



# **NLTRA Board of Directors** **Agenda and Meeting Notice** **Wednesday, June 7, 2017 at 8:00 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. 8:00 a.m. Closed session to discuss County contract and CEO search**
- B. 8:30 a.m. Call to Order-Establish Quorum** (Closed Session if needed will be at 8:00 a.m.)
- C. 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.
- D. Agenda Amendments and Approval-MOTION**
- E. Consent Calendar-MOTION (15 minutes) 8:35 – 8:50**  
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 –May 3, 2017 (Page 1)**  
The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)
  - 2. Committee Minutes – May, 2017**
    - a. BACC May 11, 2017 ( minutes to be posted online when available)**
    - b. CI/T May 22, 2017 (minutes to be posted online when available)**
    - c. Marketing May 30, 2017 (minutes to be posted online when available)**
    - d. Finance May 25, 2017 (minutes to be posted online when available)**
  - 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. MOTION: Discussion and possible approval of 2016-17 Community Marketing Grant of \$10,000 for West Shore (BACC approved 6-0-0) (Page 6)**

- b. MOTION: Discussion and possible approval of 2016-17 Community Marketing Grant of \$10,000 for Squaw Valley (BACC approved 6-0-0) (Page 12)
  - c. MOTION: Discussion and possible approval of 2017-18 Community Marketing Grant of \$10,000 for NorthStar(BACC approved 5-0-0) (Page 17)
  - d. MOTION: Discussion and possible approval of pedestrian Safety Device Maintenance Funds of \$37,450 to be used over two years at \$18,725 per year. – Ron Treabess (CI/T Committee approved 10-0-0) (Page 27)
- F. Strategic Discussion (30 minutes) 8:50 – 9:20
  - 1. Update on Host Compliance and TOT collections – Erin Casey
  - 2. TOT funding for Transit Vision – Ron Treabess (Page 29)
- G. Financial Report (20 minutes) 9:20 – 9:40 (Page 40)
  - 1. Review of financial reports for April
- H. Action Items (40 minutes) 9:40 – 10:20
  - 1. MOTION: Discussion and possible acceptance of the Board Governance Subcommittee Recommendations – Sandy Evans Hall, Wally Auerbach (Page 73)
  - 2. MOTION: Discussion and possible approval of change to Whistle Blower Policy – Sandy Evans Hall (Page 78)
  - 3. MOTION: Discussion and possible approval of agreement with McClintock Accountancy for NLTRA independent audit services, Marketing Coop review and tax preparation – Al Priester (Page 80)
- I. Staff Priorities (15 minutes) 10:20 – 10:35
  - 1. Administration – Sandy Evans Hall (3 minutes)
    - a. Organization Structure Process
    - b. CEO Transition
    - c. Staff Reviews
  - 2. Marketing – Sandy Evans Hall (3 minutes)
    - a. Completing PR Contracts for July 1 transition
    - b. 2017-18 Budget for NLTRA and NLT Coop
    - c. FY 2017-18 Marketing and PR Plan with agencies
  - 3. Membership – Natalie Parrish (3 minutes)
    - a. Member Recruitment/Retention
    - b. 2017-18 Budget for Chamber
    - c. Recreation Luncheon June 14 (Page 85)
  - 4. CI/T – Ron Treabess- (3 minutes)
    - a. Prepare draft process for soliciting 2017/18 Capital Investment Projects
    - b. Work with RTTVC on funding for Transit Systems Plan
    - c. Begin outreach for Call for Projects
  - 5. Visitor Services – Emily Detwiler (3 minutes)
    - a. Summer Visitor Guide finalized
    - b. 2017-18 Budget for Visitor Services
    - c. Summer Sponsorship opportunities in the Visitor Information Center

**J. 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 2)
3. Membership Upcoming Events/Programs (Page 3)
4. Conference Revenue Statistics Report (Page 5)
5. Executive Committee Report – May, 2017 (Page 14)
6. Capital Investment/Transportation Activity Report (Page 15)
7. Dashboard – April, 2017 (Page 19)
8. Report from Houston Magnani – Sacramento lobbyist (Page 30)
9. May progress report on Key Performance Indicators

**K. Directors Comments (10 minutes) 10:35 – 10:45**

- a. David Tirman resignation – Adam Wilson
- b. Special Board Meetings for June and July – Adam Wilson

**L. Meeting Review and Staff Direction (5 minutes) 10:45 – 10:50**

**M. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed ( x )



## **NLTRA Board Meeting – June 7, 2017**

### **Executive Summary of Committee Meetings and Action Items**

#### **Consent Calendar**

##### **Committee Meetings**

1. **BACC May 30**  
The group discussed the budget and plans for the shopping website, the existing Shop Local website, Peak Your Adventures and the Summer-long Music Series – High Notes. There were also grant presentations from West Shore Association, Squaw Valley Business Association, and Northstar Village Retailers group.
2. **CI/T May 22**  
Group had a presentation on Linking Tahoe: Lake Tahoe Basin Transit Master Plan by Carl Hasty, District Manager, Tahoe Transportation District. A request for Maintenance Funds was made and granted for the Pedestrian Safety Program.
3. **Finance May 25**  
Recovery of lost files is very near completion and past action items are now being tackled. Financial reports were approved and a request was made to have a report and discussion about the Conference department commission process.
4. **Marketing May 30**  
The Marketing Committee received presentations from Augustine Ideas on the 2017-18 Advertising Strategy. There was also a review and discussion of Human Powered Sports marketing campaign and an update on the BACC programs of Peak Your Adventures and High Notes. JT discussed the various RFPs that are in process and decisions will be made by the end of June.

#### **Contracts**

1. The four items requested are under \$50,000 and all passed unanimously through committees

#### **Action Items**

1. **Board Governance Subcommittee Recommendations**
  - This committee worked on the organization structure by looking specifically at the governance of the organization. The final report reviews the considerations that are recommended when finalizing the structure of the organization following the current discussions with Placer County. Wally Auerbach chaired this group and will be presenting this report.
2. **Whistle Blower Policy**



- This change to the Employee Handbook was in the Board packet for May but due to time constraints is being reviewed at the June meeting. The primary change allows for the Board of Directors to have a report on any whistle blowing activity in the future.

**3. Agreement with McClintock Accountancy for financial audit and tax preparation**

- This letter of agreement is for the 2017/18 fiscal year. This will be the final year of a 5 year working arrangement and next year we will have a RFP process to choose our next auditing firm. This agreement does include our independent financial audit, a review of the marketing coop, and the preparation of our taxes.

NLTRA Board of Directors  
Minutes  
Wednesday, May 3, 2017 at 8:30 a.m.  
TCPUD Boardroom

Board members in attendance: Karen Plank, David Tirman, Christy Beck, Brett Williams, Samir Tuma, Aaron Rudnick, Jennifer Merchant, Brendan Madigan, Adam Wilson, Tom Lotshaw, Gary Davis arrived at 8:49

Others in attendance: Ron Treabess, Natalie Parrish, JT Thompson, Sandy Evans Hall, Dawn Baffone, Sarah Winters, Erin Casey, Joy Doyle, Amber Burke, Al Priester, Wally Auerbach, Stacy Caldwell, Lindsay Romack, Kelli Toomey, Alex Mourelatos, Jim Phelan, Cindy Gustafson, Jody Poe, Ramona Cruz

**A.** Called to order at 8:33 a.m. Established Quorum.

**B.** Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.  
None.

**C. Agenda Amendments and Approval-MOTION**  
**M/S/C (Brett/Samir/9-0-0)**

**D. Consent Calendar-MOTION**  
**M/S/C (Brett/Aaron/9-0-0)**

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
2. Special Board Meeting Minutes – April 21, 2017

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

3. Committee Minutes – April, 2017
  - a. BACC April 20, 2017
  - b. CI/T April 24, 2017
  - c. Marketing April 21, 2017
  - d. Finance April 27, 2017
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)
  - a. No contracts at this time

**E. Financial Report**

1. Review of financial reports for March
  - Al reviewed the Finance Staff Report handout.
  - Adam questioned the \$94,000 difference in salary and if commissions were taken into account and Al said commissions were accrued.
  - Jennifer questioned the Chamber dues outstanding balance and if the reserve is compensating. Al said the 60-90 days past due category is under review by Natalie and majority should be collected.
  - Jennifer asked about the reserve and Al explained where it originates from.

- The Awards Dinner collections will help the Chamber balance.

## **Approval of March 2017 Financial Report M/S/C (Aaron/Brett/9-0-0)**

### **F. Action Items**

1. MOTION: Discussion and possible acceptance of the Chamber Subcommittee Report and Recommendations – Alex Mourelatos, Sandy Evans Hall, Stacy Caldwell \*Item moved to number 2 due to Alex Mourelatos not here yet.
  - Joy, Alex and Stacy were honored by Sandy for their work.
  - Alex presented the slide show.
  - Alex explained the “Programmatic Priorities Model and Matrix” on Page 50 and 51 of the packet.
  - Alex reviewed the Process Overview flow chart on page 42, in addition to the slides and background/findings of the Chamber Subcommittee.
  - Stacy explained the relation between the documents and how they are organized.
  - Brett asked about the Chamber’s role regarding workforce housing. Stacy pointed out there were not recommendations made in the priority areas, and this chart can be used to look at as a starting point and to lean on now going forward. The feedback gained is used as framework.
  - Samir pointed out that the recruitment and retention would be the Chambers role, and that the Chamber would not be solely responsible for Workforce Housing.
  - David asked about how the top survey percentages were arrived at, and it was explained that they were the top aggregate scores.
  - Sandy responded that the topic areas were obtained as a result of a previous survey from the Western Association of Chamber Executive (WACE).
  - Jennifer spoke about the struggle the Chamber has had and is looking forward to incorporating the changes that come out of it.
  - Jennifer pointed out that business attraction and retention seemed to be missing and suggested including that in the future. Also, we may want to examine best practices of chambers closer to home as opposed to Colorado.
  - Jennifer pointed out that the categories “Economic Development” and “Business Development” seem to be the same thing and may be better defined in the future.
  - Brendan asked for clarification regarding Workforce Development and Economic Development and to elaborate on what the strong partners are. Alex said the strong partners are for example, Placer County, and the Housing Council.
  - Stacy pointed out that a Partner listing is in the packet.
  - She noted that the fluctuations of the survey takers need to be taken in account.
  - Samir asked if there was a discussion on whether the Chamber should remain with the Resort Association. Alex said yes, this had been a topic and it is up to the Board to determine how it would be structured, and whether one local Chamber would be an option. Stacy said that there is an opportunity now to start with an existing base and develop an organization structure. The key is to integrate the Chamber into the Resort Assn. structure.
  - Alex said the recommendation would be to have staff present the details of the Shared Guiding Principles and take a closer look and have a discussion with the Board.
  - Joy expressed her continued support of this process going forward.

### **Motion to accept and recommend the Chamber Subcommittee Report M/S/C (Gary/Brett 10-0-0)**

2. MOTION: Discussion and possible acceptance of the Marketing Subcommittee Report and Recommendations – Brett Williams/JT Thompson (Marketing Committee accepted 7-0-0)

*\*Gary Davis arrived at 8:49*

- JT reviewed the handout, via slideshow
- Christy asked about the commission structure being eliminated and how it would be funded. JT said there would need to be other funding resources.
- Brett explained the reasoning behind selecting the other area comparisons on Attachment A, which include comparisons of NLTRA to Mammoth, Park City, Santa Cruz and South Lake Tahoe. He stated that Park City would be our closest competitive set/ biggest competitor.

- The 6,400 room units include vacation rentals, and the figures are from 2016/17. There are approximately 3,600 non-TOT collectors. Samir said the non-TOT paying entities are where we can drive revenue.
- Brett said even with the approx. \$960,000 which would be driven in by the additional TOT that are currently not paying, we would still be below the marketing budget in other competing areas.
- Discussion about comparison to other entities with the additional TOT.
- David asked about the success of the TBID in Truckee. JT said it has raised \$460,000 towards marketing and up to \$600,000 this year.
- Brendan asked Jennifer about TOT collections: 30 days to pay letters are being generated to those not paying.
- Discussion about the commission structure reflection on the conference sales number and Jennifer suggested incentives.
- Discussion about our destination as compared to others.
- Jennifer asked about the industry average, we are at 1.9 and in 2011 were at 1.4. She suggested that we need to look at the yield and return.

**Motion: Acceptance of the Marketing Subcommittee Report and Recommendations**  
**M/S/C David/Brendan 10/0/0**

*David Tirman left at 10:28*

- Samir asked if the recommendations included the findings of the subcommittee and the commission recommendation.
- Alex suggested looking at trends in the marketplace regarding taxes/TOT fees.
- Adam reminded that these are recommendations only.

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)

- Adam explained that the Scope of Work is wider than what was presented by the County.

*\*Jennifer recused herself from the Board table*

- JT reviewed the Marketing Program Budget via slide show, page 97 in the packet. Sandy pointed out that this pertains to the \$119,000 being added to the marketing budget and it is how JT thought it would be most advantageous to spend the additional funds this year.
- Sandy presented the Scope of Work Benefits in the slide show
- Sandy presented slides showing a graph showing what we can do in comparison with what the County is proposing, and another slide with dollar amount program cost differences, that doesn't include the County's labor. (These two slides were added after the packet went out and will be added online today.)

