housing | Business promotion and exposure | Destination Marketing | Employee Costs |
| Business incubator subsidies, low cost loans or grants | Fire Danger – Emergency Evacuation | Transportation: Traffic Management, Public Parking, Transit | Workforce Retention | Marketing Resources for Businesses | Regional and Community Events | Business-friendly Legislation State and Local |
| Assist with permits | Health Care | Capital Investments: Trail Development | Workforce Recruitment | Networking Opportunities | Visitor Services Sales: Group and Leisure | Regulatory Costs State and Local |

On the next page, the matrix provides more detailed information from the survey about each of the programmatic area

Chamber Subcommittee on Organization Structure Report and Recommendations

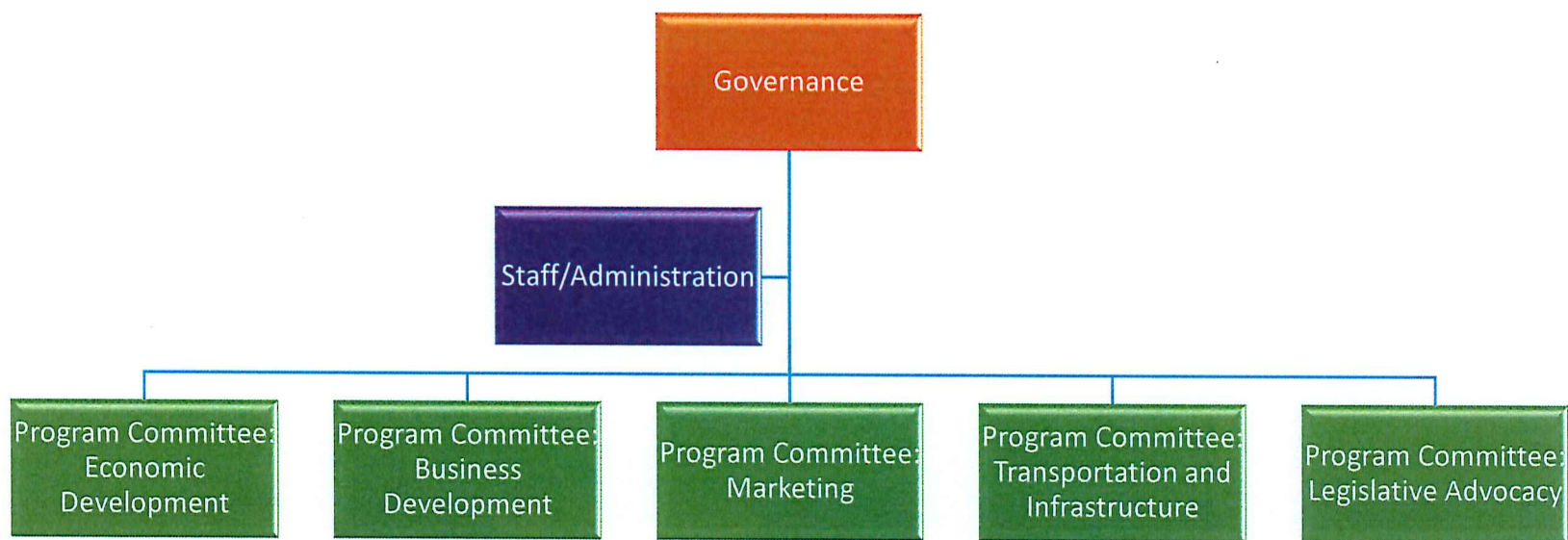
| % Ranking of Importance | Economic Development 81% | | Community Development 77% | | Infrastructure Development 75% | | Workforce Development 70% | | Business Development 68% | | Tourism Development 67% | | Legislative Advocacy 39% | |
|-------------------------|---|------|---|------|---|------|---|------|---|------|--|------|---|------|
| Program Priorities | Development Fee reductions, TAU's | 3.49 | Housing | 4.32 | Improved broadband & cellular | 4.20 | Workforce housing | 4.04 | Business promotion and exposure | 4.29 | Marketing the destination | 4.21 | Employee costs | 3.95 |
| | Diversification: Incubators, loans, grants | 3.21 | Fire danger, emergency evac plans | 3.54 | Traffic management | 4.12 | Workforce retention | 3.67 | Marketing resources for businesses | 3.94 | Regional events | 3.92 | Business friendly legislation – State and Local | 3.90 |
| | Assistance with permits | 3.13 | Health care | 3.42 | More public parking | 4.03 | Workforce recruitment | 3.51 | Networking opportunities | 3.86 | Community marketing | 3.84 | Regulatory costs – State and Local | 3.78 |
| Opportunities | Commercial growth, community redevelopment | | Population growth, controlling the cost of living | | Core Improvements in KB, KBSRA plan and pier project, new Area Plan | | Help local businesses invest in and develop workforce housing | | New commercial space opening up, business expansion, online growth | | End drought, increasing visitors, accessibility to the region, new lodging | | Advocate for legislation that supports the business community | |
| | National economy, private investment | | Access to health care and cost | | Increased transportation to Sandy Harbor, more direct flights | | Labor is biggest challenge, cost of housing driving people out of Tahoe | | Technological advances, marketing, wider interest group, expansion outside region | | Adding events, working with concierges, higher ADR, bring more customers to the lake in winter | | Advocacy for public lands to keep them public, advocacy for human powered recreation to planning agencies | |
| Challenges | Not enough lodging or large businesses, not enough affordable | | Lack of housing, decreasing community | | Traffic congestion, limited parking, poor cell coverage | | Labor is biggest challenge, cost of housing driving people out of | | High cost of rent, regulatory environment, competition, lack of | | Increase in visitors, resort marketing overload, | | Equal taxation for vacation rentals, permitting and | |

Chamber Subcommittee on Organization Structure Report and Recommendations

| | | | | | | | |
|----------|--|---|---|--|--|--|--|
| | commercial space | | | Tahoe | networking opps | marketing to visitors, slow season rentals | fees, restrictive regulation |
| | Not enough commerce for B 2 B | No decent performing art center, need new library | Public restroom access, lack of indoor venues | Seasonality of workforce, poor labor pool, finding quality employees | Seasonality of business, geographic terrain, weather | Competition with Air BnB, VRBO; poor public attitude about tourism | Relax street vendor regulations, sign regulations, parking requirements |
| Ideas | Use of TOT for existing businesses for improvements and expansions | Provide weekly column in the Sierra Sun | Public transit to Reno for employees | Remodel existing condos and apartments to make them more desirable for workforce | Lobby local government to buy local | Bring more tourism and conferences during the off season | Short term fees or tax credit to homeowners to incentivize long term rentals |
| | | Infrastructure funding focus on whole town approach to create community | Use TOT for transportation | Conduct job fairs for employee recruitment | | Create a strategy to market to day tourists, better event coordination | |
| Partners | Placer County, Sierra Business Council, Tahoe Prosperity Ctr | TTCF, Placer County, CATT, North Tahoe Fire, Tahoe Forest Hospital | Placer County, CalTrans, CHP, Tahoe Prosperity Center | TTCF, Placer County, Tahoe Prosperity Center, Sierra Business Council | Business Associations, Sierra Business Council | Business Associations, Ski Lake Tahoe, Sierra Ski Marketing Council, RTIA, Reno- Tahoe Visitor Authority, LTVA | CATT, CalChamber, SHRA, Placer County |

Sample Organization Structure

This Chart represents a standard Organization Structure for a Chamber of Commerce. The committee structure will vary from Chamber to Chamber depending on the needs of the business community and the local economy.



6.

CONFIDENTIAL: Draft Conceptual Shared Guiding Principles

This is a draft of a conceptual Shared Guiding Principles (SGP) between the North Lake Tahoe Chamber/CVB/Resort Association (CHAMBER), the North Tahoe Business Association (NTBA), and the Tahoe City Downtown Association (TCDA). This conceptual Shared Guiding Principles (SGP) is a non-binding document that seeks to identify opportunities for greater collaboration as well as areas of differentiation in order to best serve the businesses of North Lake Tahoe. This is a product of a series of meetings with the NLTRA Chamber Subcommittee on Organization Structure that took place January – April 2017 and included in the subcommittee’s recommendation to the NLTRA Board of Directors on May 3, 2017. This conceptual SGP was intentionally developed without giving any consideration to funding, however the NLTRA Chamber Subcommittee on Organization Structure recognizes that funding is a critical component to the potential adoption and implementation of this SGP.

| Qualities | Business/Downtown Associations (BA) | Chamber |
|---|--|--|
| Areas of Differentiation | | |
| Geographic area of representation | TCDA – Tahoe City, West Shore, NTBA – Carnelian Bay, Tahoe Vista, Kings Beach and Crystal Bay | Eastern Placer County, Incline Village, Donner Summit |
| Events | Local events to spotlight local geographic area, create community vitality | Large regional events to drive visitation and grant program for community events |
| Business Forums | Relevant business community topics specific to district | Regional relevant business community topics |
| Issues | Avenue for local issues to be raised and heard at district level and Association provides advocacy for their district in regional forums | Avenue for regional needs (such as workforce recruitment, workforce housing) to be heard and Chamber provides regional advocacy with input from business/downtown associations |
| Business Association and Chamber Collaborative In-Market Marketing | Feet on Street campaign execution | Coordination and funding of campaigns |
| Marketing | Marketing district primarily in-market | Marketing destination as a whole – primarily out of market |

| | | |
|---------------------------------------|--|---|
| Visitor Services | N/A | Visitor Centers, kiosk, mobile centers, staffing |
| Structure and Approach | Follow 4-Point Main Street Approach including 1) economic vitality, 2) events, promotions and marketing, 3) community design, and 4) organization for specific district | Follow Chamber structure for destination as a whole with input from State, Regional, National, and International Chamber of Commerce associations |
| Community Design | Community beautification efforts and programs specific to District | Regional infrastructure and visitor serving capital investments |
| Areas of Collaboration (existing) | | |
| Shop Local | Holiday Campaign and year-round messaging coordinated by Chamber with Business/Downtown Association execution in each district | |
| Touch Lake/Peak Adventure | In-market cross-promotional seasonal campaigns, designed collaboratively, execution managed by Chamber/Marketing team | |
| High Notes | Summer promotion in-market and out-of-market to showcase free music and paid music opportunities throughout the region | |
| | | |
| Areas of Collaboration (NEW & FUTURE) | | |
| Networking | Monthly Mixers scheduled by Chamber, co-branded cross promoted by all three entities to all member bases | |
| Joint Calendar | Develop and share an annual calendar of activities, programs and events to be used internally and externally | |
| Marketing and Communications | Shared and/or collaborative communications across platforms of web, email, newsletters, storytelling , PR, and marketing | |
| Economic Development | Chamber to take lead on development of annual relocation guide to include information about opportunities in each District provided by each Business Association. Guide would be distributed regionally and available digitally on all three websites. | |
| Business Education | Chamber and Business Associations work together to develop a co-branded education series each year with assistance in execution and proceed split in each respective community, coordination by Chamber | |
| Legislative | Chamber to represent region on local, regional, and state issues with input and direction from Business Associations | |

| | |
|---------------------------|---|
| Strategic Planning | Identify opportunities to maximize services to businesses and business community, improve efficiency, reduce overlap in the most cost effective manner |
| Funding | The Chamber and BAs agree to work together and identify funding opportunities and seek ways to align and maximize resources |
| Membership | Explore and test the concept of a combined membership structure with shared recruitment, administration and benefits for convenience, cost efficiencies and increased revenue for all organizations |

Three Year Plan

1. The CHAMBER, and NTBA, and TCDA agree to jointly review up to two of the following areas of potential collaboration each year:

Year 1

- Begin collaborative story telling ASAP – possible joint video clips that can be shared by each organization.
- Joint calendar - Share and coordinate an annual calendar of activities, programs and events for Chamber and Business Associations to use throughout the year, using collaborative calendar tools for internal and external communication.
- Business Education - Establish defined protocol for collaboration on co-branded business development programs. This protocol should take into account execution roles and funding share.

Year 2

- Communication/Marketing - Design a set of communication and marketing protocols to better differentiate activities and missions. Protocols will consider communication nuances across platforms of web, email, newsletters, storytelling , PR, marketing both in and out of market. Incorporate into membership packet materials.
- Economic Development Marketing – Create elements to market the development opportunities in the North Lake Tahoe region to include funding, distribution, website, and collateral material.
- Issue alignment around determined issues

Year 3

- Overhead – Evaluate opportunities for shared administrative personnel, office space, and other overhead expense efficiencies between CHAMBER, and NTBA, and TCDA.

- Board and committee work – Identify opportunities for shared volunteers and representation, joint board meetings.
- Membership – Analyze efficiencies of a shared membership database and payment recruitment roles, testing of a joint elite membership concept, shared or combined benefits.

Annually

- Establish annual review and debrief on these collaborative goals.
- Look for certain milestones and relationship markers.
- Make room for expanded regional collaboration with new players.

Flexibility

- Timeline of priorities can shift based on funding opportunities, organization capacity and community needs.



Final Report

Organization Structure Task Force

Marketing Subcommittee

April 28, 2017

Prepared by

JT Thompson, Tourism Marketing Director

Subcommittee Meetings

Meetings took place monthly one hour prior to the monthly marketing committee meetings from September 2016 through March 2017. There was no meeting in December 2016 and two meetings were held in April 2017.