**Public Comment**

- Jennifer Merchant spoke to the Board and described the process that was used to get to their proposal. She spoke to several individuals who were concerned about Placer's transparency. She said the process could have been done better and wants to move forward with the proposal that they had submitted. She said a lot has changed with the County and there aren't gaps any longer with local representation, like TMA, TRPA. Their role has changed in the Scope of Work. She pointed out that many Placer County departments are engaged especially with Capital Investments.
- She explained that in their determination, with their budget proposal, the County would be providing more to Marketing and Capital projects, and not take away current staffing. She described that TOT would not fund any County employee costs, as they get paid by the General Fund.
- Jennifer distributed a draft of a 15 member Grant Review Committee Representation, and most would be appointed by community organizations.

- Jennifer said the County wants the Resort Assn. to focus on marketing and tourism, and they value the partnership with the Resort Assn. and they look forward to future work together.
- County Open houses are scheduled May 8<sup>th</sup> & 11<sup>th</sup> & 12<sup>th</sup>.
- Alex asked Jennifer about the input from the business community about the use of TOT funds. He asked how the community would be included to provide insight to those decisions. She said in the Placer committee meetings there would be opportunities for discussions.
- Brett expressed concern about governments initiating the projects, and skepticism about how well the County will implement the public feedback and concern about the County appointing anyone who is on the Committee, when they are not locally appointed.
- Samir asked the about the committee and whether the appointee is a staff member, on the board or part of the membership, he has concern about the TBD under "Appointed by". She said that is undetermined and she would like feedback about that.
- Samir reviewed the history of the March 30<sup>th</sup> County proposal, and the 18 months prior in light of the committee's recent work and a new CEO coming on. There are differences in opinion on who should do what, what the actual savings will be, and the short notice to do anything about it. He said the Resort Assn., was to oversee the funds and will it be turning the trust of the community if we give it over to the County. He expressed that in his opinion to make this change this quickly during this time will result in unexpected consequences.
- Aaron expressed concern that we are making decisions before having a Town Hall meeting, and bring public up to speed first before voting on the subject.
- Karen asked about the Scope of Work and whether there are any other documents, and expressed concern about happens if we don't make a decision.
- Adam stated that this scope of work is a result of the last 18 months, and the Board will now have to come back with a revised scope of work and timing is a challenge, but hopefully come back within the timeline allowed.

*\*Brett stepped away at 12:05 p.m.*

**Motion to approve current scope of work, with the possibility of the revised scope of work and budget for Placer County for FY 2017-18 ...**

**M/S/C (Gary/Christy/7-0-0 Jennifer recused. Brett was not present. David had left.)**

4. MOTION: Discussion and possible approval of additional funding for Events Department budget – Amber Burke (Marketing Committee vote 6-0-1 Jackson abstained)
  - Amber presented budget approval requests for additional Events: Human Powered Sports, North Lake Tahoe Music, Museum Day

*\*Gary Davis left at 12:13 p.m.*

- Jennifer asked about nature of some of the events and money allocated/proposed being spent.
- Brendan commented that he thinks the projects are well thought out and good ideas and will benefit the community,
- Adam commented that they are good expenditures.

**MOTION: Discussion and possible approval of additional funding for Events Department budget M/S/C (Brendan/Christy 5-2-0 Aaron No & Jennifer No; Gary, Brett, David not present)**

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)
  - Jennifer commented on the 10,000 maps, and whether the coupons would be used. Amber explained the coupon process.
  - JT noted that 40% of the people who picked up a map, went to the website.
  - Jennifer pointed out that the Abbi Agency could tighten up their proposals and Aaron agreed that it could be more professional and assign us a senior account executive as opposed to a Junior account executive.
  - Jennifer suggested changing the organization of Marketing in the scope of work.

**Approval of BACC Budget and Scope of Work for North Lake Tahoe Music and Peak Your Adventure promotions M/S/C (5-1-0 Aaron/Karen Jennifer opposed; Brett, Gary, David not present)**

*\*Brett returned at 12:28*

*\*Brendan left at 12:29*

6. MOTION: Discussion and possible approval of change to Whistle Blower Policy – Sandy Evans Hall

- This item is tabled for next meeting.

**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
2. Membership Accounts Receivable Report
3. Membership Upcoming Events/Programs
4. Conference Revenue Statistics Report
5. Executive Committee Report –March, 2017
6. Capital Investment/Transportation Activity Report
7. Dashboard – February, 2017
8. Report from Houston Magnani – Sacramento lobbyist
9. Chamber Subcommittee Additional Documents
  - a. Survey Results
  - b. Summary Survey Power Point Presentation
  - c. Subcommittee Meeting Minutes

**H. Directors Comments**

- Jennifer reported on the housing council kick-off event last Saturday
- Sandy wants to solicit a seat for that council from the NLTRA

**I. Search Committee Update – Adam Wilson**

- 8 candidates narrowed down to 4, one candidate accepted a different job and now down to 3 candidates.
- Panel interview the 18<sup>th</sup> & 19<sup>th</sup> then narrow down to 1 or 2, then a more broad interview process.
- Next Monday, a backup plan meeting with the Board

**J. Meeting Review and Staff Direction**

- Bring back whistle blower policy for June
- Forward slide show/post online.

**K. Closed Session to discuss Kahn Investment Lease at 12:32**

**L. Adjournment from closed session at 12:51**



## Staff Report

**Agenda Item:** E.3. A-C

**Recommendation:** Approval of \$30,000 Community Marketing grant allocation to West Shore Association, Squaw Valley Business Association and the Northstar Village Retailers Association.

**Attachment:** Grant Submissions to BACC from West Shore Association, Squaw Valley Business Association and the Northstar Village Retailers Association.

**Summary:**

On May 11, 2017 the Business Association Chamber Collaborative were given presentations of prior year ROI and 2017-18 scope of work for the following:

West Shore Association:	<p>Presented by Lisa Nigon, the focus of the 2017/18 campaign proposed is through an e-blast campaign directed toward visitors looking for information on the West Shore and promotion of West Shore events.</p> <ul style="list-style-type: none"> <li>• Motion to approve \$10,000 for West Shore grant application:</li> </ul> <p><b>Joy Doyle/Jessi Whalen 6/0/0</b></p>
Squaw Valley Business Association	<p>Presented by Caroline Ross, the focus of the 2017/18 campaign proposed is to drive lodging from Southern California to target mid-week/late summer lodging.</p> <ul style="list-style-type: none"> <li>• Motion to approve \$10,000 for Squaw Valley Business Assn:</li> </ul> <p><b>Joy Doyle/Lisa Nigon 6/0/0</b></p>
Northstar Village Retailers Association	<p>Presented by Carlynne Fajkos, the focus of the 2017/18 campaign proposed is influencer/s reaching bay area families with kids, millennials, destination (fly market) and promotion of Tahoe Ascent to key markets/demographics.</p> <ul style="list-style-type: none"> <li>• Motion to approve \$10,000 Northstar grant application:</li> </ul> <p><b>Lisa Nigon/Joy Doyle (5/0/0) (Rob Weston-not present, Left at 4:40)</b></p>



## West Shore Association

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

### WELCOME TO THE MAGICAL WEST SHORE.

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

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

## 2015 – 2016 BACC Grant Request Review

### "Opening Day at the Lake"

**\$4,500**

*Update: While the new design was well received participation in the mailer contest was low. Based on the response we decided to revamp the format once again and no longer send a mailer or create a giveaway. 6,500 printed and the mailing list was 5,500*

Opening Day at the Lake is undergoing a changed format for 2016 starting Memorial Day weekend and extending through TCDA's Octoberfest. The WSA will be mailing over 4,000 "event post cards" to all West Shore homeowners which will list West Shore and Tahoe City events. The WSA has a dedicated web page on our website where people can check all of the above including a detailed listing of participating businesses.

Opening Day/Lake	Print Art	Passport mailing		\$1,550.00
	Atomic Printing	Print Passport		\$1,550.00
	Sierra Nevada Media	Open Day Ads		\$850.00
	The Weekly	Open Day Ad		\$695.00
		Posters		\$150.00
		Web (see below)		
				<b>\$4,795.00</b>

### WSA Social Media Campaign and Website

**\$5,000**

*Update: The WSA continues to use Andria Gutierrez to manage all digital platforms, social content and website development and updates. Our social reach has continued to experience rapid growth over the last year greatly increasing our reach.*

In 2015 the WSA completely revamped the WSA website and have moved our site to a different host. The new site, [tahoewsa.com](http://tahoewsa.com) is much more user friendly, has a dedicated page to paid members and links to events such as Opening Day at the Lake, and Jazz at the Lake. For 2016 we plan a more concentrated Social Media campaign.

Social Media	Andria Gutierrez	Social M. Proposal		<b>\$4,000.00</b>
		Facebook Ads		
		Instagram Ads		
Website Updates		Member/Event updates		<b>\$1,000.00</b>



## West Shore Association

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

### West Shore Jazz in the Park

**\$500**

*Update: While the event was successful with aprox 200 to 250 attendees in 2016 the WSA will not continue this event in 2017.*

The West Shore Association plans to offer "Jazz in the Park" on the lawn of the Ehrman Mansion at Sugar Pine Point State Park, where Lake Tahoe's shoreline is the stunning backdrop to this event. Gates will open at 5 p.m. for picnics. The funds requested will be used primarily for social media and website, some print advertising, posters, and directional signs.

<b>Jazz in the Park SPPSP</b>	California State Parks fee	Special Event		\$250.00
	Event Helper Insurance	Event Liability		\$250.00
	Sierra Nevada Media	Big Band Jazz ad		\$350.00
				<b>\$850.00</b>

## Social Media & Website Recap

	5/2015 - 5/2016	5/2016 - 5/2017	% change	Total
<b>FANS</b>				
Facebook @WestShoreAssociaiton	2,861	6,978	<b>144%</b>	<b>6,978</b>
Instagram @WestShoreTahoe	6,000	13,400	<b>123.33%</b>	<b>13,400</b>
Twitter @WestShoreTahoe	n/a	1,297	<b>-%</b>	<b>1,297</b>
				<b>21,675</b>
<b>FACEBOOK</b>				
NEWSLETTER SIGN UP	0	<b>13</b>	<b>-%</b>	<b>13</b>
REACH (TOTAL)	1,600,000	<b>4,100,000</b>	<b>156%</b>	<b>5,700,000</b>
Organic + Viral	1,479,233	3,702,500	<b>150%</b>	<b>5,181,733</b>
Paid	125,600	497,900	<b>296%</b>	<b>623,500</b>
IMPRESSIONS (TOTAL)	2,900,000	<b>7,200,000</b>	<b>148%</b>	<b>10,100,000</b>
Organic + Viral	2,794,300	6,631,700	<b>137%</b>	<b>9,426,000</b>
Paid	126,600	500,600	<b>295%</b>	<b>627,200</b>
<b>FACEBOOK ADS</b>				
TOTAL SPEND	\$323.36	\$1,218.00	<b>277%</b>	<b>\$1,541.36</b>



## West Shore Association

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

LIKES (SPEND)	\$100.00	\$376.00	276%	\$476.00
Page Likes	501	1,518	203%	2,019
Cost per Like	\$0.20	\$0.25	24%	\$0.24
<b>INSTAGRAM ADS</b>	\$187.00	\$787.00	321%	\$974.00
Engagement	2,193	16,664	660%	18,857
Cost per Website Click	\$0.09	\$0.05	-45%	\$0.05
ENGAGEMENT (SPEND)	\$36.00	\$55.00	53%	\$91.00
Engagements	219	3432	1467%	3651
Cost per Engagement	\$0.16	\$0.02	-90%	\$0.02
<b>TWITTER</b>				
IMPRESSIONS (TOTAL)	117,100	139,300	19%	256,400
<b>TWITTER ADVERTISING</b>				
TOTAL SPEND	\$190.00	\$389.00	105%	\$579.00
LIKES (SPEND)	\$190.00	\$389.00	105%	\$579.00
PAGE LIKES	87	427	391%	514
COST PER LIKE	\$2.18	\$0.91	-58%	\$1.55
<b>INSTAGRAM</b>				
CLICKS TO WEBSITE	26	210	708%	
LIKES	29,277	52,116	78%	81,393
Average LIKE per post	196	543	176%	332
<b>WEBSITE</b>				
Sessions	5,013	12,522	150%	17,535
Users	4,371	10,761	146%	15,132
Page Views	11,353	25,438	124%	36,791





## West Shore Association

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

### 2016 – 2017 BACC Grant Request

#### WSA Social Media Campaign, Website and eBlast Campaign

**\$6,500**

For the past few years the WSC has been focusing on the growth of the website and social accounts. While that is still a large aspect of this ask, we hope to use the funds to implement an eBlast campaign directed towards visitors looking for more information on businesses and happenings on the West Shore. In conjunction with promoting the new eBlast system on social accounts, we will be creating a contest that we will be promoting through our website.

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

#### WSA Advertising Campaigns

**\$3,000**

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

##### Opening Day at the Lake – Memorial Day Weekend

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

##### Lake Tahoe Music Festival – August 15 – 20, 2017

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

##### Tahoe Dance Collective – 5<sup>th</sup> Annual Lake Tahoe Dance Festival – July 26 - 28

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

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



## West Shore Association

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### WSA Non Profit Support - Tahoe Maritime Museum Brochure

**\$500**

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

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

**Total Ask**

**\$10,000**





## **SQUAW VALLEY** BUSINESS ASSOCIATION

ROI Prepared for: The Business and Chamber Advisory Collaboration  
Community Marketing Grant Program  
For: FY 2015-2016

### **SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW**

The Squaw Valley Business Association (SVBA) membership consists of the following six lodging properties; Olympic Village Inn, PlumpJack Squaw Valley Inn, Red Wolf Lodge, Resort at Squaw Creek, Squaw Valley Lodge and The Village at Squaw Valley and three corporate entities: Squaw Valley Resort, the Squaw Village Neighbourhood Company and the Squaw Valley Public Service District.

The purpose of the Association is to:

- (a) Promote Squaw Valley as a year round tourist destination resort, supporting programs that promote long duration visitation year-round.
- (b) Develop community support for activities in the Valley that enhance the quality of life for Squaw Valley visitors and residents.
- (c) Act as a clearinghouse for requests made by other entities to SVBA member properties for contributions to joint benefit special events.
- (d) Maintain existing funding sources and identify new ones.

The Squaw Valley Business Association was awarded \$10,000 in June 2016 from the Community Marketing Program for a digital media buy with EXL Media that was geo-targeted to Southern California. Creative included emails, banners and Facebook ads. The creative linked directly to a closed landing page promoting Squaw Valley / North Lake Tahoe and a lodging offer from each of our Valley properties, equally and in alphabetical order, with a direct link to their proprietary site.

The campaign ran February 3, 2016 through March 31, 2016. The Campaign delivered a total of 286,171 impressions, 2,267 clicks and a .79 click through rates. Squaw Valley Resort provided revenue tracking results to EXL and reported direct click revenue of \$10,524; we assume the other partners also had good revenue results. A 2 to 1 ROI from one partner alone speaks volumes about our cooperative direction.

See attached digital campaign performance report from EXL Media.

Due to lack of inventory, the SVBA only spent \$7,500 out of the \$10,000 that was awarded for this campaign and intends to roll over the savings into another digital media buy in 2017.

Caroline Ross  
SVBA Representative  
Sincerely,  
Squaw Valley Business Association  
PO Box 2915 Olympic Valley, CA 96146

# SVBA Winter 2016 Southern CA Campaign

Flight Dates: February 3-March 23, 2016

## Digital Campaign Performance Report

286,171

Impressions

2,267

Clicks

0.79%

CTR

\$5,553

Digital Spend

Vendor	Impressions	Clicks	CTR	Digital Spend
Google	18,117	240	1.32%	\$1,171
Yahoo	6,143	197	3.21%	\$318
On The Snow	148,529	118	0.08%	\$2,000
SnoCountry Site Buys	49,119	272	0.55%	\$514
SnoCountry Newsletter	43,409	48	0.11%	\$550
E Target Email Blast	20,854	1,392	6.67%	\$1,000
<b>Total</b>	<b>286,171</b>	<b>2,267</b>	<b>0.79%</b>	<b>\$5,553</b>

## Insights

1. This campaign originally had flight dates of November-January but was delayed until February.
2. Due to the delayed start, inventory became an issue. The campaign delivered \$5,500 of the \$8,000 proposed media spend. Buys that under-delivered were SnoCountry & Google/Yahoo.
3. Revenue was not reported by any of the partners, except Squaw/Alpine which received \$10,524 in revenue from this campaign.
4. E-Target had a click rate of almost 7%, which is extremely high for a purchased email list.
5. Overall, we are very happy with these results and would recommend a similar site mix for next year. However, we would run earlier in the season since this campaign targets the destination market.

## Sample Screenshots

The image shows two sample screenshots. The left screenshot is from the SnoCountry website, featuring a search bar at the top, navigation links (Snow Reports, Resorts, Weather, Webcams, Gear, News, Travel, Forums, Photos, Videos), and a main section titled 'FIND YOUR DEGREE' with a 'snovalley.edu' logo. Below this is an infographic titled 'CALIFORNIA'S REBOUND WINTER' showing a snowy mountain landscape. The right screenshot is an advertisement for Squaw Valley Alpine Meadows, featuring a 'STAY SLOPESIDE' headline, a 'BOOK TODAY' button, and a 'SQUAW VALLEY ALPINE MEADOWS' logo.



[SNOW REPORTS](#)
[RESORTS](#)
[DEALS](#)
[Skiing](#)
[GEAR](#)
[LEARN](#)
[VIDEO](#)

**Ski Areas Open**  
Avalanche with Most Snow

Ski Area	Open	Partial	Closed
Alpine Meadows	✓		
Squaw Valley, CA	✓		
Juniper Creek, TX	✓		
Big Bear Ski Club, CA	✓		
Sierra Nevada, CA	✓		
Sierra, AZ	✓		
Sierra, AZ	✓		
Sierra, AZ	✓		
Sierra, AZ	✓		
Sierra, AZ	✓		

## STAY SLOPESIDE

### NEWSLETTER

Subscribe to our weekly Ski News newsletter and a chance to win a pair of lift tickets for the 16-18 season.



### Mikaela's Back! Shiffrin Dominates Slalom Again in Switzerland

**SkiCountry** The U.S. Ski Team, 11/15  
Olympic and World Champion Mikaela Shiffrin from Eagle-Vail, Colo., returned from injury to once again dominate the Audi FIS Ski World Cup slalom Monday, taking her 11th World Cup victory Monday at Crans-Montana, Switzerland. Heavy snows had cancelled... More

[Continue Reading](#)

SQUAW VALLEY ALPINE MEADOWS



## DISCOVER YOUR ADVENTURE

### FLY NONSTOP

And stay slopeside for your mountain adventure

With 6,000 acres of diverse terrain across 2 mountains and over 24 feet of snow so far this season, Squaw Valley Alpine Meadows is Lake Tahoe's ultimate winter and spring skiing destination. All of our lift tickets are good at both Squaw Valley and Alpine Meadows, and our free shuttle between mountains makes it even easier to explore the expansive terrain while taking in the amazing views of the Sierra and Lake Tahoe. And with our vibrant base Village and activities and events throughout the season, you'll experience an array of shopping, dining, après and entertainment, all just steps from your door.

Getting here has never been easier! There are now over a dozen nonstop flights daily from Southern California to Reno Tahoe including a NEW nonstop from the John Wayne Airport in Orange County. Air fares are currently as low as \$69 one way.

SKI & STAY



Proposal for consideration by:  
The Business and Chamber Advisory Collaboration  
Community Marketing Grant Program  
For: FY 2016-2017

## SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

The Squaw Valley Business Association (SVBA) is made of the following six lodging properties; Olympic Village Inn, PlumpJack Squaw Valley Inn, Red Wolf Lodge, Resort at Squaw Creek, Squaw Valley Lodge and The Village at Squaw Valley and three corporate entities: Squaw Valley Resort, the Squaw Village Neighbourhood Company and the Squaw Valley Public Service District.

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- (d) Maintain existing funding sources and identify new ones.

SVBA Tax ID # - 68-0471187

Currently the SVBA maintains an annual operating budget of approximately \$34,000. The funding is made up solely by contributions from the above businesses to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd, marketing and normal business expenses to operate a non-profit corporation.

In addition to this funding, the SVBA properties contribute individual funds towards enhanced operations that will benefit visitors and our community as well as to promote and host numerous events throughout the year. The businesses in Squaw Valley have successfully created a well rounded calendar of events that draws visitors nationally, regionally and locally.

The Squaw Valley Business Association respectfully requests \$10,000 from the Community Marketing program for FY2016-17 for an off-peak, digital advertising campaign. The \$10k grant would be inclusive of media agency fees, likely spent with Richter7. We would spend the dollars similarly to our Winter of 2016 SVBA NLTRA grant-funded campaign by targeting destination/ideally mid-week travelers in the Southern California market for late summer (Aug 2017-Oct 2017). The digital ads will direct guest to a

landing page that represents all of our lodging properties equally and in alphabetical order. Our total spend for this campaign will be \$12,500, as we had \$2500 left over from our prior campaign due to inventory shortage/time of year the campaign ran. This is another reason we are choosing to target mid-week, late summer timeframe – to produce even better results. Our goal would be to follow up with another similar campaign early winter/4 season digital campaign with additional co-op funding December 2017 to March 2018.

The project is consistent with our mission and purpose as it promotes destination business to North Lake Tahoe which includes longer length of stays to fill in mid-week timeframes.

The project is consistent with the NLT Tourism and Community Investment Plan because it promotes Squaw Valley and North Lake Tahoe as both a summer and winter destination to the Southern California market. It will promote awareness of our destination and will have a revenue tracking component and click through tracking for the entire campaign. The campaign will also complement flight dates of the NLTRA, Squaw Valley and Ski Lake Tahoe plans so that we are following these entities brand messaging with specific lodging offers.

The success of the project will be measured by impressions, clicks and click through rate as well as, most importantly direct click revenue. We believe we will be able to lien on an agency like Richter7 for better tracking moving forward.

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On behalf of all SVBA members and the Squaw Valley community, we thank you for your consideration and continual support in our marketing efforts.

Sincerely,

Caroline Ross  
Squaw Valley Business Association Representative  
PO Box 2915 Olympic Valley, CA 96146



## Northstar California Resort BACC 2016/2017 Marketing Grant Recap

### 2016/2017 BACC Approved Grant Program

Northstar utilized the BACC marketing grant to launch a content marketing program consisting of 5 *diverse* ambassadors with different expertise, specialties and locations. These ambassadors were invited to North Lake Tahoe this winter, wrote an original article focusing on North Lake Tahoe, published it on their proprietary website, socialize it on their social channels as well as shared the content with the new blog, [Tahoe Ascent](#).

Between November 2016 to February 2017 timeframe, there were 6 ambassadors from 4 specific markets: **Sacramento, SF Bay Area, Southern California, Local (Tahoe/Reno)**. Content featured experiences, lodging, culinary and events and was distributed through social posts, articles, listicles and/or photo essays.

Measurement for success will be reported on:

- Social: reach, engagement, and shares
- Content: page views (Tahoe Ascent only)
- Native Advertising: clicks, impressions, CTR

### Program Performance & Recap

**Sacramento** – Jenna Francisco is a mother of two based out of Sacramento. She is the founder of, [This Is My Happiness](#), a travel blog about the best of Northern California travel, culture and lifestyle. [44k PV's/month and 40k social followers]

**This is My Happiness Blog posts:**

[The Perfect Day Trip to Truckee & Donner Lake](#)

[What to Pack for a Winter Trip to Tahoe](#)

[7 Discoveries in North Lake Tahoe](#)

**Tahoe Ascent blog posts:**

[Where to Stay with Kids in North Lake Tahoe](#)

[A North Lake Tahoe Family Ski Lesson Experience](#)



## Where to Eat in North Lake Tahoe with Kids

### Social post example:



### Native Advertising example:

**Northstar California Resort**  
Sponsored

Like Page

The ski lodging experience is perhaps as iconic as ski culture itself. Here's a guide to lodging in Truckee.

**Where To Stay in Truckee**  
Cabins, Lodges, Private Homes, Resorts - All in Truckee

TAKOASCENT.COM

Learn More

29 Likes 1 Share

Like Comment Share

Content Creation	\$1,500
Social Boost	\$100
Native Advertising	\$200
<b>TOTAL</b>	<b>\$1,800</b>

Social Reach	775 likes, 16 shares (Instagram Only)
Content	Tahoe Ascent: 4,664 PV's
Native Advertising	.45%, 32k impressions

---

**SF Bay Area** – Leslie Harvey is a mother of two, currently living in the Bay Area and founder of [Trips with Tykes](#), a blog devoted to simplifying the logistic of traveling with young kids. [25k PV's/month and 25k social followers]

**Trips with Tykes Blog posts:**

[Secrets to Saving Money on a Ski Vacation](#)

[Spring Break Destinations in Tahoe](#)

[How to Spot a Kid Friendly Ski Resort](#)

**Tahoe Ascent blog posts:**

[Tips for Driving to North Lake Tahoe in the Winter](#)

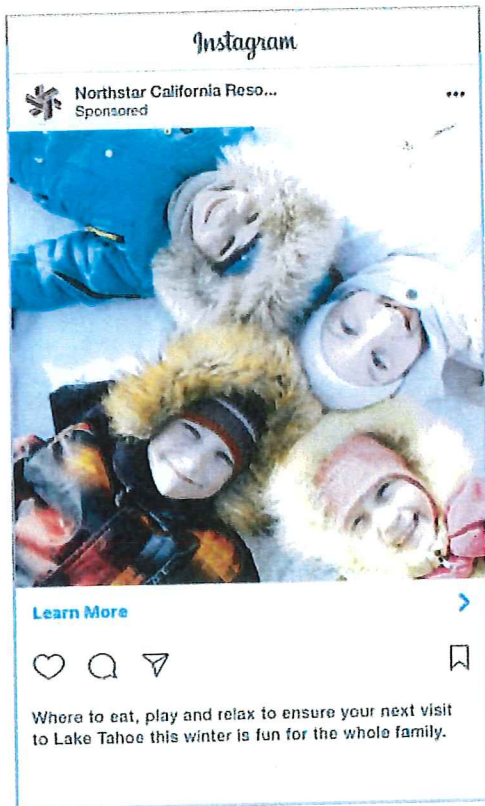
[6 Tips for Taking a Toddler on a North Lake Tahoe Ski Vacation](#)

[Ski School: Tips for Parents](#)

**Social post example:**



**Native Advertising example:**



Content Creation	\$3,000
Social Boost	\$400
Native Advertising	\$400
<b>TOTAL</b>	<b>\$3,800</b>

Social Reach	2,073 likes, 378 shares
Content Reach	Tahoe Ascent: 2,719 PV's
Native Advertising	1.77% CTR, 68k impressions

**Southern California** – Esther Tseng is a freelance writer, avid snowboarder, food enthusiast, worldwide traveler and occasional musician from Los Angeles. She has contributed to the LA Times, Eater, Discover LA, Time out, Thrillist and has a social following of more than 34k on Twitter and Instagram alone. During her ambassadorship for Tahoe Ascent, she also wrote a post for the [Thrillist](#) featuring several NLT ski resorts – see below.