Subcommittee members

Andy Chapman – IVCBVB / Coop Marketing Committee

Brett Williams –Agate Bay Realty / Board Member & Marketing Committee

DeDe Cordell – Placer County PIO Office / Marketing Committee

Marguerite Sprague – Tahoe Arts / Marketing Committee

Carlynnne Fajkos - Northstar California / Marketing Committee

Eric Brandt – Destination Media / Marketing Committee

Christine Horvath – Squaw Valley Alpine Meadows / Marketing Committee

Erin Casey – Placer County Executive Office / Marketing Committee

Todd Jackson – Big Blue Adventures / Marketing Committee

Overview

Task Force members were in agreement that the destination marketing organization (DMO) role is a very important and valuable function for NLTRA. In defining the strategy and role of the DMO, there were questions about where NLTRA should focus its marketing efforts (Bay Area vs. National vs. International), how much it should be spending and whether or not it is truly competitive versus other comparable DMOs. The collaboration the NLTRA has postured both regionally and with state partners, international partners, lodging properties and air service was strongly supported by the Task Force.

The set of recommendations from the Task Force, with respect to Marketing centered around identifying the appropriate competition set and comparing NLTRA from an apples to apples standpoint. Initial data compiled by the Task Force suggested the NLTRA did not have the level of budget that the other competitors had and perhaps needed to raise additional funding to be competitive. Further research compiled by the subcommittee substantiated those initial findings.

Task Force Recommendations to the Marketing Subcommittee

- Define strategy and role of the DMO
- Include strategy for collaboration
- Evaluate the DMO spend – comparing apples to apples with other destinations
- Strengthen DMO role to be more competitive
 - Identify dollars needed to do the job – vision
 - Strategic focus on expanding alternative resources for long term vision
- Consider TBID and/or TOT to raise additional funds
- Expand sponsorships and grants to raise funds

Pros:

- This aligns well with the direction provided by the Board in their Strategic Goals
- The Marketing Committee or a subcommittee of this group is poised to be able to take this on during the upcoming fiscal year

Cons:

- Increasing outside funding could have a negative impact on the current amount of TOT budgeted for Marketing and this would have to be examined carefully
- A TBID can have a unique governance structure which could be difficult to manage within the current cooperative partnership. Again, this can be avoided but would need to be thoughtfully executed.

Definition of a DMO

Destination marketing organizations (DMOs) come in many different forms, but all are the principal organization of a given political division or subdivision that is organized to promote its respective destination to attract visitors and/or to solicit and service conferences and events.

It is defined and authorized by its appropriate incorporated government entity as the representative organization exercising those functions.

These organizations are charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy.

For visitors, DMOs are like a key to the city. They can serve as a broker or an official point of contact for convention, business and leisure travelers. They assist planners with meeting preparation and encourage business travelers and visitors alike to visit local historic, cultural and recreational sites.

Value of DMOs

Travel and tourism drives economic growth of destinations across the globe by cutting across multiple local industries. By investing in travel and tourism through destination marketing to the tune of over four billion U.S. dollars annually worldwide, destination marketing organizations (DMOs) promote the long-term development and marketing of a destination, focusing on convention sales, tourism marketing and service.

Who They Represent

Within the local community, DMOs represent the hotels, facilities, attractions, restaurants and other providers serving travelers.

Who They Reach

While their approaches and structures vary, DMOs are the masterminds behind campaigns marketing an entire destination to a variety of audiences, including meeting professionals, business travelers, tour operators and individual visitors. They also champion for the continued success of the local economy by engaging businesses, residents, and elected officials with the travel and tourism industry.

Current NLTRA DMO Marketing Structure

The 2016/2017 NLTRA marketing budget was approximately \$3M and is responsible for regional event sponsorships, conference sales, leisure sales, visitor information, marketing and advertising, PR, social media and digital marketing. The NLTRA also provides 58% of funding of the North Lake Tahoe Marketing Cooperative.

The North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the Incline Village Crystal Bay Visitors Bureau to market and position the region as one tourism destination. The NLTMC is designed to present the North Lake Tahoe area under one brand umbrella, with one consistent creative execution, one call to action, and a single website for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of four members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.

The departments within the NLTMC work to bring an integrated approach to tourism, emphasizing economic and community development with a focus on North Lake Tahoe's status as a leisure and adventure destination within the Sierra Nevada Mountains of California and Nevada.

Competitive Set Analysis

The final competitive set breakdown (Attachment A) included the following destinations. These were the DMO's willing to provide reliable and consistent data to compare with North Lake Tahoe.

- Mammoth Lakes Tourism
- Visit Park City
- Visit Santa Cruz County
- Tahoe South
- North Lake Tahoe

Key Findings of Analysis

The competitive set analysis showed both strengths and weaknesses in our marketing efforts. We do very well with the marketing strategy we have in place, but could make a significant increase in our brand awareness, in turn raising year round occupancy and length of stay, with additional resources.

Compared to our winter/ski competitive set, we do well holding our own in occupancy and average daily rate, but lag behind in length of stay. Particularly when compared to Park City that receives 3.5 nights per stay more than North Lake Tahoe (NLT). When we look at our summer numbers, we see that we are substantially higher than our winter competitive set, but lag significantly behind a summer destination like Santa Cruz by over 25 percentage points in occupancy.

Looking at overall budgets, we lag behind across the board. Santa Cruz is the only destination that has a slightly lower budget than NLT, and they primarily market themselves as a summer/beach destination. When NLT is compared to other destinations we compete head to head with in the summer and winter seasons, we found they have a significantly larger budget (\$2M+).

Subcommittee Notes

- All other competitive set destinations are incorporated areas
- The value of air service was apparent or common in four of the destinations
- Not enough “kid-friendly” and free activities for families
- Park City has a much higher length of stay on average
- To increase length of stay and to be more competitive will require an expanded strategic plan and additional funds

DMO Funding Sources

What is the best funding solution?

We’ve been exploring funding models from our competitive set destinations from around the region. As you might expect, there is no simple answer. Every destination we compared, works under a slightly different set of guidelines. For example, Visit Mammoth utilizes its own Tourism Business Improvement District (TBID) framework.

Tahoe South has great success with its balanced approach to funding that involves a valuable network of public and private partnerships.

Regardless of the funding methods available, it is critical that DMO leadership constantly seek out new ideas that can establish long-term funding to secure a stable future for their destination.

Below we describe two of the funding models available to our destination.

Transient Occupancy Tax (TOT)

(TOT) is a rental tax that is paid by the guest for short-term rentals within a period of thirty (30) consecutive calendar days or less. It is also known by names such as room tax, a use tax, a tourist tax, or hotel tax. The property owners / management companies must collect and remit the tax on the County's behalf. TOT taxes paid by visitors help fund initiatives that benefit the County as a whole including public safety, transportation, libraries, public parks, infrastructure improvements, and historical and environmental preservation projects.

The TOT rate depends on the location of the rental unit within the Eastern or Western slope. The division line is near Rainbow Road and I-80. The tax rate for the area known as:

- "North Lake Tahoe Area, Eastern Slope" is 10%
- "Western Slope" is 8%

A portion of all Placer County TOT is provided to the NLTRA for marketing the destination.

TID – Tourism Improvement District

Tourism Improvement Districts, or TIDs, are a stable funding source for destination marketing efforts. TIDs are typically funded by an assessment on hotel room sales, tying marketing funds directly to tourism. Funds are managed by a nonprofit corporation, often times an existing DMO, with representatives of assessed businesses sitting on the board.

Thousands of business owners in cities throughout the United States are successfully using tourism improvement districts to advance their businesses. The proven track records of those districts led to the implementation of the TIDs for tourism promotion in California. North Lake Tahoe could utilize this model to form and grow an additional funding source.

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

As with most other tourism areas around the country, there is a greater need for tourism promotion services in North Lake Tahoe than can be provided with our current county funding. The TID can address this need and provide a dependable source of additional revenue for marketing North Lake Tahoe lodging businesses.

The following breakdown is a very preliminary calculation of what a TID, or an increase in TOT could add to our current funding model.

| Total Rooms | Annual ADR | Annual OCC | Total Room Nights | Total Room Rev |
|-------------|------------|------------|-------------------|----------------|
| 6400 | \$270 | 50% | 1,168,000 | \$315,360,000 |

| Potential Additional Revenue | |
|------------------------------|------------------------------|
| percentage of room revenue | dollar amount per room night |
| 1% = \$3,153,600 | \$1 = \$1,168,000 |
| 1.5% = \$4,730,400 | \$1.50 = \$1,752,000 |
| 2% = \$6,307,200 | \$2 = \$2,336,000 |

OTHER RESEARCH

2015 DMO Organizational & Financial Profile Study by DMAI

The 2015 DMO Organizational and Financial Profile Study is the most comprehensive benchmark study on DMO structures and organizational practices in the destination marketing sector today. This biennial survey of DMOs produces a series of core organizational metrics for peer comparison and to assist in the development, strategies and management of all DMOs. A total of 246 DMOs from the United States, Canada and Bermuda participated in the 2015 program.

This study is made available by the Destination Marketing Association International (DMAI), which protects and advances the success of official destination marketing organizations worldwide.

The following content provides some key highlights at an industry-wide level. More detailed results and summary findings of the 2015 survey are available online at <http://bit.ly/2pJ3pbj>.

2015 DMO INDUSTRY AVERAGES

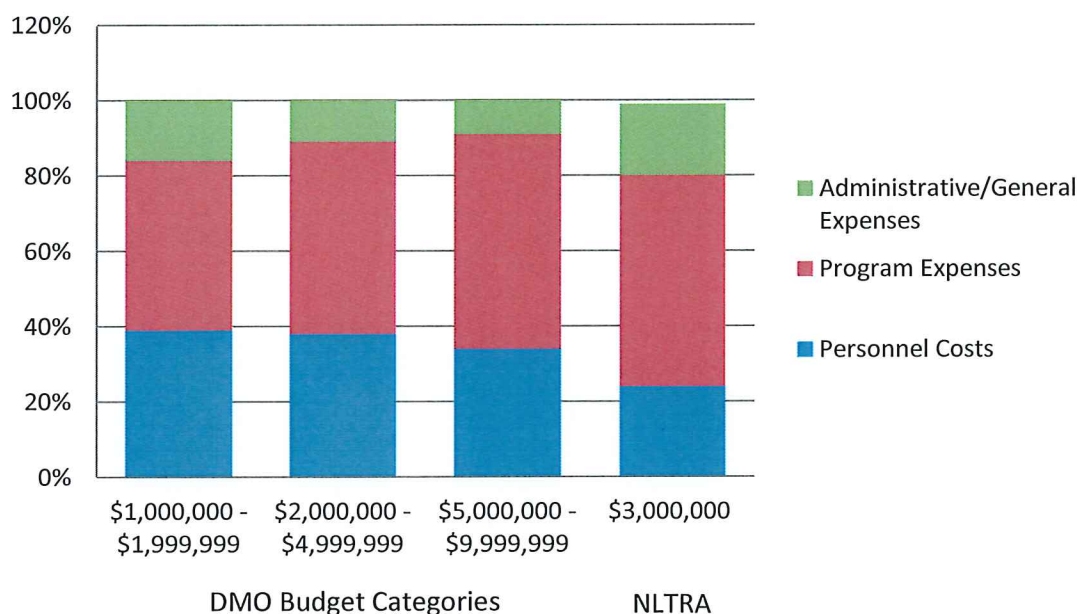
Annual Budget

| | | | | |
|---------|---------|---------|---------|---------|
| \$2.89M | \$2.91M | \$3.00M | \$3.31M | \$3.39M |
| 2011 | 2012 | 2013 | 2014 | 2015 |

DMO budgets on average continue an upward trend since 2011, reaching their highest level at \$3.39 Million in 2015. Significant growth in average DMO budgets was recorded between 2013 and 2014.

Annual Budget Allocations

For 2015, reporting DMOs allocated just over half of their budget to specific marketing/promotions programs, with 37% invested in personnel costs, and just over 11% in administrative/general expenses. These broad allocations varied by DMO budget size – marketing/promotions programs generally increased as a percentage of overall expenses as DMO budgets grew, while personnel costs generally decreased as an overall percentage as DMO budgets rose. Administrative/general expenses fluctuated a little, yet were generally consistent in the range of 10% - 12% of overall expenses regardless of DMO budget category.



Funding / Revenue

Most DMOs surveyed continue to receive the vast majority of their funding from public sources. Smaller (less than \$1 Million) and mid-sized (\$1 Million to \$5 Million) budget DMOs reported receiving approximately 90% of their total funding from public sources. More than 87% of DMOs reported receiving hotel room tax revenue, by far the leading source of public

investment. Tourism Improvement District/Marketing District/Voluntary Assessments are rapidly growing as a revenue source, with 14% of DMOs receiving these funds.

Advertising revenue is the most prevalent form of private source revenue reported by DMOs generally in 2015 (19%), with membership dues representing 16% of revenues on average. Approximately 39% of DMOs have dues-paying members, with the percentage increasing to nearly 60% for the larger DMOs (greater than \$5 Million). Partnership revenue accounted for 12% of private source funding received by DMOs generally.

Overall Staff Size

More than one-third of DMO survey respondents added full-time staff in 2015. Only 8% reported a decrease, predominantly among the mid-sized DMOs. For the 2015 fiscal year, the median number of full-time equivalent employees among all reporting DMOs was 16.

DMOs overall continue to deploy a staffing strategy that focuses on targeted marketing, business development, and visitor servicing efforts for their respective destinations. Of note, DMOs are increasingly dedicating more specialized staff to the sport/event market. The sport/event market now joins destination-level marketing and communications, convention sales, visitor servicing, and travel trade support as a core visitor market development activity specifically assigned to DMO staff.

Marketing / Promotions Program Allocations

On an individual basis, DMO respondents report a variety of marketing/promotions efforts that directly reflect their destination profile as a leisure destination, a business market destination, or a combination of both. Among all DMOs reporting on average, the largest program spending is generally focused on the leisure (direct consumer) market, followed by the meetings and conventions sector, the sport/event market, and then the travel trade sector.