#### **Social posts:**

Esther socialized a total of 16 social posts, plus 4 Instagram Stories covering NLT


### Tahoe Ascent blog posts:

[Luxury Dining in North Lake Tahoe](#)  
[Platinum tost, Ski-Up Champagne Bar](#)  
[Where to Drink in Truckee](#)

### Social post example:


 **e\*starLA**  
 January 25


It's time to ski & snowboard! I ranked the best skiing areas within driving distance to LA for Thrillist 🎿 ⛷️ :  
<https://www.thrillist.com/.../best-skiing-la-los-angeles-with...>



**The Best Ski Mountains Within Driving Distance From LA, Ranked**  
 Is Mammoth No. 1? The answer may surprise you.  
 THRILLIST.COM

Like Comment Share



 **e\*starla**  
 Northstar California ... Following

267 likes 21w

e\*starla Eeked out this season's 1st day of riding 🎿 ⛷️ today @northstar\_california. More ⬤ than ⚡ but found great stashes of pow at the top. Instastories has pow yelps. #pow #snowboarding ⚡ ⚡ #instagood #laketahoe

e\*starla .

#travelwriter #travel #instatravel  
 #travelgram #tourism #instago  
 #passportready #travelblogger  
 #wanderlust #ilovetravel #writetotravel

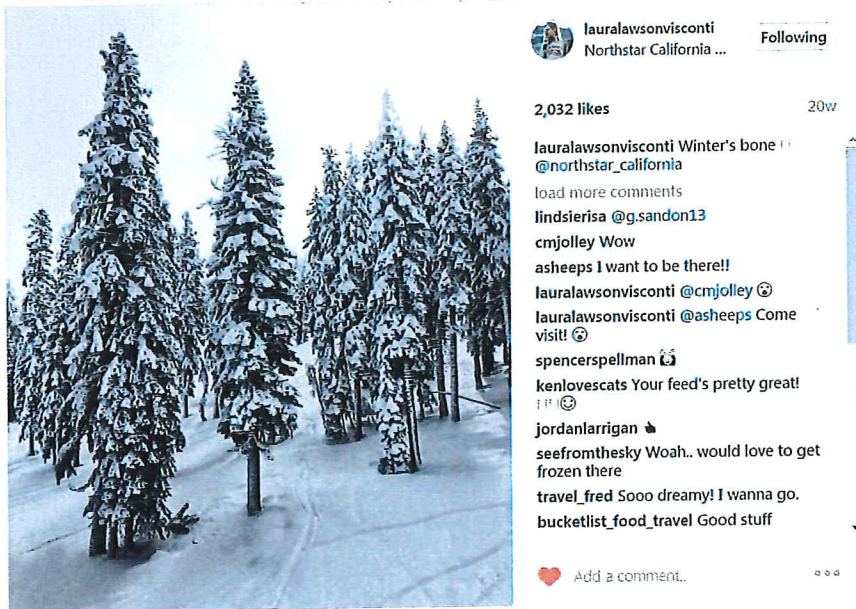
Content Creation	\$1,500
Social Boost	\$200
Native Advertising	\$300
<b>TOTAL</b>	<b>\$2,000</b>



Social Reach	1,672 likes, 44 shares, 1,700 Insta story views
Content	Tahoe Ascent: 1,479 PV's
Native Advertising	.22% CTR, 15k impressions

**Tahoe/Reno** – Laura Lawson Visconti is an adventure-obsessed digital marketing storyteller based in Tahoe. Laura is also the Head of Marketing for the local NLT business, Tahoe University and published author. Her husband Nick Visconti, was born and raised in Tahoe, a retired professional snowboarder, X-Games medalist and currently local small business owner. [Combined social following = 170k followers]

#### Social post example:





Laura L. Visconti  
@lauralawson

Following

People often ask me for Tahoe recommendations, so I put together a little winter guide, now on the blog:

[lauralawsonvisconti.com/blog/winterint...](http://lauralawsonvisconti.com/blog/winterint...)



RETWEETS  
7

LIKES  
11



**Laura Lawson Visconti Blog:**

[A Guide to visiting Tahoe in the Winter](#)

**Tahoe Ascent blog posts:**


[Winter in North Lake Tahoe through the eyes of a Local](#)

[5 Must-Climb Peaks in North Lake Tahoe](#)

[7 Ways to get Ride-Ready for Lake Tahoe Ski Season](#)


**Native Advertising example:**




**Northstar California Resort**  
 Sponsored ·

Like Page

Spring-time in Tahoe is a hikers dream and these 5 peaks have the best views!



### Hike Tahoe's Best Views

5 Must-Climb Peaks in Tahoe

TAHOEASCENT.COM

Learn More

431 Reactions · 16 Comments · 79 Shares

Like
 Comment
 Share

Content Creation	\$2,000
Social Boost	\$100
Native Advertising	\$300
<b>TOTAL</b>	<b>\$2,400</b>

Social Reach	7,948 likes, 12 shares, 14,500 Insta story views
Content	Tahoe Ascent: 5,383 PV's
Native Advertising	.97% CTR, 44k impressions



## Northstar California Resort BACC 2017/2018 Marketing Grant Proposal

### Tahoe Ascent

With the funds from the 2016/2017 grant Northstar launched, [Tahoe Ascent](#), with the mission to be the destination for all things North Lake Tahoe, inspiring and equipping visitors and locals with where and how to venture, retreat, discover and indulge. Upon launch, the blog partnered with influencers in North Lake Tahoe's key visitor markets, including an L.A. food writer, SF family blogger, Sacramento travel journalist, Truckee local and former pro snowboarder and X Games medalist, a Reno Olympic gold medalist, and an award-winning videographer. The blog generated over 85 pieces of original content surrounding every touch point of North Lake Tahoe and speaking to every kind of potential visitor. Tahoe Ascent content was distributed far and wide, including Bay Area news stations, OnTheSnow.com and several local businesses, as well as Tahoe Ascent ambassadors being syndicated in publications like Thrillist.com. The goal of Tahoe Ascent was to publish weekly content endemically and on the influencers' blogs and social channels to reach the target markets, growing readership, while increasing revenue and visitors. For the 2016/2017 ski season, the blog received 65k monthly page views and drove an estimated 2k incremental visits to North Lake Tahoe.

### 2017/2018 Grant Proposal

Northstar is requesting the 2017/2018 BACC Marketing Grant to help continue the success of Tahoe Ascent in driving visitation to North Lake Tahoe. The program featuring relevant and influential content generators will remain the same, but feature new ambassadors to produce even more diverse content. Northstar will apply the same strategy of hand picking these freelance writers and social influencers according to North Lake Tahoe's key geographic and demographics of visitors, ranging from Bay Area millennials to Southern California families and beyond. The content will be a range of stories, reviews, guides, listicles, infographics, videos and photo journalism essays.

The funds will be distributed and measured as follows during the October 2017 – April 2018 timeframe:

- Bay Area family influencer(s) reaching families with kids still in the household and outdoor enthusiasts with propensity to take winter vacations
  - \$2,500 for content creation, native advertising and paid social promotion, plus lodging and experiences
- Millennial influencer(s) with engaged target audience seeking adventure and unique experiences through travel and time with friends and family

- \$2,500 for content creation, native advertising and paid social promotion, plus lodging and experiences
- Destination (fly market) influencer(s) with core audience near direct flight markets
  - \$2,500 for content creation, native advertising and paid social promotion, plus lodging and experiences
- Promotion of Tahoe Ascent to all key markets/demographics to further define the blog as a research tool for discovering unique experiences within North Lake Tahoe
  - \$2,500 for native, paid social and digital advertising

Performance measurement:

- Social: reach, engagement, and shares
- Content: page views (Tahoe Ascent only)
- Native Advertising: clicks, impressions, CTR

Thank you!



TahoeAscent.com is the destination for all things North Lake Tahoe, both inspiring and equipping visitors and locals with the 4-1-1 on where and how to venture, retreat, discover, and indulge.







June 7, 2017

Subject: Request for Pedestrian Safety Device Annual Maintenance Funds

From: Ron Treabess, Director of Community Partnerships and Planning

Action Requested

Staff requests that the NLTRA Board of Directors approve the attached Placer County Department of Public Works and Facilities (DPWF) request for annual maintenance funds for existing TOT provided pedestrian safety devices. These funds would be up to \$18,725 per year to maintain radar feedback speed signs and cross walk markers at select locations along Highways 28 and 89. The total amount for this 2-year funding program will not exceed \$37,450 (see attached request).

Capital Investment/Transportation Committee Recommendation

At its meeting on May 22, the CI/T Committee unanimously approved (11-0-0) staff's request to recommend the 2-year \$37,450 TOT maintenance funding program for existing pedestrian safety devices.

Background

During 2008 and 2009, NLTRA funded and worked closely with DPWF to install pylon markers in crosswalks and radar speed signs in key places to better protect pedestrians. Positive safety results were immediately recorded by crosswalks being more visible to motorists and the adjustment of auto speeds as motorists approached the radar signs. Both the CHP and Placer Sheriff have reported the safety improvement. During the first two years of this program, DPWF became aware of the funding need to periodically repair and upgrade the radar signs. The crosswalk markers are installed and removed seasonally requiring labor costs, storage, and required repairs to the equipment. In 2013, a request for \$32,800 of maintenance funding was approved, and used for this purpose through 2016.

Funding Capabilities

This funding request of up to \$37,450 over 2 years is consistent with the funding capabilities of the 2016/17 NLTRA Infrastructure Maintenance Reserve Account. This maintenance reserve has been established to provide one time or a special maintenance needs that are approved by the NLTRA Board with concurrence of the Placer County CEO. The reserve is currently funded in the amount of \$150,000 each year and is held in the Placer County infrastructure maintenance account. The current balance is approximately \$120,889.

## REQUEST FOR PEDESTRIAN SAFETY DEVICE 2-YR MAINTENANCE BUDGET (2017-2018)

**RADAR SPEED SIGNS:**      Eight signs installed along California State Routes 28 and 89

Maintenance:

	<u>Hours</u>	<u># of signs</u>	<u>rate</u>	<u>subtotal</u>
County Staff				
Assumes: 4 hours per sign per year at a rate of \$125/hour	4	8	\$ 125	\$ 4,000
Miscellaneous Parts/Supplies				\$ 2,500
Assumes: \$1250 for 2 years			Total =	\$ 6,500
Upgrades/Repairs (Average over 2 year period):				
Blue Tooth Upgrade (cost includes shipping)		1	\$ 1,075	\$ 1,075
Repairs (cost includes shipping)		2	\$ 1,075	\$ 2,150
			Total =	\$ 3,225

### **CROSSWALK MARKERS:**

	<u>Hours</u>	<u>rate</u>	<u>subtotal</u>
Install (rate includes 2 staff members)	12	\$ 250	\$ 3,000
Removal (rate includes 2 staff members - includes cleaning & storage)	12	\$ 250	\$ 3,000
Annual Permit	12	\$ 125	\$ 1,500
New Parts and Signs	-	-	\$ 1,500
		Total =	\$ 9,000

TOTAL ANNUAL MAINTENANCE BUDGET REQUEST = \$ 18,725

**TOTAL 2 YEAR REQUEST = \$ 37,450**

### **Budget Assumptions and Notes:**

- 1 Placer County Public Works will manage installation and maintenance of these devices in accordance with the tasks outlined above.
- 2 Public Works requests that NLTRA pay for the electrical contractor directly. Invoices will be reviewed and approved by County staff prior to submittal to NLTRA.
- 3 County has prepared this budget to address safety measures in the Caltrans Right-of-Way.
- 4 Should additional requests for safety measure implementation or maintenance occur, Public Works will prepare a proposal for consideration



June 7, 2017

**Subject: Update on Resort Triangle Transportation Vision Funding Needs**

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Background:**

- Staff will present an update on the progress and considerations for moving forward with possible funding options to achieve the Resort Triangle Transportation Vision Plan and TART Systems Plan for Eastern Placer County.
- While this is informational and no Board decision is necessary at this time, any Board comments and direction to help guide the process will be appreciated.
- Attachments include:
  - Possible Transportation Funding Considerations
  - SB 1: Transportation Account Flows
  - Placer County-Wide Transportation Sales Tax Recommendations (Measure M)
  - Resort Triangle Transportation Vision Coalition Goal and Approach (2013)
  - Resort Triangle Transportation Vision Outreach Key Partner Groups



## **Resort Triangle Transportation Vision Coalition**

### **POSSIBLE TRANSPORTATION FUNDING CONSIDERATIONS AND APPROACH-MAY 24, 2017**

Funding gap necessary to accomplish regional transit vision: (info from LSC, 3/16, Transit Vision Plan, Table D&E)

- Includes local operating/admin and capital costs, average annual costs would total \$7,939,000
- Annual cost by local regional entities: Placer \$6,355,800; Truckee/Donner \$995,100; Washoe \$539,100
- Placer County TART existing revenue \$5,100,000 including \$2,000,000 in '17/18
- TART funding gap to provide transit vision/Tart Systems Plan is \$1.3 to \$1.5 million.