Marketing/promotions budgets overall are increasingly being allocated to online/digital activities, with continued spending reductions generally reported for offline/traditional activities. In 2015, 39% of budgeted spending by reporting DMOs overall is now dedicated to online/digital marketing and engagement strategies, with a new low of 61% allocated to offline/traditional marketing and promotions.

On an overall basis, responding DMOs report that they are directing the vast majority (91%) of their marketing/promotions program budgets to their domestic markets in 2015.

Overall Findings and Recommendations

After analysis and multiple discussions, the findings of the committee are broken up below into two different categories; Items that can be accomplished by staff in the upcoming fiscal year, and items that would need additional funding to complete.

Items that can be accomplished in the upcoming fiscal year strategy

- Strengthen communications with local tourism entities
 - Highlight organizational strengths
 - Emphasize the value of tourism marketing
 - Explain the how / when / why plan of marketing the destination
- Explore utilization of one logo
- Increase “kids activities” listed on GoTahoeNorth.com
- Increase coop opportunities with resorts and lodging
- Encourage cultural experiences knowledge for agencies and staff
- Expand cultural offering awareness

Items that will require additional funds to complete

- Bring all social media responsibilities in-house
- Increase brand awareness within “fly-in markets”
 - Chicago, Dallas, Houston, Austin, Atlanta, New York, So. California
- Focus additional resources on arts & culture
- Increase public relations participation with Visit California and Travel Nevada
- Competitive needs with additional funding
 - Minimum of \$2M in marketing programs to equal Mammoth & SLT
 - Increase airline capacity from key feeder cities
 - Increase international spend individually and cooperatively with Visit CA and Travel NV
 - Increase conference industry awareness of strike zones (mid-week & shoulder seasons)
 - Eliminate commission structure for conference sales

Thank you to all of the committee members that volunteered their time in this project.

Attachment A

| | Mammoth | Park City | Santa Cruz | SLT | NLT |
|---|---|--|--|---|---|
| Marketing Budget <i>Program Expenses Only</i> | \$4,050,000 | \$7,254,917 | \$1,878,850 | \$4,250,000 | \$2,728,371** |
| Number of Units / Spend Per Unit | 4,600 / \$880 | 6,541 / \$1,109 | 4,800 / \$391 | 12,000 / \$354 | 6,400 / \$426 |
| Leisure % / Total Spend | 13% / \$526,500 | 12% / \$870,590 | 11% / \$206,673.50 | 12% / \$510,000.00 | 6.8% / \$185,000 |
| Events % / Total Spend | 8% / \$324,000 | 11% / \$798,040 | 12% / \$225,462.50 | 23.5% / \$977,500.00 | 20% / \$537,900 |
| Conference % / Total Spend | 5% / \$202,500 | 9% / \$652,924 | 8% / \$150,308.00 | 0% / \$0.00 | 9% / \$250,000 |
| Social/PR % / Total Spend | 13% / \$526,500 | 12% / \$870,590 | 9% / \$169,096.50 | 12% / \$510,000.00 | 7.6% / \$210,000 |
| Consumer Advertising % / Total Spend | 41% / \$1,660,500 | 26% / \$1,886,278 | 33% / \$620,020.50 | 42% / \$1,785,000.00 | 43.3% / \$1,181,973 |
| Other % / Total Spend | 20% Airline MRGs* | 30% Visitor Services | 27% Visitor Services | 10.5% Partnerships | 6.9% Partnerships 6.4% Other programs |
| Annual Occupancy | 48% | 44% | 67% | 40% | 50% |
| Winter | 48% | 48% | 56% | 41% | 48% |
| Summer | 47% | 39% | 78% | 39% | 52% |
| Length of Stay | | | | | |
| Winter | 3.2 | 6.7 | 3.1 | 3.5 | 3.2 |
| Summer | 4.1 | 5.4 | 4.1 | 3.2 | 4.1 |
| Average Daily Rate | | | | | |
| Winter | \$278 | \$235 | \$138 | \$127 | \$276 |
| Summer | \$194 | \$126 | \$175 | \$148 | \$263 |
| Spend per person - per night | \$340 | \$264.50 | \$98.58 | 266 - Does not include gaming | \$300.90 |
| Marketing Staff Breakdown | 1 Admin, 1 Marketing, 1 Leisure/Conf Sales, 1 PR/Social, 1 Director | 2 Admin, 3 Leisure Sales, 3 Conf Sales, 2 Marketing, 2 PR, 1 Soc Media, 2 Events, 2 VP's | 1 Admin, 1 Leisure Sales, 1 Conf Sales, 1 Marketing, 1 PR/Film Comm., 1 Director | 1-Admin, 1-Leisure Sales, 0-Conf Sales, 2-Asst Director, 1-Director | 1 Admin, 2 Conf Sales, 1 Leisure Sales, 1 Event/Comm., 1 - Director |

No consistent Mid-week occupancy information available

*MRG - Minimum Revenue Guarantee

** NLTRA Calculations include the total marketing spend and includes the IVCBVB funds in the Marketing Cooperative

ATTACHMENT A
North Lake Tahoe Resort Association
Scope of Work for FY 2017-18

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

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

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

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

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

The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department's respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by September, 2017. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

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

Tasks:

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

Performance Indicators:

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

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

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

1) Marketing, Sales and Visitor Information

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

Tasks:

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

Such plan shall focus on the following tasks:

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

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY 2016-17.
- Increase number of travelers arriving by air by 3% as compared to FY 2016-17.
- Increase mid-week occupancy by 5% compared to FY 2016-17 average occupancy.
- Increase occupancy in the months of October 2017 and May & June 2018 by 3% as compared to FY 2016-17.
- Increase consumer participation in specific in-market marketing initiatives by 10% as compared to FY 2016-17.

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

a) Public and Media Relations

Tasks:

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

Performance Indicators:

- Increase advertising equivalency of public relations efforts by 7% over FY 2016-17.
- Increase number of media contacts and press releases downloaded from GoTahoeNorth.com by 5% over FY 2016-17.
- Increase references to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe by 10% over FY 2016-17.

b) Social Media

Tasks:

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

Performance Indicators:

- Increase number of social media followers by 15% over FY 2016-17.
- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to FY 2016-17.

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

Tasks:

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

Performance Indicators:

- Increase total unique visitors to site by 10% over FY 2016-17.
- Increase average length of stay on the site by 15% over FY 2016-17.
- Increase number of lodging referrals by 5% over FY 2016-17.
- Increase organic search by 10% over FY 2016-17.
- Increase number of newsletter sign-ups by 12% over FY 2016-17.

d) Special Event Partnership Process

Tasks:

- Administer the Community Marketing Program and Special Events Partnership process.

Performance Indicators:

- Implementation of special event partnership contracts and corresponding reports with detail on agreed upon ROI.

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

Tasks:

- Promote the North Lake Tahoe at industry trade shows and events.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets (SF, Sacramento, Chicago, Washington DC)
- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.
- Increase awareness in southeastern United States with full time sales person dedicated to that market. (Florida, Georgia, Tennessee)

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2016-17.

- Increase total leads by 10% over FY 2016-17.
- Increase total booked revenue by 5% over FY 2016-17.
- Increase number of requests for proposal submitted through GoTahoeNorth.com by 10% over FY 2016-17.
- Increase number of in market customer events from 1 to 4 (SF, Sacramento, Chicago, Washington DC)
- Attract at least one major meetings industry customer event to North Lake Tahoe. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers
- Increase leads from southeast market by 10%

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

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) on-line travel agents (OTA's); 2) travel agent consortiums; and, 3) domestic and international tour operators.
- Serve as the primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with, but not limited to Visit California, Travel Nevada and the High Sierra Visitor Council.
- Serve as the primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with North Lake Tahoe's Public Relations team and with GSAs, host multiple media FAM trips.
- Strengthen relationships with international offices to drive tourism year round and mid-week during winter and summer seasons
- Standardize webinar trainings to increase both international and domestic availability for sales trainings focusing on mid-week stays
- Monitor brochure information and online information to ensure year round messaging
- Increase activity product placement in order to generate more incentive for long term visitation with inclusion in activity itineraries.

Performance Indicators:

- Conduct 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.

- Increase North Lake Tahoe brochure placement in wholesale and tour operator sales channels by 10% over FY 2016-17.
- Increase newsletter database of travel agents located outside the four hour drive market by 20% over FY 20–15-16.
- Create a travel industry page that connects directly to GoTahoeNorth.com
- Create a leisure sales tracking program with OTAs and/or domestic and international tour operators to track peak and non-peak room nights.
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase newsletter database by 20%

4) Special Events & Communications These programs will support the development, implementation, promotion and communications of special events held in the North Lake Tahoe and will attract new events to the destination. The programs shall focus on attracting events that take place within the identified strike zones and with a nexus to initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports and assist in the communications of the local impacts of each event.

Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional considerations are received.
- Coordinate with event producers to insure necessary permits are submitted at least 90 days prior to event date for all North Lake Tahoe sponsored special events.
- Assist event producers in completion of final event report including specific tracking measurements necessary to determine an event ROI for all North Lake Tahoe sponsored special events.
- Assist in facilitating regional and event surveys during the 2017 summer season.
- Conference and Leisure Sales to work with The Abbi Agency to organize a Super FAM during the 2017 Autumn Food & Wine Festival.
- Develop and execute a more engaging visitor information booth at regional events.
- Oversee and execute the Special Event Partnership Funding program.

Performance Indicators:

- Create and execute a one day regional event producer educational conference.
- Recruit one special event with national and/or international media coverage, preferably in an identified initiative area and/or during a strike zone.
- Implementation of new Special Event Partnership Funding program – information and application online, contract management and ROI reports.

COMMUNICATIONS

Tasks:

- Insure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
- Create and distribute a toolkit for event producers including local and regional media information, North Lake Tahoe social handles and hashtags, and destination information.
- Develop and manage a centralized media resource library for North Lake Tahoe .
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of Business Association and Chamber Collaborative marketing campaigns.

Performance indicators:

- Distribute event notifications after sponsorships are approved by the NLTRA Board of Directors and on a quarterly basis via email.
- Track usage of hashtags for events to create benchmark
- Present Business Association and Chamber Collaborative mission and campaigns to at least five stakeholder and/or regional organizations.

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

Tasks:

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 50,000 copies; winter guide distribution shall be 20,000 copies.
- Update, publish and distribute a minimum of 25,000 North Lake Tahoe Neighborhood Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4th weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.

- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall continue to work the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Distribute the customer service training video for staff of local businesses, with a target of providing training to a minimum of 500 employees. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- Continually implement Gateway Assessment recommendations. Included in visitor center program budget.

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 2016-17.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by 5% over FY 2016-17.
- Distribute customer service training video as specified above.
- Visitor participation in local events
- Increase visitor outreach at events by 3% over FY 2016-17.

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

A major emphasis in the 2017-18 Scope of Work will be to continue and further strengthen the collaboration and partnership between Placer County and the Resort Association through more efficiency by working together, each doing what each does best. The Scope accommodates Placer County Board of Supervisors’ approved changes to transfer the preparation, execution and management of Capital Improvement contracts from the Resort Association to the County. This will be for visitor serving projects receiving TOT funding as recommended by the Resort Association Board and approved by the Board of Supervisors. In addition, the Resort Association will expand community outreach tasks to ensure all priority areas in the 2015 Tourism Master Plan are represented in the “Call for Projects” grant process.

The Resort Association will collaborate with Truckee/North Tahoe Transportation Management Association and other transportation service organizations to provide, through community outreach, enhancements to the North Lake Tahoe Transit Vision and recommendations to the County Transit Plan. The proposed services and

supporting TOT funding will be recommended as to the amount of TOT funds to be used, for services better serving the visitor, and to enable traffic congestion reduction.

Also addressed in this Scope of Work is a task of reevaluating the role and make-up of the Capital Investment/Transportation Committee.

Tasks:

- Prepare the annual Scope of Work, including the status of on-going projects, and any updates to the projects and services priorities as identified in Chapter 5 of the 2015 Tourism Master Plan.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Resort Association, in coordination with County staff, will develop and implement increased community outreach plan on behalf of the grant process, utilizing public presentations, media outreach, and other communication sources, to gather community needs, explain types of qualifying projects, assist with applications, communicate the need for and success of public-private partnership, and the coordination of various project applications funding.
- Provide annual recommendation to Placer County for award of TOT Capital Improvement project grants consistent with the 2015 Tourism Master Plan.
- Develop and provide at least two public workshops on Call for Projects guidelines with emphasis on Tourism Master Plan priorities.
- Monitor and report quarterly on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Participate in community planning studies, in coordination with the County, for capital improvement projects and programs consistent with the Tourism Master Plan and of benefit the tourism-based economy in North Lake Tahoe.
- Initiate additional snow removal pilot programs on multi-use trail sections.

Performance Indicators:

- Two public workshops on Call for Projects guidelines.
- At least twenty participants at public workshops and twelve agencies/ organizations represented at workshops.
- At least 20 Placer County TOT Capital Improvement project grant applications received.
- Applications for Call for Projects solicited at least four months prior to Application final due date.
- At least five priority areas from the Tourism Master Plan represented in program applications.

Tasks:

- Through community outreach and collaboration with other transportation organizations, provide recommendation to Placer County on transportation services necessary and the appropriate TOT funding for the benefit of the tourism-based economy in North Lake Tahoe for FY 2017-18 and beyond.
- Continue to provide transportation support for North Lake Tahoe by serving on the Boards of Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Association.
- Plan, with partners, the annual North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, as well as development of short and long-term strategies to implement the transit vision. Manage contracts for traffic management services in Tahoe City and Kings Beach and others that may be needed.
- Conduct on-site monitoring of FY 2017-18 traffic management services.

Performance Indicators:

- Signed contract and schedule for traffic management in winter and summer and report on monitoring 30 days following season.
- Completed congestion management study with recommendations by June 30, 2018.
- At least 50 participants at the North Lake Tahoe Transportation Summit.

RESEARCH AND PLANNING:

Tasks:

- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.
- Continue to fund Capital Improvement Research and Planning for use such as outreach, various research needs, planning updates, and additional funding sources (TOT) that may be needed to improve projects for better visitor experience.
- Continue to fund Research and Planning for use such as outreach for transit needs, long-range transportation vision development, traffic management programs, congestion management research, and exploration of additional funding sources (TOT, sales tax, etc.) to achieve future visitor transportation improvements.

Performance Indicators:

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

CAPITAL INVESTMENT/TRANSPORTATION COMMITTEE

Tasks:

- Reevaluate role and purpose of Committee and select members who can best achieve this.
- Include members to represent focus areas of Tourism Master Plan priorities not currently represented on the Committee or Board.
- Reduce # of members who have possible “same organization” affiliation conflicts of interest.
- Make contract changes to reflect a new committee structure.
- Continue to make initial recommend of TOT \$ split for Transit/Capital Investment proposals.

ATTACHMENT A
North Lake Tahoe Resort Association
Scope of Work for FY ~~2016-17~~2017-18

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

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

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

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

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

The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department's respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by ~~August, 2016~~ September, 2017. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

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

Tasks:

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

Performance Indicators:

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

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

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

1) Marketing, Sales and Visitor Information

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

Tasks:

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

Such plan shall focus on the following tasks:

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

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY ~~2015-16~~2016-17.
- Increase number of travelers arriving by air by 3% as compared to FY ~~2015-16~~2016-17.
- Increase mid-week occupancy by ~~7%~~5% compared to FY ~~2015-16~~2016-17 average occupancy.
- Increase occupancy in the months of ~~September & October~~ 2016-2017 and ~~May & June~~ 2017-2018 by 3% as compared to FY ~~2015-16~~2016-17.
- Increase consumer participation in specific in-market marketing initiatives by ~~15%~~10% as compared to FY ~~2015-16~~2016-17.

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

a) Public and Media Relations

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round active and family travel destination.
- Generate positive editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips.
- Provide assistance to journalists on assignment in North Lake Tahoe.
- ~~Frequently~~ update content for the media center and blog on GoTahoeNorth.com.
- Remain up to date on consumer travel trends to revise and update media relations plan as needed and appropriate.
- ~~Integrate messaging between traditional media and online media.~~

Performance Indicators:

- ~~Increase~~ Advertising equivalency of public relations efforts ~~increased~~ by ~~5%~~7% over FY ~~2015-16~~2016-17.
- ~~Increase n~~Number of media contacts and press releases downloaded from GoTahoeNorth.com ~~increased~~ by ~~7%~~5% over FY ~~2015-16~~2016-17.
- ~~Increase r~~References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe ~~increased~~ by ~~20%~~10% over FY ~~2015-16~~2016-17.

b) Social Media

Tasks:

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

Performance Indicators:

- ~~Increase Number~~ ~~number~~ of social media followers ~~increased~~ by ~~40%~~15% over FY ~~2015-16~~2016-17.

- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to FY ~~2015-16~~2016-17.

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

Tasks:

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

Performance Indicators:

- ~~Total-Increase total~~ unique visitors to site ~~increased~~ by ~~5%~~10% over FY ~~2015-16~~2016-17.
- ~~Average-Increase average~~ length of stay on the site ~~increased~~ by ~~10%~~15% over FY ~~2015-16~~2016-17.
- ~~Reduce bounce rate of the site by 5% as compared to FY 2015-16.~~
- ~~Number-Increase number~~ of lodging referrals ~~increased~~ by 5% over FY ~~2015-16~~2016-17.
- ~~Organic-Increase organic~~ search ~~increased~~ by ~~5%~~10% over FY ~~2015-16~~2016-17.
- ~~Number-Increase number~~ of newsletter sign-ups ~~increased~~ by ~~5%~~12% over FY ~~2015-16~~2016-17.

d) Special Event Partnership Grant Process

Tasks:

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

Performance Indicators:

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

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

Tasks:

- Promote the ~~Placer County portion of~~ North Lake Tahoe at industry trade shows and events.

- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets (SF, Sacramento, Chicago, Washington DC)
- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.
- Increase awareness in southeastern United States with full time sales person dedicated to that market. (Florida, Georgia, Tennessee)
 - Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY ~~2015-16~~2016-17.
- Increase total leads by 10% over FY 2016-17.
- Increase total ~~leads and total~~ booked revenue by 5% over FY ~~2015-16~~2016-17.
- Increase number of ~~group and conference~~ requests for proposal submitted through GoTahoeNorth.com by ~~5%~~10% over FY ~~2015-16~~2016-17.
- Increase number of in market customer events from 1 to 4 (SF, Sacramento, Chicago, Washington DC)
- Attract at least one major meetings industry customer event to North Lake Tahoe. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers
- Increase leads from southeast market by 10%

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

Tasks:

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

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- Serve as the primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with ~~the Resort Association's~~ North Lake Tahoe's Public Relations team and with GSAs, host multiple media FAM trips.
- Strengthen relationships with international offices to drive tourism year round and mid-week during winter and summer seasons
- Standardize webinar trainings to increase both international and domestic availability for sales trainings focusing on mid-week stays
- Monitor brochure information and online information to ensure year round messaging
- Increase activity product placement in order to generate more incentive for long term visitation with inclusion in activity itineraries.

Performance Indicators:

- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product brochure placement in wholesale and tour operator sales channels by 10% over FY ~~2015-16~~ 2016-17.
- Increase newsletter database of travel agents located outside the four hour drive market by 20% over FY 20-15-16.
- Create a travel industry page that connects directly to GoTahoeNorth.com
- Create a leisure sales tracking program with OTAs and/or domestic and international tour operators. Track to track peak and non-peak room nights.
- ~~Increase mid-week occupancy by 7% YOY.~~
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase newsletter database by 20%

4) Special Events & Communications ~~This~~ These programs ~~is~~ are intended ~~will~~ to support the development, implementation ~~and~~ promotion and communications of special events held in the ~~Placer County portion of~~ North Lake Tahoe and ~~to will~~ attract new events to the destination. The programs shall focus on attracting events that take place within ~~an the~~ identified ~~Resort Association~~ strike zones and with a nexus to ~~Resort Association~~ initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports and assist in the communications of the local impacts of each event.

Events

Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional considerations are received.

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- Coordinate with event producers to insure necessary permits are submitted at least 90 days prior to event date for all ~~Resort Association~~North Lake Tahoe sponsored special events.
- Assist event producers in completion of final event report including specific tracking measurements necessary to determine an event ROI for all ~~Resort Association~~North Lake Tahoe sponsored special events.
- Assist in facilitating regional and event surveys during the 2017 summer season.
- ~~Work with Sales and Conference and Leisure Sales to work with The Abbi Agency to organize a Super FAM during the 2018~~Autumn Food & Wine Festival.
- Develop and execute a more engaging visitor information booth at regional events.
- Oversee and execute the Special Event Partnership Funding program.
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

Performance Indicators:

- Create and execute a one day regional event producer educational conference.
- Recruit one special event with national and/or international media coverage, preferably in an identified initiative area and/or during a strike zone.
- Implementation of new Special Event Partnership Funding program – information and application online, contract management and ROI reports.
- One or more new events with national and international television coverage held during a strike zone in FY 2016-17.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.
- Return on Investment reports for each sponsored event completed within 60 days after the event.

COMMUNICATIONS

Tasks:

- Insure local districts and public service agencies are notified of ~~Resort Association~~North Lake Tahoe sponsored special events.

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- Create and distribute a toolkit for event producers including local and regional media information, NLTNorth Lake Tahoe, social handles and hashtags, and destination information.
- Develop and manage a centralized media resource library for NLTRA North Lake Tahoe, and NLTMC.
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of BACGBusiness Association and Chamber Collaborative, marketing campaigns.

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Performance indicators:

- Distribute eEvent notifications distributed after sponsorships are approved by the NLTRA Board of Directors and on a quarterly basis via email.
- Track usage of hashtags for events to create benchmark
- Present BACGBusiness Association and Chamber Collaborative mission and campaigns to at least five stakeholder and/or regional organizations.

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

Tasks:

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 50,000 copies; winter guide distribution shall be 20,000 copies.
- Update, publish and distribute a minimum of 20,00025,000 North Lake Tahoe Neighborhood Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4th weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall meet bi-annuallycontinue to work with a majority of the lodging properties located in the Placer County portion of North

Lake Tahoe to advise them of the services and benefits provided by the Resort Association.

- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- ~~Develop and d~~Distribute ~~a the~~ customer service training video for staff of local businesses, with a target of providing training to a minimum of 500 employees. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- ~~Continually i~~Implement Gateway Assessment recommendations. Included in visitor center program budget ~~for 2016-17.~~

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY ~~2015-16~~2016-17.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by ~~2%5%~~ over FY ~~2015-16~~2016-17.
- ~~Completion and d~~Distribution of customer service training video as specified above.
- ~~Visitor participation in local events~~
- Increase visitor outreach at events by 3% over FY 2016-17.

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

A major emphasis in the 2017-18 Scope of Work will be to continue and further strengthen the collaboration and partnership between Placer County and the Resort Association through more efficiency by working together, each doing what each does best. The Scope accommodates Placer County Board of Supervisors' approved changes to transfer the preparation, execution and management of Capital Improvement contracts from the Resort Association to the County. This will be for visitor serving projects receiving TOT funding as recommended by the Resort Association Board and approved by the Board of Supervisors. In addition, the Resort Association will expand community outreach tasks to ensure all priority areas in the 2015 Tourism Master Plan are represented in the "Call for Projects" grant process.

The Resort Association will collaborate with Truckee/North Tahoe Transportation Management Association and other transportation service organizations to provide, through community outreach, enhancements to the North Lake Tahoe Transit Vision and recommendations to the County Transit Plan. The proposed services and

supporting TOT funding will be recommended as to the amount of TOT funds to be used, for services better serving the visitor, and to enable traffic congestion reduction.

Also addressed in this Scope of Work is a task of reevaluating the role and make-up of the Capital Investment/Transportation Committee.

Capital Improvement Tasks:

- ~~• Prepare the annual update of the Long Range Capital Improvement Plan for the necessary capital improvements that benefit North Lake Tahoe's tourism-based economy~~
- Prepare the annual Scope of Work, including the status of on-going projects, and any updates to the projects and services priorities as identified in Chapter 5 of the 2015 Tourism Master Plan.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Resort Association, in coordination with County staff, will develop and implement increased community outreach plan on behalf of the grant process, utilizing public presentations, media outreach, and other communication sources, to gather community needs, explain types of qualifying projects, assist with applications, communicate the need for and success of public-private partnership, and the coordination of various project applications funding.
- Provide annual recommendation to Placer County for award of TOT Capital Improvement project grants consistent with the 2015 Tourism Master Plan.
- Develop and provide at least two public workshops on Call for Projects guidelines with emphasis on Tourism Master Plan priorities.
- ~~• In coordination with CEO staff, develop and implement an outreach plan to further engage community in Call for Projects process including public presentations, media outreach and other Resort Association communications.~~
- Monitor and report quarterly (~~per Attachment E~~) on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- ~~• Work with DPWF to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.~~ Participate in community planning studies, in coordination with the County, for capital improvement projects and programs consistent with the Tourism Master Plan and of benefit the tourism-based economy in North Lake Tahoe.
- Initiate additional snow removal pilot programs on multi-use trail sections.

Performance Indicators:

- Two public workshops on Call for Projects guidelines.

- At least twenty participants at public workshops and twelve agencies/ organizations represented at workshops.
- At least 20 Placer County TOT Capital Improvement project grant applications received.
- Applications for Call for Projects solicited at least four months prior to Application final due date.
- At least five priority areas from the Tourism Master Plan represented in program applications.

~~Installation of 15 new wayfinding signage in Caltrans right-of-way~~Transportation

Transportation Tasks:

- ~~Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.~~
- ~~Through community outreach and collaboration with other transportation organizations, provide recommendation to Placer County on transportation services necessary and the appropriate TOT funding for the benefit of the tourism-based economy in North Lake Tahoe for FY 2017-18 and beyond.~~
- ~~Continue to provide transportation support for North Lake Tahoe by serving on the Boards of Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Association.~~
- Plan, with partners, the annual North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, ~~the Transportation Sales Tax ballot measure~~, as well as development of short and long-term strategies to implement the transit vision. ~~Apply community polling results to further clarify Transit Vision priorities.~~
- ~~Provide a recommendation to Placer County on transportation services necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond.~~
- ~~Execute and m~~Manage contracts for traffic management services in Tahoe City and Kings Beach and others that may be needed.
- Conduct on-site monitoring of FY 20~~16~~-17-18 traffic management services.
- ~~Development of funding sources for Transit Vision plan.~~

Performance Indicators:

- Signed contract and schedule for traffic management in winter and summer and report on monitoring 30 days following season.
- ~~Increase passengers per vehicle service hour by 2% as compared to FY 15-16 for each Transportation service/program.~~
- ~~Completed congestion management study with recommendations by June 30, 2018.~~
- ~~At least 50 participants at the North Lake Tahoe Transportation Summit~~

RESEARCH AND PLANNING:

Tasks:

- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.
- Continue to fund Capital Improvement Research and Planning for use such as outreach, various research needs, planning updates, and additional funding sources (TOT) that may be needed to improve projects for better visitor experience.
- Continue to fund Research and Planning for use such as outreach for transit needs, long-range transportation vision development, traffic management programs, congestion management research, and exploration of additional funding sources (TOT, sales tax, etc.) to achieve future visitor transportation improvements.