Tax/Bond measures under possible consideration for 2018:

- Sierra College
- School Bond
- Squaw TBID
- Tahoe City BAD
- Referendum of SB 1
- NLTRA Marketing TBID
- North Tahoe Transportation Authority sales tax
- Eastern Placer County TOT increase
- North Lake Tahoe/Truckee Workforce Housing

Pros and cons for local sales tax measure:

- Pros: -Used to fund capital and operating expenses  
-1/2 cent tax would raise about \$1.25 million annually at 2018 collections  
-May be used to fund/leverage Federal and State funding  
-Out of county visitors will contribute  
-North Tahoe Transportation Authority already legislated and in place
- Cons: -Requires a 2/3 majority vote  
-Some consider sales taxes regressive  
-Recent passage of SB 1 for new statewide transportation taxes and fees expected to Voters off on additions sales tax (SB 1: Transportation Account Flows)

Pros and cons for Eastern Placer TOT increase measure:

- Pros: -Used to fund capital and operating expenses  
-2% increase would raise about \$3 million additional annually at 2018 visitation  
-Requires simple majority if for general purposes  
-Is collected from tourists not residents
- Cons: -Could impact tourist lodging businesses

- Requires 2/3 majority if for specific purpose
- Previous polling does not show majority percentage for just transportation

Pros and cons for other transportation funding sources:

- Explore other sources as shown on the Transportation Funding Sources Analysis

Time line to decide whether to put measure on 2018 ballot:

- Overall time required from start to ballot is 14 months. Task times overlap. This includes the following for possible Nov 2018 election:
  - Committee for Organization 3 weeks Aug. '17
  - Identify and coordinate with key partner groups considering funding options for 17/18 3 weeks Aug-Sept '17
  - General informational survey development 1 month Sept-Oct '17
  - Conduct general survey 1 month Nov 10, '17 completion
  - Development of survey results 1 month Nov – Dec '17
  - Development of the “ask” 2 months ( funds used for what) (ballot language) Jan-Feb '18
  - Board of Supervisors buy in. 1 month March '18
  - Formal Voter survey preparation 1 month March '18
  - Preparation of informational/educational materials 2 months March-April '18
  - Conduct Voter survey 1 month (past three surveys utilized) April '18
  - Development of Voter survey results 1 month April-May '18
  - Presentation and distribution of materials 3-4 months (develop and carryout awareness) May-Oct '18
  - Resolution to County Counsel and CEO for agenda review June 1, '18
  - Resolution to BOS for approval June 21, '18
  - Complete County ballot calendar activities 5 Months ( see sample reference calendar) June-November 8, '18—election day

County willingness to spend for measure information/education:

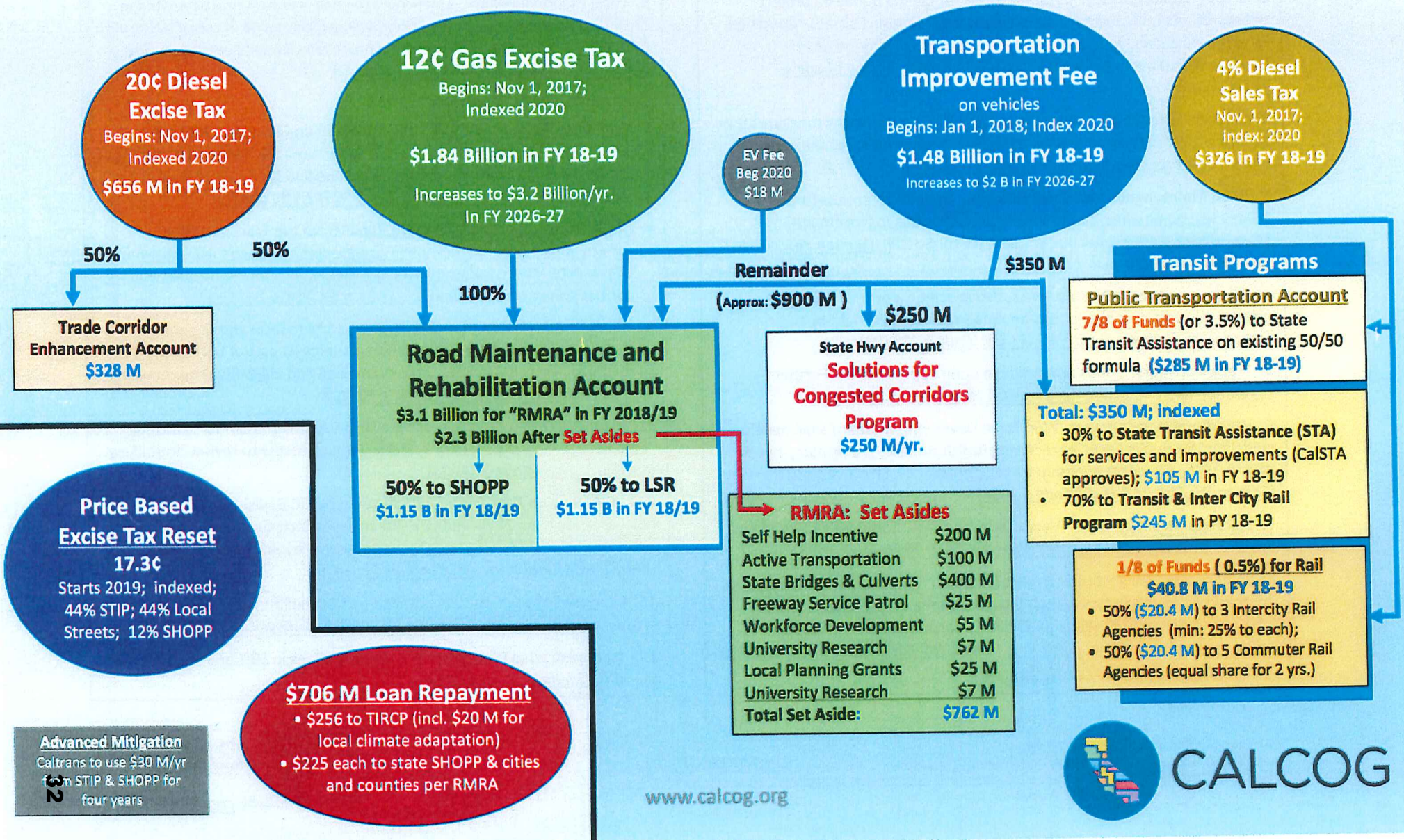
- County can, and has, spend public funds on information/education materials but not advocacy
- Will the County? Need to develop budget and request TOT research and planning.
  - Develop strategy and specific tasks-\$12,000
  - Survey development, administer, report of results—dual-mode is from \$24,000 to \$30,000
  - Prepare materials and distribution costs--\$9,500
  - Community outreach \$5,000

Possible champions (advocates) for new tax increase measure:

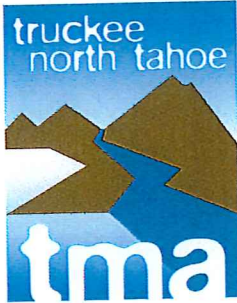
- Past champions have included Placer Supervisor, local organizational leaders and board members
- Special needs proponents
- Who else?

# SB 1: TRANSPORTATION ACCOUNT FLOWS

FY 18-19 is selected because it is the first full year when most of the new revenues are fully implemented. Figures are from from Senate Appropriations Committee Analysis







## **Resort Triangle Transportation Vision Coalition**

### **Placer County-Wide Transportation Sales Tax**

### **Recommendations for Sales Tax Distribution and Expenditures at North Lake Tahoe**

Based on the Placer County Transportation Planning Agency's efforts to determine whether to move forward with a ½ cent Transportation Sales Tax ballot measure in November, 2016, the Resort Triangle Transit Vision Coalition, consisting of government entities, organizations, and citizens of North Lake Tahoe, has developed a recommended expenditure plan for the North Lake Tahoe/Eastern Placer County portion of the potential Sales Tax Revenue that would be generated within this area. These recommendations are being provided for Placer County approval to further define how the "return to source" funds for the Tahoe area, as stated in PCTPA's draft countywide transportation sales tax expenditure plan, would be used. This draft plan, through coordination with Placer County, the RTTVC, and PCTPA suggests the Tahoe area transportation related projects include transit improvements, trails completion and maintenance, and additional road maintenance. The anticipated Tahoe amount of the 30-year sales tax revenue would be about \$37.5 million or \$1.25 million each year.

While the specific expenditure of the North Lake Tahoe funds still requires further definition, the recommendations for distribution and expenditure of the tax revenues has been compiled over the past three years. That effort has included accomplishment of a regional transit vision, which includes transit needs, priorities, and costs. Many organizations, area governments, private businesses, transportation consultants and interested individuals have participated in this effort. Outreach, to this time, has been informal on-line surveys, annual Transportation Summits, consultant studies, including analysis of competitive Resort areas transit programs, and the recently completed update to the North Lake Tahoe Tourism Master Plan, which utilized extensive community outreach.

The Bicycle and Multi-Purpose Trail system continues to remain one of the highest priorities for completion and maintenance throughout the area. The Class 1 trail system consists of 62 miles, 28 that are constructed or under construction, and 34 still needing to be undertaken. Funding will be necessary for trail maintenance, new construction, and rehabilitation over the years. Specific trail priorities and costs are currently being determined, but general costs required to define the tax expenditures have been developed and utilized in this recommendation.

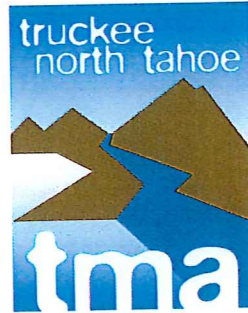
Recommendations include:

- **Distribution of Sales Tax Revenue**
  - Recommendation that Placer County should be the entity to receive and disperse the sales tax revenue from PCTPA for the North Lake Tahoe /Eastern Placer Area.
  - Local advisory groups, such as TNT/TMA, RTTYC, and the NLTRA Capital Investment/Transportation Committee should be appointed to recommend projects for expenditures.

- **Expenditure Plan Revenue Percentage Allocations**
  - Based on various outreach efforts throughout the past year, the recommendation for expenditure percentages is 45% transit, 45% trails, 10% roads.
  - These efforts have included the NLTRA/LSC SurveyMonkey on-line community questionnaire about sales tax expenditures, as well as completed transit and trail needs studies.
  - Percentages will continue to be further substantiated.
  
- **Transit Priorities**
  - Approximately \$570,000/year from 45% of sales tax revenue.
  - Increased service frequency during winter will be expanded from hourly to every half-hour during the morning and afternoon peak ridership periods on the following routes:
    - Between Tahoe City and North Stateline
    - Between Tahoe City and Squaw Valley
    - Between North Stateline and Northstar Village
  - Off-season, free-fare, evening transit service operating from approximately 6:00 pm until 9:30 pm, including expanded service on the West Shore.
  - These service increases would require addition of two new buses.
  - These additional services would increase existing service ridership by 26%.
  - Other priorities in the Transit Vision will require additional funding beyond the sales tax,
  
- **Bicycle and Multi-Purpose Trail Program**
  - Approximately \$570,000/year from 45% of sales tax revenue.
  - Fully implement comprehensive bike trail system to enhance transportation and recreation opportunities.
  - Class 1 trail system maintenance and construction remains highest priority to residents and visitors.
  - Sales Tax revenues may be better suited for trail system maintenance as there are more potential funding sources for initial new construction of trails.
  - General average per mile trail costs:
    - Routine Maintenance is \$5,200/mile/yr. (28 miles existing, 62 miles eventual)
    - Routine Snow Removal is \$20,000/mile/yr. (20 miles eventually)
    - Annual Maintenance is \$2,800/mile/yr. (28 miles existing, 62 miles eventual)
    - Contract Annual Maintenance is \$2,560/mile/yr. (28 miles existing, 62 miles eventual)
    - New construction is \$1.5-\$1.6 million/mile. (34 miles)
    - Reconstruction every 20-25 years is \$360,000/mile (62 miles eventual)
  - Total potential trail costs:
    - Routine and Annual Maintenance for 62 miles is \$654,720/year.
    - Routine Snow Removal for 20 miles is \$400,000/year.
    - New construction to complete Class 1 is \$51,000,000 (4 miles/year= \$6 M/yr.)