Performance Indicators:

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

CAPITAL INVESTMENT/TRANSPORTATION COMMITTEE

Tasks:

- Reevaluate role and purpose of Committee and select members who can best achieve this.
- Include members to represent focus areas of Tourism Master Plan priorities not currently represented on the Committee or Board.
- Reduce # of members who have possible "same organization" affiliation conflicts of interest.
- Make contract changes to reflect a new committee structure.
- Continue to make initial recommend of TOT \$ split for Transit/Capital Investment proposals.

ATTACHMENT A-2
FY 2017-18 LAKE TAHOE TOURISM MARKETING BUDGET
Draft 04/27/2017

| NLTRA Budget Income | Marketing | Conference | Visitor Info | TOTALS |
|---------------------------|--------------------|------------------|-------------------|--------------------|
| Placer County TOT Revenue | \$2,749,116 | \$ 380,578 | \$ 314,451 | \$3,444,145 |
| Other revenue | | \$ 135,000 | \$ 75,000 | \$210,000 |
| Total revenue | \$2,749,116 | \$515,578 | \$ 389,451 | \$3,654,145 |

NON PROGRAM EXPENSES

| | | | | |
|---------------------------------------|--|--|--|--------------------|
| Personnel/Overhead Cap - Direct Costs | | | | \$867,069 |
| G+A Cap - Indirect Costs | | | | \$576,855 |
| SUBTOTAL | | | | \$1,443,924 |

PROGRAM EXPENSES

| | | | | |
|------------------------------|--------------------|------------------|----------------|--------------------|
| Training Video Series | \$8,500 | | | \$8,500 |
| Sales CRM / CMS | \$21,000 | | | \$21,000 |
| Community Marketing Programs | \$80,000 | | | \$80,000 |
| Marketing Cooperative/Media | \$1,301,821 | \$110,000 | | \$1,411,821 |
| Collateral Programs | | | \$5,000 | \$5,000 |
| Research & Planning | \$10,000 | | | \$10,000 |
| SUBTOTAL | \$1,421,321 | \$110,000 | \$5,000 | \$1,536,321 |

SPECIAL EVENTS - Breakdown attached

| | | | | |
|-----------------|------------------|--|--|------------------|
| SUBTOTAL | \$537,900 | | | \$537,900 |
|-----------------|------------------|--|--|------------------|

OTHER PROGRAMS

| | | | | |
|------------------------|------------------|--|--|------------------|
| Consumer Surveys | \$20,000 | | | |
| Cross Country/Nordic | \$6,000 | | | |
| High Notes | \$30,000 | | | |
| BACC Product Campaigns | \$80,000 | | | |
| SUBTOTAL | \$136,000 | | | \$136,000 |

| | | | | |
|--------------|--------------------|------------------|----------------|--------------------|
| TOTAL | \$2,095,221 | \$110,000 | \$5,000 | \$3,654,145 |
|--------------|--------------------|------------------|----------------|--------------------|

North Lake Tahoe Marketing Cooperative Budget

| | |
|-----------------|--------------------|
| Revenue Sources | |
| NLTRA | \$1,411,821 |
| IVCBVB | \$925,000 |
| TOTAL | \$2,336,821 |

COOPERATIVE DIRECT EXPENSES

| | |
|-------------------------------|-------------|
| Public Relations/Social Media | \$300,000 |
| Leisure Sales | \$225,000 |
| Conference Sales | \$250,000 |
| Website Content Management | \$47,000 |
| Website Maintenance | \$18,000 |
| Consumer Marketing | \$1,125,821 |

COOPERATIVE PROGRAM EXPENSE

| | |
|--------------------------------|-----------|
| Sierra Ski Marketing Council | \$90,000 |
| Regional Air Service Committee | \$100,000 |
| Research | \$35,000 |
| DestiMetrics | \$35,000 |
| Photography / Video Production | \$40,000 |
| VisitingLakeTahoe.com | \$36,000 |
| Content Campaigns | \$25,000 |
| Fulfillment | \$10,000 |

| | |
|--------------|--------------------|
| TOTAL | \$2,336,821 |
|--------------|--------------------|

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

ATTACHMENT A-2
FY 2017-18 LAKE TAHOE TOURISM MARKETING BUDGET
Draft as of 4/18/2017

SPECIAL EVENTS BREAKDOWN

| | |
|---|-----------|
| Spartan World Championships Sponsorship | \$250,000 |
| Tough Mudder Sponsorship | \$50,000 |
| WinterWonderGrass Sponsorship | \$15,000 |
| Autumn Food & Wine Festival Sponsorship | \$30,000 |
| AMGEN Tour of California Womens Race | \$18,900 |
| Broken Arrow Skyrun Sponsorship | \$15,000 |
| North Lake Tahoe Summit Lacrosse Sponsorshi | \$5,000 |
| 4th of July Fireworks (TC & KB) Sponsorship | \$20,000 |
| Big Blue Adventure Series | \$15,000 |
| Wanderlust Festival | \$30,000 |
| Barcelona Soccer Tournament | \$3,000 |
| Outlook Forum | \$20,000 |
| Human Powered Sports Campaign | \$25,000 |
| Booth Activations/Swag | \$14,000 |
| Event Development Opportunities | \$27,000 |
| | <hr/> |
| | \$537,900 |

ATTACHMENT C
FY 2017-18 RESORT ASSOCIATION TOT BUDGET - DRAFT

NLTRA PROPOSED

| MARKETING | PROPOSED BUDGET | TRANSPORTATION | PROPOSED BUDGET | CAPITAL IMPROVEMENTS | PROPOSED BUDGET | PROPOSED TOTAL |
|--|---------------------|--|---------------------|--|---------------------|---------------------|
| RESORT ASSOCIATION CONTRACT: | | RESORT ASSOCIATION CONTRACT: | | RESORT ASSOCIATION CONTRACT: | | |
| Personnel/Overhead Cap - Direct Costs | 867,069 | Personnel/Overhead Cap - Direct Costs | 64,447 | Personnel/Overhead Cap - Direct Costs | 97,068 | 1,028,584 |
| G+A Cap - Indirect Costs | 576,855 | G+A Cap - Indirect Costs | 55,601 | G+A Cap - Indirect Costs | 83,402 | 715,858 |
| Research and Planning | 10,000 | Research and Planning (Detail in Attachment A-1) | 35,000 | Research & Planning (Detail in Attachment A-1) | 35,000 | 80,000 |
| Direct Marketing/Programs (Detail in Attachment A-2) | 1,910,221 | | | | | 1,910,221 |
| | | Outreach | 5,000 | Outreach | 5,000 | 10,000 |
| | | Memberships | 4,000 | | | 4,000 |
| Community Marketing Fund | 30,000 | | | | | 30,000 |
| Special Events Marketing Fund | 50,000 | | | | | 50,000 |
| | | Traffic Management | 47,000 | | | 47,000 |
| | | | | Capital Improvements - Requires BOS Approval | 2,201,716 | 2,201,716 |
| SUBTOTAL - RESORT ASSOC CONTRACT | \$ 3,444,145 | SUBTOTAL - RESORT ASSOC CONTRACT | \$ 211,048 | SUBTOTAL - RESORT ASSOC CONTRACT | \$ 2,422,186 | \$ 6,077,379 |
| County Services | \$ 246,600 | County Services | \$ 2,744,081 | County Services | \$ 715,492 | \$ 3,706,173 |
| Administration 34% | \$ 55,837 | Administration 33% | \$ 54,196 | Administration 33% | \$ 54,196 | \$ 164,229 |
| TOTAL | \$ 3,746,582 | TOTAL | \$ 3,009,325 | TOTAL | \$ 3,191,874 | \$ 9,947,781 |
| | 38% | | 30% | | 32% | |
| | | | | | | 25-Apr-17 |
| County Services: | | County Services: | | County Services: | | |
| Auburn Welcome Center | 40,000 | Peak Transit Services | 354,000 | TPA Maintenance | 10,000 | |
| Placer County Film Office | 56,600 | Base Transit Services | 179,800 | TAUs | 421,364 | |
| TCDA | 75,000 | Shoulder Season Nite Rider | 212,600 | NTPUD - Beach Maintenance | 91,429 | |
| NTBA | 75,000 | Winter Service 30 minute | 90,000 | TCPU - Beach Maintenance | 104,438 | |
| TOTAL | \$246,600 | Northstar Peak Service | 9,100 | Animal Control - Beach Patrol | 45,053 | |
| | | Squaw Peak Service | 32,900 | Sheriff Patrol - 4th of July | 43,208 | |
| | | Winter and Summer Nite Rider | 533,000 | TOTAL | \$715,492 | |
| Administration | | Northstar Peak Service Winter NEW | 35,000 | | | |
| General Liability Insurance Charge | 4922 | Year Round 30 min. North Shore NEW | 178,300 | | | |
| Countywide System Charge | 16,833 | Winter 30 min TC & Squaw NEW | 72,600 | | | |
| Revenue Services - TOT Collections | 102,474 | Winter 30 min Cr Bay & Northstar NEW | 102,600 | | | |
| East Slope TOT Audit | 40,000 | Fill Time Gaps between Afternoon & Eve NEW | 9,700 | | | |
| | \$164,229 | Expansion Bus for added Service 18-19 NEW | 550,000 | | | |
| Split: | | Resort Arterial Snow Removal | 100,000 | | | |
| Marketing - 34% | 55,837 | Truckee/Sugar Bowl Ski Shuttle | 30,000 | | | |
| Transportation - 33% | 54,196 | NLT Express Shuttle | 120,000 | | | |
| Capital Improvements - 33% | 54,196 | Transportation Marketing/Mgmt | 134,481 | | | |
| | \$164,229 | TOTAL | \$2,744,081 | | | |

6/16/2016 9:30 AM

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

| MARKETING and VISITOR INFORMATION | PROPOSED | TRANSPORTATION SERVICES | PROPOSED | TAHOE CAPITAL IMPROVEMENTS | PROPOSED | | PROPOSED |
|---------------------------------------|--------------|---------------------------------------|--------------|--|--------------|--|--------------|
| | 16-17 BUDGET | | 16-17 BUDGET | | 16-17 BUDGET | TOTAL CONTRACT | 16-17 BUDGET |
| RESORT ASSOCIATION CONTRACT: | | RESORT ASSOCIATION CONTRACT: | | RESORT ASSOCIATION CONTRACT: | | RESORT ASSOCIATION CONTRACT: | |
| Personnel/Overhead Cap - Direct Costs | 848,478 | Personnel/Overhead Cap - Direct Costs | 106,235 | Personnel/Overhead Cap - Direct Costs | 106,235 | Personnel/Overhead Cap - Direct Costs* | 1,060,848 |
| G+A Cap - Indirect Costs | 553,727 | G+A Cap - Indirect Costs | 65,977 | G+A Cap - Indirect Costs | 76,333 | G+A Cap - Indirect Costs | 655,037 |
| Research and Planning | 10,000 | Research and Planning | 40,000 | Research & Planning | 40,000 | Research and Planning | 90,000 |
| Direct Marketing/Programs | 1,797,000 | | | | | Direct Marketing/Programs | 1,797,000 |
| Community Marketing Fund | 30,000 | | | | | Community Marketing Fund | 30,000 |
| Special Events Marketing Fund | 50,000 | | | | | Special Events Marketing Fund | 50,000 |
| | | Memberships | 5,000 | | | Memberships | 5,000 |
| | | Traffic Management | 47,000 | | | Traffic Management | 47,000 |
| | | | | Capital Improvements - Requires BOS Approval | 1,865,549 | Capital Improvements - Requires BOS Approval | 1,865,549 |
| | | | | | | | |
| | | | | | | | |
| TOTAL - RESORT ASSOC CONTRACT | 3,289,205 | TOTAL - RESORT ASSOC CONTRACT | 284,212 | TOTAL - RESORT ASSOC CONTRACT | 2,088,117 | TOTAL - RESORT ASSOC CONTRACT | 5,641,534 |

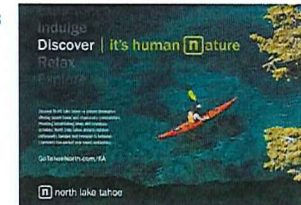
NOTE: The total budget for Marketing and Visitor Information of \$3,289,205 PLUS the amount budgeted for NLTRA generated TOT of \$210,000 is what is used for expenditure proposal of \$3,499,205 on Attachment A-3

2017-18 Marketing, Capital Investments, and Transportation Scope of Work

Marketing

- Program Budget \$2MM ~ 6.6% increase in FY 17-18

- Additional \$123k in funding
 - Public Relations & Social Media - \$75k
 - Research - \$20k
 - Events & Communications - \$10k
 - Visitor Services - \$23k



Public Relations

- New three year contract to begin FY 2017-2018
- Expanding *Local Luminaries* Campaign & Content
 - Food / Music / Adventure & Training / Arts & Culture



Social Media

- Increasing *influencer* engagement
- Expanding media base to include Snapchat
- Updating YouTube channel presence



Research

- Increased intercept survey participation at local events throughout the year
- Continual "ad-recall" surveys in key markets

Events & Communications

- Creation of event producer tool-kit to include local and regional media information, NLT social handles and hashtags, and destination information
- Create and execute a one day regional event producer educational conference
- Expansion of Human Powered Sports advertising campaign

Visitor Information Services

- Redesign of outdoor visitor information booth
- Increased visitor information presence at sponsored events
- Implementation of customer service training video and certification
- Enhanced staff assistance with visitor intercept surveys



Capital Investment and Transportation Scope of Work

Capital Investment and Transportation Scope of Work

- Strengthens the collaboration and partnership between Placer County and NLTRA
- Reflects NLTRA organizational changes by expanding community outreach tasks.
- Depends on collaboration with Transportation Service Organizations to provide visitor transit enhancements
- Continues to recommend proposed projects, transit service and supporting TOT funding that benefit the visitor and tourism economy
- Reallocates staff work load between Capital Investment and Transportation tasks
- Reevaluates Capital Investment/Transportation Committee participants

Capital Investment and Transportation Scope of Work

- Capital Investment Tasks
 - Continue ombudsman role for Community to ensure projects are heard
 - Carry out the annual Capital Investment "Call for Projects" process.
 - Develop and implement increased community outreach plan
 - Provide annual recommendation to County for award of TOT project grants
 - Monitor and report quarterly on the status of projects and programs.
 - Participate in community planning studies consistent with the Tourism Master Plan.
 - Initiate additional snow removal programs on multi-use trails

Capital Investment and Transportation Scope of Work

- **Capital Investment Performance Indicators**

- Two public workshops on Call for Projects guidelines.
- At least twenty participants at public workshops and twelve agencies/organizations represented at workshops.
- At least 20 Placer County TOT Capital Improvement project grant applications received.
- Call for Projects applications solicited four months prior to application final due date
- At least five priority areas from the Tourism Master Plan represented in program applications.

Capital Investment and Transportation Scope of Work

- **Transportation Tasks**

- Provide recommendation to County for transportation services and needed TOT funding.
- Continue to provide transportation support for North Lake Tahoe tourism economy.
- Plan, with partners, the annual North Tahoe Transportation Summit.
- Provide facilitation and leadership to the Resort Triangle Transportation Vision Coalition, including identifying funding alternative, and support for future ballot measure
- Manage contracts for North lake Tahoe traffic management services.
- Conduct on-site monitoring of 2017/18 traffic management services.

Capital Investment and Transportation Scope of Work

- **Transportation Performance Indicators**

- Signed contract and schedule for winter and summer traffic management services and monitoring report 30 days following season.
- Completed congestion management report with recommendations by June 30, 2018
- Have at least 50 attendees at the North Tahoe Transportation Summit.

Capital Investment and Transportation Scope of Work

- **Research and Planning Tasks**

- Capital Investment Research and Planning: Outreach, planning studies, investigation of funding sources,
- Transportation Research and Planning: Outreach, long range vision development, congestions management and additional funding sources

Capital Investment and Transportation Scope of Work

Total \$ Anticipated for 17/18 \$2,201,716 plus Fund Balance

• Potential New Projects Requesting TOT Funding Support

- Performing Arts Facility
- Visitor Centers Support
- Olympic Museum Support
- Winter Snow Removal on Additional Trails
- Applications for Tier 1 and/or Tier2 Master Plan Projects in Top Five Short Range Priorities with Matching Funding

Capital Investment and Transportation Scope of Work

On Going Projects Possibly Requesting New Funding

- Wayfinding Signage Installation (Current Funds \$62,267)
- North Tahoe Shared-Use Trail (Current Funds \$213,336)
- Northstar/Martis Valley Trail (Current Funds \$645,501)
- Truckee River Corridor SV to Trk Trail (Current Funds \$448,057)
- Tahoe Public Art Program (Current Funds \$214,152)

Capital Investment and Transportation Scope of Work

On Going Projects Possibly Requesting New Funding (Continued)

- Tahoe City Parking Plan (Current Funds \$85,000)
- Mountain Bike Trails Development (Current Funds \$14,092)
- TART Bus Shelters (Current Funds \$65,000)
- Existing Maintenance Projects Reserve (Current Funds \$128,272)

Capital Investment and Transportation Scope of Work

Capital Investment Research & Planning for 17/18

\$40,000

- Congestion Management Study
- Community Outreach (\$5,000)
- Possible TOT Survey/Study
- Possible North Lake Tahoe Trails/Transportation Sales Tax Survey

Capital Investment and Transportation Scope of Work

Future Capital Investment Support Considerations With Additional Funding:

New Class 1 Trails-Hwy 267 to Crystal Bay; Tahoe Vista to Northstar

Mountain Bike Trail System with Amenities

Kings Beach Boardwalk

Workforce Housing

Long-Range Tier 1 and Tier 2 Master Plan Proposals



Attachment A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET

| SPECIAL EVENTS BREAKDOWN | Approved Budget | Spent | Allocated (Not Paid Yet) | Remaining | Notes |
|--|--------------------|------------------|-----------------------------|------------------|---|
| 2016 Spartan World Championships Sponsorship | \$210,000 | \$198,550 | \$0 | \$11,450 | |
| 2017 Tough Mudder Sponsorship | \$50,000 | \$0 | \$0 | \$50,000 | Event Canceled - 3/28/17 |
| 2017 WinterWonderGrass Sponsorship | \$15,000 | \$15,400 | \$0 | (\$400) | Included TC Banners (\$400) |
| 2016 Autumn Food & Wine Festival Sponsorship | \$30,000 | \$30,000 | \$0 | \$0 | |
| 2017 AMGEN Tour of California Womens Race Sponsorship | \$27,000 | \$18,900 | \$0 | \$8,100 | Split Sponsorship with IVCBVB |
| 2017 Broken Arrow Skyrun Sponsorship | \$20,000 | \$10,000 | \$10,000 | \$0 | |
| 2017 North Lake Tahoe Summit Lacrosse Sponsorship | \$5,000 | \$5,000 | \$0 | \$0 | |
| 2016 & 2017 4th of July Fireworks (Tahoe City & Kings Beach) Sponsorship | \$40,000 | \$20,000 | \$0 | \$20,000 | 2016 \$20k was paid out of 15.16 budget |
| Human Powered Sports Series | \$25,000 | \$0 | \$25,000 | \$0 | |
| Event Development Opportunities | \$112,000 | \$71,664 | \$21,500 | \$18,836 | |
| 2017 Wanderlust Sponsorship | \$35,000 | \$30,000 | \$5,000 | \$0 | Swag |
| 2017 World Cup Sponsorship | \$40,000 | \$39,564 | \$0 | \$436 | |
| <i>Branded Cowbells</i> | | \$9,564 | | | <i>Part of World Cup Funds</i> |
| 2017 Tahoe Film Festival Sponsorship | \$5,000 | \$0 | \$0 | \$5,000 | Came out of Co-Op Budget |
| 2017 AMGEN Tour of California Mens Race Sponsorship | \$15,000 | \$0 | \$0 | \$15,000 | Didn't come to NLT |
| Event Development/Team California | \$7,000 | \$0 | | \$7,000 | |
| New Event Marketing Opportunities | \$10,000 | \$2,100 | \$16,500 | (\$8,600) | |
| <i>2017 No Barriers Summit</i> | | | \$10,000 | | <i>New Opportunity</i> |
| <i>2017 Barcelona Soccer Tournament Sponsorship</i> | | \$0 | \$3,000 | | <i>New Opportunity</i> |
| <i>2017 Tahoe Reno Golf Tour (Media)</i> | | | \$3,500 | | <i>New Opportunity</i> |
| <i>Jeff Freeman Event Photography</i> | | \$2,100 | \$0 | | <i>New Opportunity</i> |
| TOTAL | \$534,000 | \$369,514 | \$56,500 | \$107,986 | |

2016.2017 Remaining Event Budget Allocation

Remaining Budget \$107,986

| Item | Cost | Notes |
|---|------------------|---|
| Human Powered Sports Campaign | \$30,000 | This is in addition to the existing \$25k already allocated (makes entire campaign \$55k) |
| North Lake Tahoe Music Campaign | \$20,800 | This is in addition to the existing \$15k already allocated (makes entire campaign \$35.8k) |
| Arts & Culture Communications Seminar | \$2,000 | |
| Museum Day Campaign | \$2,500 | Admission & Advertising |
| Booth Infrastructure | \$6,000 | |
| Branded Promotional Giveaways | \$5,186 | |
| Additional Event Sponsorships | | |
| Burton Creek Trail Running Festival Sponsorship | \$6,500 | |
| Squaw Valley Half Marathon & Run to Squaw 8M | \$6,500 | Already giving this event \$4k through the grant/partnership program |
| XTERRA Tahoe City Sponsorship | \$8,500 | |
| Lake Tahoe Dance Collective | \$5,000 | |
| Tahoe Trail 100 | \$5,000 | Ties in with HPS campaign |
| Homewood Concert | \$10,000 | Received initial proposal, waiting on updated info |
| | \$107,986 | |

Remaining Budget \$107,986
 Proposed Spend \$107,986
 Still Remaining (\$0)

Remaining Event Budget

Proposed Plan

Human Powered Sports Campaign

- Currently have \$25,000 allocated
- Recommending additional \$30,000
 - New Campaign Total: \$55,000

Proposed Areas of Focus

- Running
 - Print/Online Options: Trail Runner, Runners World
 - Event Geo-Fence Options: San Francisco Marathon, California International Marathon, LA Marathon, Bolder Boulder (Denver, CO), Big Sur Marathon
- Stand Up Paddling
 - Print/Online Options: SUP Journal, Standup Journal
 - Event Geo-Fence Options: Santa Monica Pier Paddle, Battle of the Bay (SF), Pacific Paddle Games (OC, CA)
- Swimming
 - Print/Online Options: Open Water Swimming
 - Event Geo-Fence Options: La Jolla Rough Water Swim, Santa Barbara Channel, Alcatraz Sharkfest Swim
- Triathlon
 - Print/Online Options: Lava, Triathlete
 - Event Geo-Fence Options: Ironman Vineman (Sonoma, CA), Escape from Alcatraz
- Mountain Biking
 - Print/Online Options: Pinkbike, Singletracks, Mountain Bike Magazine
 - Event Geo-Fence Options: Sea Otter Classic (CA), Leadville Trail 100 (CO), Austin Rattler (TX), Barn Burner (AZ)
- Training
 - Print/Online Options: Active, Runners World, Outside

North Lake Tahoe Music Campaign

- Currently have \$15,000 allocated
- Recommending additional \$20,800
 - New Campaign Total: \$35,800

Proposed Areas of Focus

- Entercom Radio Buy - \$19,800
 - Includes ad buys on the following stations in Sacramento
 - 98 Rock (KRXQ) – Active Rock
 - 107.9 the End (KDND) – Contemporary Hits
 - Radio 94.7 (KKDO) – Alternative Rock
- Pops in the Park Sponsorship - \$7,000 (\$2,500 Sponsorship, \$3,000 Activation, \$1,500 Staff Travel)
 - Four (4) Concert Series in Sacramento
 - 6/3 – East Portal Park (Joy & Madness – Funk/Soul)
 - 6/10 – Bertha Henschel Park (John Skinner Band – Big Band/Rock)
 - 6/17 – McKinley Park (Mumbo Gumbo – Soul/Blues/Rock Americana)
 - 6/24 – Glenn Hall Park (UnSupervised – R&B/Soul/Funk)
 - Major Sponsorship Includes:
 - Booth (10' x 10') at all 4 events
 - Full page ad in Pops program to be distributed at all four concerts
 - Logo link displayed at eastsacpopsinthepark.com

- Logo listed on Pops in the Park banner to be displayed on H Street
- Logo listed on posters (100 to businesses) and fliers (2,500 to schools)
- Verbal recognition at all concerts
- Name recognition on media advisories
- Digital Media Spend - \$9,000
 - Specifically target Sacramento, Foothills, East Bay, Central Valley, Reno/Carson City

Arts & Culture Communication Seminar

- Recommending \$2,000

Proposed Areas of Focus

- One(1) Day Communications Seminar
 - Regional players in the arts and culture businesses/events
 - Communicate NLTRA strategies and marketing plan
 - Strategize how we can help increase visitation to their businesses/events
- Costs Include
 - Room Fee
 - F&B

Museum Day Campaign

- Recommending \$2,500

Proposed Areas of Focus

- Awareness of local/regional museums
 - Gate Keepers Museum
 - Watson Cabin Museum
 - Marion Steinbach Indian Basket Museum
 - Hellman-Ehrman Mansion
 - Museum of Sierra Ski History and 1960 Winter Olympics
 - Tahoe Maritime Museum
- Advertise a Free Admission Day for one day in the summer (Call to Action)

Booth Infrastructure

- Recommending \$6,000

Proposed Areas of Focus

- Update booth infrastructure
 - Augustine is working on creative for booth walls
 - Large format map
 - Wall panel with photo opportunity
 - Branded interactive games (cornhole, etc.)

Branded Promotional Giveaways

- Recommending \$5,186

Proposed Areas of Focus

- Logo & website on promotional materials
 - Targeted to event audience when appropriate

Burton Creek Trail Running Festival Sponsorship

- Requesting \$6,500
- Event Date: June 17, 2017(Father's Day)
- See attached sponsorship proposal

Squaw Valley Half Marathon & Run to Squaw 8 Miler Sponsorship

- Requesting \$6,500
- Event Date: June 11, 2017
- See attached sponsorship proposal
 - *Note: Event is already receiving \$4,000 through the grant/partnership program*

XTERRA Tahoe City Sponsorship

- Requesting \$8,500
- Event Date: June 24, 2017
- See attached sponsorship proposal

Lake Tahoe Dance Collective Sponsorship

- Potential Funding \$5,000 (Underwriting Sponsorship)
- Promotes regional arts & culture events
- Anticipate 2,000 audience members in the season
 - Estimate 43% residents, 57% visitors
- Exclusive Underwriting Sponsorship Includes:
 - Name/logo included in all marketing materials with exclusive "brought to you by" billing of 2017 Season in all marketing materials (posters, website, email, program, etc.)
 - Invitation to "Friends of Lake Tahoe Dance Collective" evenings
 - Six (6) General Admission ticket vouchers for use at any 2017 Season performance (excluding Lake Tahoe Dance Festival Gala)
 - Invitation to private rehearsal of the selected performance series
 - VIP Table for 6 at Lake Tahoe Dance Festival Main Stage Performance with wine and catered snacks
 - Private invitation to rehearsal of each performance of season

Tahoe Trail 100

- Potential Funding \$5,000
- Ties into Human Powered Sports Campaign
- Attracts 900+ riders
- Qualifier event for Leadville Trail 100 – top tier mountain bike event

Homewood Concert

- Potential Funding \$10,000
- Approached NLTRA with a funding request for a summer concert. We've asked that they come back with more specific information.