- Reconstruction for 62 miles is \$20,827,040 (2.4 miles/year=  
\$806,000/year)
  - The maintenance and construction of the total trail system will require funding from additional sources as the system continues to grow toward completion.
- **Road Maintenance**
  - Approximately \$125,000/year from 10% of sales tax revenue.
  - This amount would be to provide additional County road maintenance/repairs which could include additional snow removal.
  - Projects and priorities to be determined by County Department of Public Works.





## **Resort Triangle Transportation Vision Coalition**

**Transit Vision** – The North Lake Tahoe Region, encompassing Washoe County/Incline Village/Crystal Bay, East Placer County, and Nevada County/Truckee, has a multi-modal, consistent year round transportation system that encourages and supports an auto-less visitor experience as well as meets the needs of residents.

The Resort Triangle Transportation Vision Coalition (RTTVC) is a group of interested stakeholders operating under the TNT-TMA with the sole goal of exploring and executing the above Transit Vision. The RTTVC will meet monthly at 9:30 a.m. following the regular TNT-TMA meeting on the first Thursday of each month at Granlibakken.

### **Tactics:**

#### **Frequency**

- ☐ Peak Season/Peak Hours Frequency: 15 – 20 minutes
- ☐ Winter Peak: Thanksgiving to March 31/Summer Peak: June 15-September 30
- ☐ Hours of Service during Peak Season 5 a.m. – 2 a.m. – varying with demand
- ☐ Augmented Special Event Service
- ☐ Non-Peak Season Frequency: 30 minutes
- ☐ Dial-a-Ride, on demand service for aging, disabled

#### **Capital Improvements**

- ☐ Bus Stops/Shelters/Signage in all key locations
- ☐ Transit Centers/Park & Ride Lots in Kings Beach/Truckee/Tahoe City
- ☐ Operations Center
- ☐ BRT Lights, HOV Lanes

#### **Amenities**

- ☐ Wi-Fi on busses
- ☐ Environmentally clean fuel systems
- ☐ Multi-lingual signage for International visitors
- ☐ Use of technology to communicate to passengers
- ☐ Tracking mechanism for ridership
- ☐ Easy connection to other forms of transportation – train, boat, airplane, bicycle
- ☐ Front door delivery to recreation sites
- ☐ Friendly and Professional Talent/Workforce – drivers, mechanics, etc.

#### **Governance and Funding**

- ☐ Regional transit authority or MOU with single governance(Park City Model)
- ☐ Paid Parking as a disincentive to car, also as a means to help pay for system

## **Next Steps:**

### **Develop Cost Scenarios – Ron Treabess/Gordon Shaw – committee members?**

- ☐ Create low-medium-high service scenarios to include some or all of the above tactics
- ☐ Develop scope of work and contract with consultant
- ☐ Identify funding partners (Truckee, TTD, TMA, NLTRA, other?)
- ☐ Secure funding and begin work

### **Investigate Funding and Governance Options – committee members?**

- ☐ Look at Measure E and the possibility of expanding the existing district
- ☐ Investigate the Trans-Sierra MPO as a potential funding partner
- ☐ Identify potential governance scenarios to include JPA, MOUs, Transportation Authority, etc.
- ☐ Develop a Letter of Intent for participating stakeholders - Vail, Truckee, Placer, TMA, KSL, NLTRA, TTD, Washoe, TTAD, Business Associations, Nevada County, Lodging, LSC, Ski Resorts, TRPA, PCTPA
- ☐ Support California Legislation to lower the voting thresholds from 66% to 55% for transportation project taxes

### **Create an Outreach Plan – committee members?**

- ☐ Develop an outreach strategy for initial input from all stakeholders
- ☐ Signed Letters of Intent from all stakeholders
- ☐ Test with voter polling
- ☐ Develop messaging, presentation, preferred scenario
- ☐ Take to communities

## **Resort Triangle Transit Vision Outreach Committee--Key Partner Groups Coordination**

### **Government**

- Placer County
- Nevada County
- Washoe County
- Town of Truckee
- Elected Officials
- California Tahoe Conservancy
- 

### **Business Associations**

- Truckee Tahoe Airport District
- North Tahoe Business Association
- Tahoe City Downtown Association
- Lake Tahoe West Shore Association
- Squaw Village Neighbourhood Company
- North Lake Tahoe Chamber/CVB/Resort Association Board/Committees
- Truckee Donner Chamber of Commerce
- Truckee Tomorrow

### **Environmental Groups**

- League to Save Lake Tahoe
- Sierra Club (Lake Tahoe)
- Friends of West Shore
- Friends of

### **Transportation**

- RTC/Washoe
- Truckee North Tahoe Transportation Management Association
- Tahoe Transportation District
- Tahoe Regional Planning Agency
- Placer County Transportation Planning Agency
- Caltrans
- Nevada Dept. of Transportation
- LSC Transportation Consultants
- California Highway Patrol
- 

### **Lodging Providers**

- Granlibakken Resort
- Cedar House Sport Hotel
- Hampton Inn
- Hyatt Regency Lake Tahoe Resort
- Ritz-Carlton Highlands
- Resort at Squaw Creek
- CRA/bars/restaurants
- Others

### **Ski Areas**

- Squaw Valley Ski Holdings
- Northstar/Vail Resorts
- Homewood Mountain Resort/JMA Adventures
- Sugar Bowl
- Boreal/Woodward
- Mt Rose
- Others

### **Community Services and Special Districts**

- Northstar Community Services District
- Tahoe City Public Utility District
- North Tahoe Public Utility District
- Squaw Valley Public Services District
- Incline Village General Improvement District/Diamond Peak
- North Tahoe Fire Protection District
- Community Collaborative of Tahoe Truckee
- Tahoe Safe Alliance
- Project MANA
- Family Resource Center Tahoe/Truckee
- Tahoe Truckee Unified School District

### **Community Organizations**

- Tahoe Truckee Community Foundation
- Contractors Association of Truckee Tahoe
- Service Clubs Tahoe/Truckee
- Breakfast Clubs Tahoe/Truckee
- SVMAC
- NTRAC



## Finance Staff Report

Date: 5/25/17

TO: Board of Directors (BOD)

FROM: Al Priester, Director of Finance and Human Resources

RE: April 2017 Financial Statements

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April 2017 Financials in the BOD packet for the June 7, 2017 meeting include: a Summary Comparative Balance Sheet and Profit & Loss, a detailed Comparative Balance Sheet with A/R and A/P Aging's, a Comparative Current Month Profit & Loss, a Comparative YTD Profit & Loss, a YTD Profit & Loss by Class, and a YTD Profit & Loss Budget Performance Report in Total and for each Class as presented to the NLTRA Finance Committee on May 25, 2017.

Important points to note at April 30, 2017 are:

- Cash flow remains very strong with cash on hand at \$899,063.
- A/R over 90 day's delinquent declined from \$8,717 to \$7,991 and are deemed collectible with no reserve being established. Prior year A/R of -\$203,561 are due to the on-going recon work necessitated by the creation of two vendors for the County with various postings between the two and the negative balance was the result of a missing invoice.
- Membership A/R over 120 days delinquent declined from \$2,160 to \$1,915 and are adequately reserved.
- A/P are at \$39,138 and are 99% within 60 days.
- YTD profit of \$289,649 translates to expenditures under budget for the year. We are currently finalizing a re-forecast of the budget and will be able to produce an accurate cash flow forecast for the next 120 days under the scenarios of a completed contract with the County or not.
- A broad overview of the Profit and Loss YTD finds that revenues are 10.3% higher and expenses are 7% higher than at this point last year. Membership revenue is now 7.6 % higher than the prior year.
- The salaries and wages discrepancy year over year is explained by higher benefit cost and prior year accounting salaries were lower due to using consultants which were expensed as professional fees.
- Professional fees this year have increased due to the Executive Search costs incurred,

- The Profit and Loss by Class is useful in gauging where each Department is in relation to their budget. All are under budget YTD with Marketing, Transportation and Infrastructure significantly so.
- All Department Heads are closely monitoring their Budgets to ensure that funds are expended without going over budget.
- On a more detailed level, April Commission Revenue for South Shore shows a negative amount due to a correction of prior month's invoicing. April '17 Salaries & Wages Expense is \$25,600 lower than the same month last year due to April '16 having three pay periods versus 2 this year.

**Action requested:** Approval of the April 2017 Financials as approved by the Finance Committee at their May 25, 2017 meeting.



# North Lake Tahoe Resort Association

## Prev Year Comparison

### July 2016 through February 2017

	Apr '17	Apr '16	Variance	%
<b>Balance Sheet</b>				
Cash	\$ 899,063.00	\$ 903,442.00	\$ (4,379.00)	-0.48%
Accounts Receivable	18,384.89	(203,561.13)	221,946.02	-109.03%
Other Assets	74,166.11	306,226.13	(232,060.02)	-75.78%
<b>Total Assets</b>	<u>\$ 991,614.00</u>	<u>\$ 1,006,107.00</u>	<u>\$ (14,493.00)</u>	<u>-1.44%</u>
Accounts Payable	\$ 39,138.00	\$ 126,630.00	\$ (87,492.00)	-69.09%
Payroll Liabilities	154,102.07	125,692.00	28,410.07	22.60%
Deferred Revenue	76,561.00	102,555.00	(25,994.00)	-25.35%
Other Liabilities	4,973.93	9,895.00	(4,921.07)	-49.73%
<b>Total Liabilities</b>	<u>\$ 274,775.00</u>	<u>\$ 364,772.00</u>	<u>\$ (89,997.00)</u>	<u>-24.67%</u>
Equity	<u>\$ 716,839.00</u>	<u>\$ 641,335.00</u>	<u>\$ 75,504.00</u>	<u>11.77%</u>
<b>Total Liabilities &amp; Equity</b>	<u>\$ 991,614.00</u>	<u>\$ 1,006,107.00</u>	<u>\$ (14,493.00)</u>	<u>-1.44%</u>

	Jul '16 - Apr 17	Jul '15 - Apr 16		
<b>Profit &amp; Loss</b>				
<b>Income</b>				
Conference	\$ 109,256.16	\$ 183,752.17	\$ (74,496.01)	-40.54%
County of Placer TOT Funding	3,146,650.00	2,753,585.00	393,065.00	14.27%
Membership	153,524.29	142,644.96	10,879.33	7.63%
Special Events (Marketing)	3,450.00	15,500.00	(12,050.00)	-77.74%
Merchandise Sales	73,307.03	61,572.76	11,734.27	19.06%
Less: COGS	(37,211.34)	(30,208.99)	(7,002.35)	23.18%
Other	-	-	0.00	#DIV/0!
<b>Total Income</b>	<u>\$ 3,448,976.14</u>	<u>\$ 3,126,845.90</u>	<u>\$ 322,130.24</u>	<u>10.30%</u>
<b>Expenses</b>				
Salaries & Wages	\$ 1,145,786.20	\$ 1,077,056.81	\$ 68,729.39	6.38%
Rent	148,722.93	134,538.31	14,184.62	10.54%
Telephone	24,579.20	23,884.18	695.02	2.91%
Equipment Leases & Rental	24,201.51	20,581.70	3,619.81	17.59%
Professional Fees	64,044.26	84,044.30	(20,000.04)	-23.80%
Programs	35,648.00	12,973.74	22,674.26	174.77%
AF&W	32,792.86	31,702.19	1,090.67	3.44%
Sponsorship	426,009.64	452,152.34	(26,142.70)	-5.78%
Marketing Co-op	1,087,621.00	936,519.83	151,101.17	16.13%
Non_NLT Co-op Marketing	22,275.90	14,784.92	7,490.98	50.67%
BACC	25,467.38	50,010.38	(24,543.00)	-49.08%
Other	122,178.30	114,263.06	7,915.24	6.93%
<b>Total Expenses</b>	<u>\$ 3,159,327.18</u>	<u>\$ 2,952,511.76</u>	<u>\$ 206,815.42</u>	<u>7.00%</u>
<b>Net Income</b>	<u>\$ 289,648.96</u>	<u>\$ 174,334.14</u>	<u>\$ 115,314.82</u>	<u>66.15%</u>

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet Prev Year Comparison**  
**As of April 30, 2017**

	Apr 30, 17	Apr 30, 16	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1001-00 · Petty Cash	889.55	1,056.32	-166.77	-15.8%
1003-00 · Cash - Operations BOTW #6712	614,790.51	705,654.97	-90,864.46	-12.9%
1007-00 · Cash - Payroll BOTW #7421	2,710.69	3,409.16	-698.47	-20.5%
1008-00 · Marketing Reserve - Plumas	50,080.61	50,005.55	75.06	0.2%
1009-00 · Cash Flow Reserve - Plumas	100,215.02	100,014.80	200.22	0.2%
1071-00 · Payroll Reserves BOTW #8163	29,581.56	29,581.56	0.00	0.0%
1080-00 · Special Events BOTW #1626	99,917.03	13,247.21	86,669.82	654.3%
10950 · Cash in Drawer	877.54	472.84	404.70	85.6%
<b>Total Checking/Savings</b>	<b>899,062.51</b>	<b>903,442.41</b>	<b>-4,379.90</b>	<b>-0.5%</b>
<b>Accounts Receivable</b>				
1200-00 · Quickbooks Accounts Receivable	18,384.89	-203,569.13	221,954.02	109.0%
1290-00 · A/R - TOT	0.00	8.00	-8.00	-100.0%
<b>Total Accounts Receivable</b>	<b>18,384.89</b>	<b>-203,561.13</b>	<b>221,946.02</b>	<b>109.0%</b>
<b>Other Current Assets</b>				
1200-99 · AR Other	1,614.30	11,502.30	-9,888.00	-86.0%
12000 · Undeposited Funds	1,880.02	1,927.99	-47.97	-2.5%
1201-00 · WebLink Accounts Receivable	28,095.00	63,905.00	-35,810.00	-56.0%
1201-02 · Allowance for Doubtful Accounts	-3,154.75	-3,000.00	-154.75	-5.2%
12100 · Inventory Asset	33,070.56	28,277.30	4,793.26	17.0%
1298 · Receivable from Employees	0.00	-9.91	9.91	100.0%
1299 · Receivable from NLTMC	0.00	100,248.44	-100,248.44	-100.0%
1490-00 · Security Deposits	50.00	0.00	50.00	100.0%
<b>Total Other Current Assets</b>	<b>61,555.13</b>	<b>202,851.12</b>	<b>-141,295.99</b>	<b>-69.7%</b>
<b>Total Current Assets</b>	<b>979,002.53</b>	<b>902,732.40</b>	<b>76,270.13</b>	<b>8.5%</b>
<b>Fixed Assets</b>				
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00	0.0%
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-68,665.84	-102.11	-0.2%
1740-00 · Computer Equipment	43,766.13	43,766.13	0.00	0.0%
1741-00 · Accum. Depr. - Computer Equip	-42,890.90	-42,083.99	-806.91	-1.9%
1750-00 · Computer Software	40,080.06	34,993.97	5,086.09	14.5%
1751-00 · Accum. Amort. - Software	-34,969.45	-34,023.71	-945.74	-2.8%
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00	0.0%
1771-00 · Accum. Amort - Leasehold Impr	-24,234.07	-24,067.37	-166.70	-0.7%
<b>Total Fixed Assets</b>	<b>6,035.63</b>	<b>2,971.00</b>	<b>3,064.63</b>	<b>103.2%</b>
<b>Other Assets</b>				
1400-00 · Prepaid Expenses	0.00	4,000.00	-4,000.00	-100.0%
1401-00 · Recruitment Fees	0.00	6,159.55	-6,159.55	-100.0%
1410-00 · Prepaid Insurance	1,000.00	6,400.58	-5,400.58	-84.4%
1430-00 · Prepaid 1st Class Postage	5,575.63	83,843.45	-78,267.82	-93.4%
1400-00 · Prepaid Expenses - Other				
<b>Total 1400-00 · Prepaid Expenses</b>	<b>6,575.63</b>	<b>100,403.58</b>	<b>-93,827.95</b>	<b>-93.5%</b>
<b>Total Other Assets</b>	<b>6,575.63</b>	<b>100,403.58</b>	<b>-93,827.95</b>	<b>-93.5%</b>
<b>TOTAL ASSETS</b>	<b>991,613.79</b>	<b>1,006,106.98</b>	<b>-14,493.19</b>	<b>-1.4%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000-00 · Accounts Payable	38,617.54	116,629.57	-78,012.03	-66.9%
2001-00 · Credit Card Payable	520.16	10,000.00	-9,479.84	-94.8%
<b>Total Accounts Payable</b>	<b>39,137.70</b>	<b>126,629.57</b>	<b>-87,491.87</b>	<b>-69.1%</b>

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05/23/17

Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet Prev Year Comparison**  
**As of April 30, 2017**

	Apr 30, 17	Apr 30, 16	\$ Change	% Change
<b>Credit Cards</b>				
2080-00 · Bank of the West - Master Cards				
2080-12 · MC_3960_Natalie	1,514.37	0.00	1,514.37	100.0%
2080-01 · MC_5901_Hall	196.00	15.00	181.00	1,206.7%
2080-02 · MC_4222_Jason	0.00	-256.24	256.24	100.0%
2080-05 · MC_2107_Greg	917.40	0.00	917.40	100.0%
2080-06 · MC_5288_Emily	0.00	-699.75	699.75	100.0%
2080-08 · MC_5755_John	241.42	0.00	241.42	100.0%
2080-10 · MC_9495_AI	288.20	0.00	288.20	100.0%
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>3,157.39</b>	<b>-940.99</b>	<b>4,098.38</b>	<b>435.5%</b>
<b>Total Credit Cards</b>	<b>3,157.39</b>	<b>-940.99</b>	<b>4,098.38</b>	<b>435.5%</b>
<b>Other Current Liabilities</b>				
21000 · Salaries/Wages/Payroll Liabilit				
2101-00 · Incentive Payable	45,336.92	36,218.90	9,118.02	25.2%
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%
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>154,102.07</b>	<b>125,692.24</b>	<b>28,409.83</b>	<b>22.6%</b>
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	1,089.70	687.60	402.10	58.5%
2190-00 · Sales and Use Tax Payable - Other	0.00	149.00	-149.00	-100.0%
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,089.70</b>	<b>836.60</b>	<b>253.10</b>	<b>30.3%</b>
2250-00 · Accrued Expenses	0.31	10,000.00	-9,999.69	-100.0%
2400-60 · Deferred Revenue- Member Dues	75,277.50	105,414.66	-30,137.16	-28.6%
2650-00 · Deferred Rev - Events	0.00	-1,759.70	1,759.70	100.0%
2651-00 · Deferred Rev - Conference	1,283.33	-1,100.10	2,383.43	216.7%
2800-00 · Suspense	727.04	0.00	727.04	100.0%
<b>Total Other Current Liabilities</b>	<b>232,479.95</b>	<b>239,083.70</b>	<b>-6,603.75</b>	<b>-2.8%</b>
<b>Total Current Liabilities</b>	<b>274,775.04</b>	<b>364,772.28</b>	<b>-89,997.24</b>	<b>-24.7%</b>
<b>Total Liabilities</b>	<b>274,775.04</b>	<b>364,772.28</b>	<b>-89,997.24</b>	<b>-24.7%</b>
<b>Equity</b>				
32000 · Unrestricted Net Assets	22,635.91	50,286.21	-27,650.30	-55.0%
3300-11 · Designated Marketing Reserve	254,324.57	266,694.00	-12,369.43	-4.6%
3301 · Cash Flow Reserve	100,166.79	100,014.80	151.99	0.2%
3302 · Marketing Cash Reserve	50,062.52	50,005.55	56.97	0.1%
Net Income	289,648.96	174,334.14	115,314.82	66.2%
<b>Total Equity</b>	<b>716,838.75</b>	<b>641,334.70</b>	<b>75,504.05</b>	<b>11.8%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>991,613.79</b>	<b>1,006,106.98</b>	<b>-14,493.19</b>	<b>-1.4%</b>

# North Lake Tahoe Resort Association A/R Aging Summary

As of April 30, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
CA Board of Equalization	0.00	2,884.28	0.00	0.00	0.00	2,884.28
Hampton Inn & Suites	1,497.45	0.00	0.00	0.00	550.00	2,047.45
Hard Rock Hotel & Casino Lake Tahoe	0.00	429.30	0.00	0.00	0.00	429.30
Harrah's/Harveys Casino	0.00	0.00	0.00	161.50	0.00	161.50
Hotel Becket	98.10	818.55	0.00	0.00	0.00	916.65
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.01	0.00	0.00	0.00	90.80	90.81
Kevin Mitchell	0.00	0.00	0.00	0.00	0.00	0.00
Lake Tahoe Resort Hotel	0.00	1,232.70	0.00	0.00	0.00	1,232.70
Northstar California	0.00	0.00	0.00	0.00	2,833.83	2,833.83
Resort at Squaw Creek*	2,880.00	0.00	0.00	0.00	22.85	2,902.85
Sales estimates	0.00	0.00	0.00	0.00	0.00	0.00
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	1,837.40	1,837.40
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe City Inn	0.00	0.01	0.00	0.00	0.00	0.01
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	639.50	639.50
Tahoe Tech Group*	0.00	0.00	0.00	0.00	0.00	0.00
Tahoe TV	0.00	0.00	0.00	0.00	0.00	0.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	0.00	0.00
The Ridge Tahoe	0.00	0.00	0.00	392.22	550.00	942.22
The Ritz-Carlton	0.00	0.00	0.00	0.00	1,278.65	1,278.65
Wanderlust	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>4,475.56</b>	<b>5,364.84</b>	<b>0.00</b>	<b>553.72</b>	<b>7,990.77</b>	<b>18,384.89</b>

# North Lake Tahoe Resort Association

## A/P Aging Summary

As of April 30, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
101.5 Truckee Tahoe Radio*	175.00	0.00	0.00	0.00	0.00	175.00
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
Airport Self Storage	273.00	0.00	0.00	0.00	0.00	273.00
Al Priestler	17.12	0.00	0.00	12.48	0.00	29.60
Alpen Sierra Coffee Roasting Company, Inc	86.00	0.00	0.00	0.00	0.00	86.00
Alpenglow Mountain Racing LLC	10,000.00	0.00	0.00	0.00	0.00	10,000.00
Amber Burke	46.60	64.04	0.00	0.00	0.00	110.64
Anne-Karin Atwood*	25.00	40.52	0.00	0.00	0.00	65.52
Annie's Cleaning Service	700.00	0.00	0.00	0.00	0.00	700.00
AT & T*	373.80	0.00	0.00	0.00	0.00	373.80
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Big Water Studios	506.25	0.00	0.00	0.00	0.00	506.25
Chris Werfel	8.56	17.12	0.00	0.00	0.00	25.68
Cintas Corporation #623	114.40	0.00	0.00	0.00	0.00	114.40
CoPower	0.00	172.80	0.00	0.00	0.00	172.80
Dawn Baffone*	71.12	42.55	0.00	0.00	0.00	113.67
Double Diamond Sportswear	2,524.56	0.00	0.00	0.00	0.00	2,524.56
Emily Detwiler*	0.00	104.06	0.00	0.00	0.00	104.06
Geo-Tourism Specialties	287.31	0.00	0.00	0.00	0.00	287.31
Granlibakken, Inc.	0.00	715.50	0.00	0.00	0.00	715.50
Houston Magnani & Assoc, Inc.	0.00	750.00	0.00	0.00	0.00	750.00
Jason Neary	25.00	25.00	0.00	0.00	0.00	50.00
Jeff Dow Photography	0.00	0.00	8,550.00	0.00	0.00	8,550.00
John Thompson*	106.47	0.00	0.00	0.00	0.00	106.47
Karen Colbert	84.00	0.00	0.00	0.00	0.00	84.00
Kym Fabel	68.87	84.92	0.00	0.00	0.00	153.79
Lauren Sully	44.65	23.58	0.00	7.49	0.00	75.72
Liberty Utilities*	575.23	0.00	0.00	0.00	0.00	575.23
LSC Transportation Consultants, Inc.*	0.00	570.00	0.00	0.00	0.00	570.00
Natalie Parrish*	351.47	220.98	0.00	0.00	0.00	572.45
No Barriers USA	4,000.00	0.00	0.00	0.00	0.00	4,000.00
NorCal DMO Reps	500.00	0.00	0.00	0.00	0.00	500.00
Porter Simon*	0.00	1,458.19	0.00	0.00	0.00	1,458.19
Principal Financial Group	0.00	187.64	187.64	25.28	-1,113.30	-712.74
Ricoh USA	1,136.07	0.00	0.00	0.00	0.00	1,136.07
Rock & Rose Inc.	0.00	55.00	0.00	0.00	0.00	55.00
Ron Treabess	121.68	74.06	0.00	0.00	0.00	195.74
Sandy Evans Hall*	25.00	25.00	0.00	37.00	0.00	87.00
Sarah Winters	0.00	25.00	0.00	0.00	0.00	25.00
Sierra Nevada Ad Partners	552.50	0.00	0.00	0.00	0.00	552.50
Silent Auction Pro	0.00	520.16	0.00	0.00	0.00	520.16
Southwest Gas Corporation*	88.53	0.00	0.00	0.00	0.00	88.53
Spectrum	0.00	-28.13	0.00	0.00	0.00	-28.13
Sprint	72.50	0.00	0.00	0.00	0.00	72.50
Squaw Valley Ski Museum Foundation, Inc.	1,632.00	0.00	0.00	0.00	0.00	1,632.00
Swigard's True Value Hardware, Inc.*	0.00	11.78	0.00	0.00	0.00	11.78
Tahoe City Downtown Association*	400.00	0.00	0.00	0.00	0.00	400.00
Tahoe House, Inc.*	0.00	194.49	70.00	0.00	0.00	264.49
Tahoe Truckee Sierra Disposal*	225.77	0.00	0.00	0.00	0.00	225.77
The Store...Copies and More	0.00	283.20	0.00	0.00	0.00	283.20
Uline	335.83	0.00	0.00	0.00	0.00	335.83
Verizon Wireless	120.83	0.00	0.00	0.00	0.00	120.83
Wholesale Resort Accessories, Inc.	444.00	0.00	0.00	0.00	0.00	444.00
YIG Administration	0.00	16.98	16.98	0.00	-42.45	-8.49
<b>TOTAL</b>	<b>26,119.12</b>	<b>5,654.44</b>	<b>8,824.62</b>	<b>82.25</b>	<b>-1,542.73</b>	<b>39,137.70</b>