Burton Creek Trail Running Festival Funding Request

The Burton Creek Trail Running Festival has become a Father's Day tradition for hundreds of runners. We are asking for funding from the NLTRA to grow the awareness of the event in San Francisco Bay and Sacramento area to entice families to make a "Tahoe Father's Day Weekend".

The Burton Creek Trail Running Festival offers runners and walkers a non-technical trail experience with the choice of a 6K, 12K and Half Marathon distance. We also offer short distance kids races for the younger ones. It's our strong understanding that by promoting this event to "drive in" locations that participants would come for a weekend in North Lake Tahoe and cap off their stay with this event. This family oriented promotion will drive additional TOT to a shoulder season weekend. Our 2016 participant survey documented that 65% of the 450 participants stayed in the North Lake Tahoe area for 2 days in a hotel or house rental. We feel strongly that by branding this event as a weekend family activity we can increase the total weekend participation to over 1200 attendees with family and friends. As numerous runners were overheard saying at the end of the race; "The Burton Creek Trail run is my favorite race of the year!".

As part of the funding request we plan to provide free race photos for all runners branded with the North Lake Tahoe Resort Association logo. Runners will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos.

Event Stats:

- 2017 Projected participants: 500
- 2017 Total event attendees: 800
- 65% outside of Tahoe/Reno area
- Tahoe Trail Running Page Likes: 2,000
- Big Blue Adventure Page Likes: 3,300
- Email Database: 20,500
- Lodging Partners: BaseCamp, Mourelatos, possibly Granlibakken

Outreach strategy:

Target running groups and families that want to spend a weekend in North Lake Tahoe

- Highlight a "Father's Day Weekend in Tahoe"
- Multiple distances fit abilities of group/family members
- Race start and finish festival is close to Tahoe City
- Mandatory Saturday race registration in Tahoe City, runners would need to be in NLT the day before the event



- Highlight surrounding experiences and North Lake Tahoe Area

Total Funding Request: \$6,500

Hard Media Placements

1. Digital/print ad Trail Runner Magazine and editorial \$1,000
 - a. Grow awareness of North Lake Tahoe as a Trail Running destination
 - b. PR placement story about spending Father's Day weekend in NLT

Other Marketing and Branding

1. Tent, banners and course signage \$1,500
 - a. Enhance look & feel of event, co-brand NLTRA
2. Video production/photo \$2,000
 - a. Document event for future promotion and growth
3. Photography Branding/Social Media sign up \$2,000
 - a. Free participant photos co-branded w/event and NLTRA logo
 - b. Participant must "like" NLTRA to gain access to photos

Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).

Components: NLTRA to receive the following considerations

1. NLTRA Brand Recognition

- a. NLTRA logo to appear on free digital participant photographs.
 - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
 - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
- b. Website: AdventureSportsWeek.com
 - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
 - ii. Custom Brand Page featuring NLTRA's logo, company information and link.



- c. Email
 - i. NLTRA content/logo/link incorporated into Big Blue Adventure running campaign email marketing. NLTRA content included in a minimum of 10 emails.
 - 1. Campaign List (name/size) and Open Rate
 - a. BBA 20K/20%
 - b. Trail Running 8K/20%
 - 2. Registration confirmation email
 - a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
- d. On-site
 - i. NLTRA logo placed and featured on event finish arch
 - ii. NLTRA branded tents, banners, and windsocks displayed and incorporated into event venue
- e. Apparel
 - i. NLTRA logo present on event T-shirts provided to participants with entry.
- f. Print
 - i. NLTRA logo placed on all event posters, print advertisements, and on several pages of the Big Blue Adventure Guide (50,000 distributed; TBD based on ad sales)

2. Social Media

- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
 - i. Contests
 - 1. Facebook like contest, random winner gets a free 2-night stay in North Lake Tahoe and entry to BBA event
 - 2. Picture share and post contest - winner with most shares and/or most picture likes - gets free 2-night stay in North Lake Tahoe and entry to BBA event
 - 3. Offer NLTRA 3 postings/shares to BBA Social Media pages per event promotion collaboration

3. On-site Activation

- a. Expo space for promotion, sales and exhibition
- b. Public Address announcements
- c. V.I.P. passes to all BBA activities
- d. Event merchandise such as T-shirts and other apparel
- e. Complementary event entries



4. Value Added

- a. The right to the BBA event logos for advertising and promotional use
- b. The right to the event video for advertising and commercial use
- c. The right to the event still photography for advertising and promotional use
- d. The right of first refusal to sponsor BBA in the following promotional season



Squaw Valley Half Marathon and Run to Squaw 8 Miler Funding Request

2017 will mark the 1st year in which we run the events concurrently. This gives running parties a choice of distances that all finish in The Village at Squaw Valley. These races accommodate an underserved demographic of athlete for Tahoe. The courses are mainly flat, paved and can be walked. This appeals to groups coming in to participate in an accessible group outing weekend, not a "hard core adventure". This year we will also be looking to include a wine tasting and yoga experience.

With the marketing strategy and race operation enhancements detailed below we feel this event can have over 500 runners this year and over 1,000 runners within two years. This drives significant TOT in the shoulder season "strike zone" with a participant demographic that will stay in top tier hotels and accommodations.

As part of the funding request we plan to provide free race photos for all runners branded with the North Lake Tahoe Resort Association logo. Runners will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos. In addition, we will also make a significant investment in the race look and feel.

Event stats:

2016 Participants: 180

2017 Sign ups to date: 230

- 80% outside of Tahoe/Reno area

Tahoe Trail Running Page Likes: 2,000

Big Blue Adventure Page Likes: 3,300

Email Database: 20,500

Lodging Partner: Village At Squaw Valley, BaseCamp

Outreach strategy:

Target running groups, destination runners and half marathoners with multiple triggers:

- Runners looking for a "can't miss" spring race with multiple distances
- Fast, flat, paved course that appeals to runners and walkers alike
- Groups looking to plan destination run and make group "runcation"
- Feature the spring splendor of Tahoe
- Highlight surrounding experiences in the Squaw Village and North Lake Tahoe Area

Total Funding Request: \$6,500

Hard Media Placements:

1. Digital/print ad Runner's World \$1,000
 1. Grow awareness of event/north lake Tahoe as a road running/walking destination



Other Marketing and Branding:

1. Tent, banners and course/finish signage upgrade \$1,500
 - a. Enhance look & feel of event, co-brand NLTRA w/applicable
2. Video production/photo \$2,000
 - a. These assets will help grow participation
3. Photography Branding/Social Media sign up \$2,000
 - a. Free participant photos co-branded w/event and NLTRA
 - b. Participants must "like" NLTRA on Facebook to gain photo access

Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).

Components: NLTRA to receive the following considerations

1. NLTRA Brand Recognition

- a. NLTRA logo to appear on free digital participant photographs.
 - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
 - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
- b. Website: SquawValleyHalf.com
 - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
 - ii. Custom Brand Page featuring NLTRA's logo, company information and link.
- c. Email
 - i. NLTRA content/logo/link incorporated into Big Blue Adventure running campaign email marketing. NLTRA content included in a minimum of 10 emails.
 1. Campaign List (name/size) and Open Rate
 - a. BBA 20K/20%
 - b. Trail Running 8K/20%
 2. Registration confirmation email



- a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
 - d. On-site
 - i. NLTRA logo placed and featured on event finish arch
 - ii. NLTRA branded tents, banners, and windsocks displayed and incorporated into event venue
 - e. Apparel
 - i. NLTRA logo present on event T-shirts provided to participants with entry.
 - f. Print
 - i. NLTRA logo placed on all event posters, print advertisements, and on several pages of the Big Blue Adventure Guide (50,000 distributed; TBD based on ad sales)
- 2. Social Media**
- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
 - i. Contests
 - 1. Facebook like contest, random winner gets a free 2-night stay in North Lake Tahoe and entry to BBA event
 - 2. Picture share and post contest - winner with most shares and/or most picture likes - gets free 2-night stay in North Lake Tahoe and entry to BBA event
 - 3. Offer NLTRA 3 postings/shares to BBA Social Media pages per event promotion collaboration
- 3. On-site Activation**
- a. Expo space for promotion, sales and exhibition
 - b. Public Address announcements
 - c. V.I.P. passes to all BBA activities
 - d. Event merchandise such as T-shirts and other apparel
 - e. Complementary event entries
- 4. Value Added**
- a. The right to the BBA event logos for advertising and promotional use
 - b. The right to the event video for advertising and commercial use
 - c. The right to the event still photography for advertising and promotional use
 - d. The right of first refusal to sponsor BBA in the following promotional season



XTERRA Tahoe City Funding Request

We are requesting funding from the NLTRA to enhance and grow the XTERRA Tahoe City Triathlon. This annual event is poised to raise the global awareness of North Lake Tahoe as a premiere training and racing destination for off road triathletes. The swim starts and finishes of on Commons Beach and both the bike and run utilize the extensive trail network starting right from Tahoe City. As Braden Currie, elite New Zealand XTERRA athlete explained to the Sierra Sun; "I have traveled for the past four years to various amazing places around the world searching for the ultimate training ground for the XTERRA World Champs," Currie said. "This year I might have found it — the mountain biking in Tahoe is next level."

With promotion and race enhancement we can build XTERRA Tahoe City to a 500+ participant event bringing the total event attendance to over 1,000. Our surveys have proven year over year that over 70% of the athletes and their travel groups are from outside the Reno/Tahoe area and stay at least 2 nights in local accommodation. The increase in participants will have a direct net positive effect on TOT. Additionally, this event will enlighten the growing international XTERRA athlete community to the racing and training possibilities in North Lake Tahoe.

One component of the funding request is to provide free race photos for all participants branded with the North Lake Tahoe Resort Association logo. Participants will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos. In addition, we will also make a significant investment in the race look and feel.

Event stats:

- 2017 Projected Participants: 250
- 2017 Total Attendees: 550
- 70% Outside of Tahoe/Reno area
- Adventure Sports Week Page: 1,000
- Big Blue Adventure Page Likes: 3,300
- Email Database: 20,500
- Lodging Partner: BaseCamp, Mourelatos

Outreach strategy:

Target international and domestic XTERRA travel groups:

- Promote natural splendor and central start/finish location
- Partner with travel groups that bring in national and global athletes and their families



- Tri the World, destination travel partner
- Highlight surrounding experiences and North Lake Tahoe Area

Total Funding Request: \$8,500

Hard Media Placements

1. Digital/print ad Triathlete Magazine and advertorial \$3,000
 - a. Grow awareness of event/North Lake Tahoe as a triathlon destination
 - b. PR placement story about training and competing in North Lake Tahoe

Other Marketing and Branding

1. Tent, banners and course signage \$1,500
 - a. Enhance look & feel of event, co-brand NLTRA
2. Video production/photo \$2,000
 - a. Document event for future promotion and thereby growth
3. Photography Branding/Social Media sign up \$2,000
 - a. Free participant photos co-branded w/event and NLTRA
 - b. Participant must "like" NLTRA on Facebook to gain access to free photos

Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).

Components: NLTRA to receive the following considerations

1. NLTRA Brand Recognition

- a. NLTRA logo to appear on free digital participant photographs.
 - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
 - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
- b. Website: AdventureSportWeek.com
 - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
 - ii. Custom Brand Page featuring NLTRA's logo, company information and link.



- c. Email
 - i. NLTRA content/logo/link incorporated into Big Blue Adventure triathlon campaign email marketing. NLTRA content included in a minimum of 10 emails.
 - 1. Campaign List (name/size) and Open Rate
 - a. BBA 20K/20%
 - b. Triathlon 8K/20%
 - 2. Registration confirmation email
 - a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
- d. On-site
 - i. NLTRA logo placed and featured on event finish arch
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2. Social Media

- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
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3. On-site Activation

- a. Expo space for promotion, sales and exhibition
- b. Public Address announcements
- c. V.I.P. passes to all BBA activities
- d. Event merchandise such as T-shirts and other apparel



- e. Complementary event entries

4. Value Added

- a. The right to the BBA event logos for advertising and promotional use
- b. The right to the event video for advertising and commercial use
- c. The right to the event still photography for advertising and promotional use
- d. The right of first refusal to sponsor BBA in the following promotional season



BACC: HIGH NOTES + THE ABBI AGENCY SCOPE OF WORK

Client and/or Project Name: BACC: High Notes

Completed by: Kelly Benson, Junior Account Executive

Point of Contact: Kelly Benson, Junior Account Executive & Connie Liu, Account Manager

Project Dates/Timeline: April 15, 2017 – September 30, 2017

Goal

The BACC High Notes program aims to encourage attendance of the free summer musical offerings in North Lake Tahoe between the months of June and September, as well as increase ticket sales of summer music festivals and drive mid-week occupancy.

Description

The Abbi Agency suggests a continuation of in-person and online promotion of the High Notes brand that was established during the 2016 summer season. Using assets previously developed, including images and videos, as well as new creative promotional tools, like an interactive schedugraphic, High Notes will continue to engage with an audience who is already in North Lake Tahoe. To further clarify and enhance the brand messaging, High Notes will always be mentioned in conjunction with North Lake Tahoe, such as *"The North Lake Tahoe summer High Notes music series"*. This summer, a greater emphasis will be placed on partner activation to promote the co-branding of individual music events in addition to social media outreach, digital engagement, and informative printed materials.

Target Audience

The Abbi Agency will target in-market visitors to North Lake Tahoe from the key drive and fly markets.

Strategies

To continue communication of the High Notes brand while co-existing with the established brand identities of the individual music venues. As suggested upon by the North Lake Tahoe Marketing Cooperative, we will no longer use the High Notes logo, but will continue use of the name and domain. The following developed assets will be utilized throughout the campaign:

- North Lake Tahoe logo
- Hi-res images from previous years' events.
- Videos from Kings Beach, Squaw Valley and Tahoe City music events.
 - Note: A video for Northstar California will be filmed during this campaign.

BACC: HIGH NOTES + THE ABBI AGENCY SCOPE OF WORK

In order to ensure the program has sufficient distribution, awareness and engagement, the agency will work to pursue the following strategies:

- **Digital Outreach**
Connect with travelers when they arrive in market to begin message awareness, while highlighting both User Generated Content (UGC) and owned content with North Lake Tahoe/High Notes branding on social media.
- **Grassroots Activation**
Activating in-market visitors to engage with campaign by promoting through visitor's centers, rack card distribution sites, and printed schedugraphics. As well as activating with partners through boilerplates, toolkits, and personal outreach.
- **Social Activation**
Increase engagement and awareness through social media "take overs", one photo and video contest with ticket giveaway, and social media "live" streaming.
- **Advertising**
Obtaining wide spread messaging through local, in-market advertising, including print, social and digital.
- **Creative Development**
Complete creative development initiatives from previous year and design.
- **Monitoring and Measuring**
At the end of each month, The Abbi Agency will compile a report of all High Notes social media results to keep the team informed on campaign performance.

Tactics

- **In-Person Activation:**
 - Place printed schedugraphics and rack cards at establishments in North Lake Tahoe.
 - Include North Lake Tahoe/High Notes information in Peak Your Adventure maps.
- **Digital Outreach:**
 - Update High Notes page on GoTahoeNorth.com to include schedugraphic, images and videos.
 - Conduct one High Notes Instagram Takeover to promote weekly music with one band or performer.

BACC: HIGH NOTES + THE ABBI AGENCY SCOPE OF WORK

- Conduct one Facebook Live from each event (total of four).
- Promote owned videos and images on the North Lake Tahoe Facebook, Twitter and Instagram accounts 2x/week, while posting all videos to YouTube using #HighNotesTahoe
- Conduct one (1) social media ticket giveaway through the @TahoeNorth Instagram account. This giveaway will feature a prize of two (2) tickets to an upcoming festival, and will encourage followers to tag a friend. The Abbi Agency will design promotional graphics as well as posting and selecting a winner.
- Advertising:
 - Print advertisements in the North Lake Tahoe Visitor's Guide.
 - Digital advertisement on Tahoe.com.
 - Social media ad buy to in-market audience members on Facebook, Twitter and YouTube.

Communication & Reporting

- The Abbi Agency will communicate with BACC via email or phone communications as often as needed.
- The agency will also provide a monthly status report ahead of the BACC meetings.
- The agency will attend all BACC monthly meetings in person or via phone.

Budget

The total project budget for High Notes is not to exceed \$20,000. The Abbi Agency will only bill \$18,205 (*total cost of \$20,000 - \$1,795 for NLT Visitors Guide ad*).

- **Project Management: \$3,500**
 - Attending meetings, providing reports, ongoing communications, and updating High Notes webpage copy, creating toolkit/talking points for BACC partners, reaching out to businesses for distribution of rack cards (not including actual distribution)
- **Social Media Management: \$5,000**
 - Posting, social toolkit for BACC partners/venues, Instagram takeovers, Facebook Lives, plus boosting, ad management, and ticket giveaway contest.
- **Design: \$1,500**
 - Develop Interactive Component of schedugraphic: \$1,500
- **Video: \$1,000**
 - Film Northstar California event

Commented [ABI]: Augustine will design the rack card to keep it consistent with the overall campaign

BACC: HIGH NOTES + THE ABBI AGENCY SCOPE OF WORK

- Advertising: \$7,545
 - NLT Visitor's Guide - \$1,795
 - Tahoe.com* - \$3,750
 - Social Media advertising - \$2,000
- Printing*: \$1,455
 - Schedugraphic: cost TBD
 - Rack cards: cost TBD

Commented [AB2]: This is split 50/50 with the Co-Op

*Total cost of these items can be shared with out-of-market budget from co-op.

Invoices are sent on the 1st or 15th of each month. The Abbi Agency requests invoices are please paid with 7 days of their receipt. Invoices are officially due 30 days from their receipt.

Potential Additional Costs

Should the client require additional services outside this Scope of Work, The Abbi Agency will provide an estimate of services for the client's approval.

Approvals

[John Thompson, Tourism Director, North Lake Tahoe Resort Association] (Sign/Date)

[Ty Whitaker, CEO, The Abbi Agency]

(Sign/Date)

Client and/or Project Name: BACC: Peak Your Adventure

Completed by: Kelly Benson, Junior Account Executive, The Abbi Agency

Point of Contact: Kelly Benson, Junior Account Executive & Connie Liu, Account Manager

Project Dates/Timeline: April 15, 2017 – September 30, 2017

Goal

The BACC Peak Your Adventure program aims to drive in-market visitors to mountainside communities and encourage engagement, both physically and online, between the months of June and September.

Description

The Abbi Agency suggests a continuation of the map and coupon strategy that was developed for the BACC during the Touch Lake Tahoe campaign that took place throughout the 2016-17 winter season. This map will include details about participating mountain resorts and their summer offerings, while enticing visitors to learn about and redeem SMS coupons at participating establishments. The map will be supported digitally through a landing page with each available coupon, an interactive digital map piece and targeted social media ads. Both the map and digital outreach will focus on real life experiences and owned photography to show the diversity of recreation opportunities to a visitor in North Lake Tahoe.

The maps will be distributed to guests checking in at hotels and vacation rentals, as well as the visitors' center and on counters at participating businesses.

Objectives

- Distribute 10,000* maps within the North Lake Tahoe area to lakeside lodging guests (*dependent on printing costs).
- Have a minimum of 12 businesses provide a coupon for the map.
- Throughout the summer season, have 10 percent of coupons distributed turned in to the businesses.

Target Audience

The Abbi Agency will target in-market visitors to North Lake Tahoe from key drive and fly markets with a propensity for adventure and recreation.

Strategies

In order to ensure, the program has sufficient distribution and awareness, the agency will work to pursue the following strategies:

- **Partner Activation**
Work closely with partners and employees at distribution sites to ensure maps are being promoted properly (in-person onboarding, boilerplate, toolkits).
- **Digital Activation**
Use social media marketing to increase awareness for in-market visitors Using #MyTahoeAdventure, and disseminate engaging information on GoTahoeNorth.com.
- **Digital Coupons**
Initiate digital coupon delivery system instead of print to allow greater flexibility, tracking, and ease of use and redemption.
- **Coupon Partnerships**
Provide in-person training on digital coupon redemption and ensure establishments and their staff are familiar with the Peak Your Adventure program.
- **Monitoring and Measuring**
At the end of each month, The Abbi Agency will compile a report of all Peak Your Adventure social media results and coupon data to keep the team informed on campaign performance. The Abbi Agency will also provide analytics and redemption data to all participating establishments at the end of the campaign.

Tactics

Digital Coupon Activation:

- Initiate “text-to-connect” SMS coupon delivery system for easy delivery and redemption.
- House all coupons on landing page at GoTahoeNorth.com/peakyouradventure
- Provide in-person training to all participating establishments on how to accept coupons.

In-Person Activation:

- Design a printed map and corresponding digital map.
- Conduct map outreach, training and distribution with partner establishments.

Digital Outreach:

- Update Peak Your Adventure page on GoTahoeNorth.com to include coupons and a link to an interactive map of mountainside communities.
- Social media promotion, including posting on North Lake Tahoe Twitter, Instagram, and Facebook 2x/week.
- Boost social media posts with geo-targeting to attract visitors in the area on Facebook and Instagram.
- Providing a social media toolkit to BACC members and partners.

Advertising:

- Social Media: Geo-targeting visitors in the area on Facebook and Instagram
- Print: North Lake Tahoe Visitors Guide (to be paid by NLTRA directly)

Communication & Reporting

- The Abbi Agency will communicate with BACC via email or phone communications as often as needed.
- The agency will also provide a monthly status report ahead of the BACC meetings.
- The agency will attend all BACC monthly meetings in person or via phone.

Budget

Total project budget not to exceed \$20,000.

- Design: \$4,000
 - Map Creation (Design, two edits, digital map creation)
 - Ad Creation (NLT Visitors Guide full page ad)
 - Digital Map Interactivity: \$1,500
- Project Management & Partner Outreach: \$5,500
 - Reaching out to businesses for coupons/distribution, conducting distribution, creating FAQ sheet for map distribution.
 - Attending meetings, providing reports, ongoing communications, updating PYA webpage, providing campaign-end reports on coupons to partners.

- Digital Coupon Service: \$1,680 (*\$120 per keyword, 2 keywords associated with North Lake Tahoe and 1 keyword for each 12 participating businesses*)
 - Cost of SMS coupon service, managing system setup and managing analytics
- Social Media Management: \$3,000
 - Posting on North Lake Tahoe 2x week, conducting one season-long photo contest, providing social media toolkit to BACC members for posting.
- Advertising: \$3,700
 - Social Media: Geo-targeting visitors in the area on Facebook and Instagram.
 - Print: North Lake Tahoe Visitors Guide (to be paid by NLTRA directly) - \$1,795
 - Peak Your Adventure Banners: \$792 (*Note: these were created in 2016, but the budget was allocated out of 2017*).
- Printing: To be determined from remaining budget (\$2,120 remaining right now)
 - *Printing costs were \$4,000 in 2016 for 5,000 maps.*

Invoices are sent on the 1st or 15th of each month. The Abbi Agency requests invoices are please paid with 7 days of their receipt. Invoices are officially due 30 days from their receipt.

Potential Additional Costs

Should the client require additional services outside this Scope of Work The Abbi Agency will provide an estimate of services for the client's approval.

Approvals

[John Thompson, Tourism Director, North Lake Tahoe Resort Association]
(Sign/Date)

[Ty Whitaker, CEO, The Abbi Agency]

(Sign/Date)

2.10 Whistleblower Policy

General

The North Lake Tahoe Resort Association's Standards of Conduct, as set forth in the adopted Employee Handbook requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. NLTRA employees are required to act with honesty and integrity in fulfilling their responsibilities, as well as to comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all employees to comply with the Standards of Conduct and other all other provisions of the adopted NLTRA Employee Handbook and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No employee who in good faith reports a violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline, up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking a resolution outside the organization.

Reporting Violations

The process for reporting violations or suspected violations of the Standards of Conduct or other provisions of the Employee Handbook shall be similar to the process described in the Open Door Policy section of the Handbook (Section 2.8); specifically, the Whistleblower reporting process shall include these steps:

- 1) As soon as possible, bring the violation or suspected violation to the attention of your immediate supervisor, who will then investigate, consulting with appropriate company management as may be necessary, and respond to the employee with the actions that will be taken based on the complaint.
- 2) If the employee is not comfortable speaking with his/her supervisor, or if he/she is not satisfied with the supervisor's response, the employee can speak to the Director of Human Resources or to the company Chief Executive Officer. That person will then investigate and take action as appropriate. Supervisors or company managers are required to report suspected violations of the Standards of Conduct or other provisions of the Employee Handbook to the organization's designated Compliance Officer.
- 3) If the original reporting party is not satisfied or comfortable with the response of his/her supervisor or company management, the employee should contact the designated Compliance Officer directly.

Compliance Officer

The designed organization Compliance Officer shall be responsible for assisting the Chief Executive Officer and Director of Human Resources in investigating ~~and resolving~~ any reported violation or suspected violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook. If the complaint involves the CEO or Director of Human Resources, the Compliance Officer shall investigate ~~and work to resolve the complaint~~, acting independently, ~~and reporting~~ All violations will be reported to members of the NLTRA Executive Committee, who would provide a recommendation to the Board of Directors for approval when appropriate. The Compliance Officer has been designated to be the Board Secretary by the Board of Directors.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Standards of Conduct or other provisions of the Employee Handbook must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed and addressed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation and reach a resolution of the matter.

2.11 Progressive Discipline and Involuntary Termination

Violation of NLTRA policies and rules may warrant disciplinary action. NLTRA has established a system of progressive discipline that includes verbal warnings, written warnings, and suspension. The system is not formal and NLTRA may, in its sole discretion, use whatever form of discipline is deemed appropriate under the circumstances, up to and including termination of employment. NLTRA's policy of progressive discipline in no way limits or alters the at-will employment relationship.

2.12 Voluntary Termination

Voluntary termination results when an employee voluntarily resigns his or her employment, or fails to report to work for three (3) consecutively scheduled workdays without notice to, and/or approval by, his or her supervisor. All NLTRA property, including keys, identification badges, cell phones and laptops must be returned immediately upon termination of employment. You will be billed for the value of any NLTRA property not promptly returned.