**North Lake Tahoe Resort Association**  
**Profit & Loss**  
April 2017

	Apr 17	Apr 16	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4205-00 · Conference Dues	641.67	0.00	641.67	100.0%
4050-00 · County of Placer TOT Funding	314,665.00	311,475.00	3,190.00	1.02%
4200-00 · Membership Dues	12,018.33	11,635.00	383.33	3.3%
4201-00 · New Member Fees	0.00	470.00	-470.00	-100.0%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	570.00	570.00	0.00	0.0%
4250-01 · Community Awards	9,235.07	0.00	9,235.07	100.0%
4250-00 · Revenues-Membership Activities - Other	3,250.00	100.00	3,150.00	3,150.0%
Total 4250-00 · Revenues-Membership Activities	13,055.07	670.00	12,385.07	1,848.52%
4252-00 · Revenue - Sponsorships	2,950.00	0.00	2,950.00	100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	-2,370.56	0.00	-2,370.56	-100.0%
4600-00 · Commissions - Other	4,377.45	17,821.28	-13,443.83	-75.44%
Total 4600-00 · Commissions	2,006.89	17,821.28	-15,814.39	-88.74%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	40.00	150.00	-110.00	-73.33%
46000 · Merchandise Sales - Other	8,921.19	3,324.52	5,596.67	168.35%
Total 46000 · Merchandise Sales	8,961.19	3,474.52	5,486.67	157.91%
<b>Total Income</b>	<b>354,298.15</b>	<b>345,545.80</b>	<b>8,752.35</b>	<b>2.53%</b>
<b>Cost of Goods Sold</b>				
52900 · Purchases - Resale Items	0.00	0.00	0.00	0.0%
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>354,298.15</b>	<b>345,545.80</b>	<b>8,752.35</b>	<b>2.53%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0.00	0.00	0.00	0.0%
5010-00 · Sales Commissions	0.00	1,524.42	-1,524.42	-100.0%
5020-00 · P/R - Tax Expense	5,662.22	9,294.34	-3,632.12	-39.08%
5030-00 · P/R - Health Insurance Expense	10,320.88	6,636.35	3,684.53	55.52%
5040-00 · P/R - Workmans Comp	976.50	888.75	87.75	9.87%
5060-00 · 401 (k)	2,693.61	4,197.90	-1,504.29	-35.83%
5070-00 · Other Benefits and Expenses	236.73	135.67	101.06	74.49%
5000-00 · Salaries & Wages - Other	97,436.12	120,248.15	-22,812.03	-18.97%
Total 5000-00 · Salaries & Wages	117,326.06	142,925.58	-25,599.52	-17.91%
5100-00 · Rent				
5110-00 · Utilities	1,032.05	1,076.30	-44.25	-4.11%
5140-00 · Repairs & Maintenance	2,290.83	504.13	1,786.70	354.41%
5150-00 · Office - Cleaning	700.00	0.00	700.00	100.0%
5100-00 · Rent - Other	12,169.36	11,444.39	724.97	6.34%
Total 5100-00 · Rent	16,192.24	13,024.82	3,167.42	24.32%
5310-00 · Telephone				
5320-00 · Telephone	2,252.31	2,220.45	31.86	1.44%
Total 5310-00 · Telephone	2,252.31	2,220.45	31.86	1.44%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	0.00	0.61	-0.61	-100.0%
Total 5420-00 · Mail - USPS	0.00	0.61	-0.61	-100.0%
5510-00 · Insurance/Bonding	264.40	860.22	-595.82	-69.26%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	198.39	0.00	198.39	100.0%
5520-00 · Supplies - Other	935.79	492.13	443.66	90.15%

# North Lake Tahoe Resort Association

## Profit & Loss

April 2017

	Apr 17	Apr 16	\$ Change	% Change
Total 5520-00 · Supplies	1,134.18	492.13	642.05	130.46%
5610-00 · Depreciation	233.02	299.76	-66.74	-22.26%
5700-00 · Equipment Support & Maintenance	1,343.33	622.50	720.83	115.8%
5710-00 · Taxes, Licenses & Fees	498.15	1,081.80	-583.65	-53.95%
5740-00 · Equipment Rental/Leasing	724.07	1,110.80	-386.73	-34.82%
5815 · Training Video Series	506.25	0.00	506.25	100.0%
5900-00 · Professional Fees				
5921-00 · Professional Fees - Other	11,667.00	0.00	11,667.00	100.0%
5920-00 · Professional Fees - Accountant	0.00	9,036.47	-9,036.47	-100.0%
Total 5900-00 · Professional Fees	11,667.00	9,036.47	2,630.53	29.11%
5941-00 · Research & Planning	2,952.00	4,075.00	-1,123.00	-27.56%
6020-00 · Programs				
6016-00 · Special Event Partnership	0.00	9,493.17	-9,493.17	-100.0%
Total 6020-00 · Programs	0.00	9,493.17	-9,493.17	-100.0%
6420-00 · Events				
6420-01 · Sponsorships				
6421-11 · IronMan Lake Tahoe	0.00	-893.00	893.00	100.0%
6421-05 · No Barriers	8,400.00	0.00	8,400.00	100.0%
6421-04 · Broken Arrow Skyrace	10,000.00	0.00	10,000.00	100.0%
6023-00 · Autumn Food & Wine	0.00	-5.00	5.00	100.0%
Total 6420-01 · Sponsorships	18,400.00	-898.00	19,298.00	2,149.0%
6421-00 · New Event Development	917.40	946.67	-29.27	-3.09%
6420-00 · Events - Other	0.00	400.00	-400.00	-100.0%
Total 6420-00 · Events	19,317.40	448.67	18,868.73	4,205.48%
6423-00 · Membership Activities				
6444-00 · Trades	1,045.00	0.00	1,045.00	100.0%
6437-00 · Tuesday Morning Breakfast Club	715.50	837.00	-121.50	-14.52%
6432-00 · Membership - Newsletter	0.00	250.00	-250.00	-100.0%
6434-00 · Community Awards Dinner	2,616.93	-10,068.79	12,685.72	125.99%
6442-00 · Public Relations/Website	0.00	291.25	-291.25	-100.0%
6423-00 · Membership Activities - Other	276.69	-325.98	602.67	184.88%
Total 6423-00 · Membership Activities	4,654.12	-9,016.52	13,670.64	151.62%
6701-00 · Market Study Reports/Research	0.00	2,635.00	-2,635.00	-100.0%
6730-00 · Marketing Cooperative/Media	63,250.00	48,504.83	14,745.17	30.4%
6742-00 · Non-NLT Co-Op Marketing Program	427.69	1,150.00	-722.31	-62.81%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	175.00	0.00	175.00	100.0%
6743-02 · Shopping Destination	0.00	1,500.00	-1,500.00	-100.0%
6743-03 · Touch Lake Tahoe	0.00	100.00	-100.00	-100.0%
Total 6743-00 · BACC Marketing Programs	175.00	1,600.00	-1,425.00	-89.06%
7500-00 · Trade Shows/Travel	0.00	362.45	-362.45	-100.0%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	156.18	130.96	25.22	19.26%
59900 · POS Inventory Adjustments	557.51	9.26	548.25	5,920.63%
8100-00 · Cost of Goods Sold - Other	4,807.17	-6.59	4,813.76	73,046.43%
Total 8100-00 · Cost of Goods Sold	5,520.86	133.63	5,387.23	4,031.45%
8200-00 · Associate Relations	50.00	0.00	50.00	100.0%
8300-00 · Board Functions	61.65	0.00	61.65	100.0%
8500-00 · Credit Card Fees	543.91	210.42	333.49	158.49%
8700-00 · Automobile Expenses	642.34	720.05	-77.71	-10.79%
8750-00 · Meals/Meetings	811.94	234.18	577.76	246.72%
8810-00 · Dues & Subscriptions	973.47	274.98	698.49	254.02%

North Lake Tahoe Resort Association  
**Profit & Loss**  
April 2017

	Apr 17	Apr 16	\$ Change	% Change
8910-00 · Travel	-30.17	0.00	-30.17	-100.0%
8920-00 · Bad Debt	3,304.50	0.00	3,304.50	100.0%
Total Expense	254,795.72	232,501.00	22,294.72	9.59%
Net Ordinary Income	99,502.43	113,044.80	-13,542.37	-11.98%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	0.00	0.00	0.00	0.0%
Total Other Expense	0.00	0.00	0.00	0.0%
Net Other Income	0.00	0.00	0.00	0.0%
Net Income	99,502.43	113,044.80	-13,542.37	-11.98%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss by Class**  
 July 2016 through April 2017

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
Ordinary Income/Expense								
Income								8,066.67
4205-00 · Conference Dues	0.00	8,066.67	0.00	0.00	0.00	0.00	0.00	8,066.67
4050-00 · County of Placer TOT Funding	2,221,400.00	241,330.00	220,180.00	278,270.00	185,470.00	0.00	0.00	3,146,650.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	116,643.80	0.00	116,643.80
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						5,804.42	0.00	5,804.42
4251-00 · Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	9,535.07	0.00	9,535.07
4250-01 · Community Awards	0.00	0.00	0.00	0.00	0.00	1,100.00	0.00	1,100.00
4250-02 · Tourism Summit	0.00	0.00	0.00	0.00	0.00	19,766.00	0.00	19,766.00
4250-00 · Revenues-Membership Activities - Other								
Total 4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	36,205.49	0.00	36,205.49
4252-00 · Revenue - Sponsorships	0.00	0.00	0.00	0.00	0.00	3,450.00	0.00	3,450.00
4600-00 · Commissions								8,755.32
4601-00 · Commissions - South Shore	0.00	8,755.32	0.00	0.00	0.00	0.00	0.00	8,755.32
4600-00 · Commissions - Other	0.00	92,434.17	0.00	0.00	0.00	0.00	0.00	92,434.17
Total 4600-00 · Commissions	0.00	101,189.49	0.00	0.00	0.00	0.00	0.00	101,189.49
46000 · Merchandise Sales								5,239.00
4502-00 · Non-Retail VIC income	0.00	0.00	5.00	5,234.00	0.00	0.00	0.00	68,068.03
46000 · Merchandise Sales - Other	0.00	0.00	0.00	68,068.03	0.00	0.00	0.00	
Total 46000 · Merchandise Sales	0.00	0.00	5.00	73,302.03	0.00	0.00	0.00	73,307.03
Total Income	2,221,400.00	350,586.16	220,185.00	351,572.03	185,470.00	156,974.29	0.00	3,486,187.48
Cost of Goods Sold								54.00
52900 · 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	2,221,400.00	350,586.16	220,185.00	351,518.03	185,470.00	156,974.29	0.00	3,486,133.48
Expense								2,048.21
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								0.00
5000-01 · In-Market Administration	13,750.00	0.00	0.00	0.00	0.00	-13,750.00	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	19,030.39	13,105.08	5,581.12	14,333.49	5,162.43	5,052.84	17,552.25	79,817.60
5030-00 · P/R - Health Insurance Expense	36,496.57	12,698.37	4,710.45	17,179.51	4,710.52	7,152.93	14,082.13	97,030.48
5040-00 · P/R - Workmans Comp	1,007.52	713.70	251.88	797.66	251.88	293.90	881.45	4,197.99
5060-00 · 401 (k)	7,665.73	6,270.51	2,692.64	5,387.48	2,692.65	960.70	2,723.25	28,392.96
5070-00 · Other Benefits and Expenses	1,224.90	569.80	81.57	469.80	81.47	112.85	604.75	3,145.14
5000-00 · Salaries & Wages - Other	220,038.89	121,881.22	67,067.94	142,245.51	67,485.41	52,875.36	226,664.38	898,258.71
Total 5000-00 · Salaries & Wages	299,214.00	190,182.00	80,385.60	180,413.45	80,384.36	52,698.58	262,508.21	1,145,786.20
5100-00 · Rent								9,321.35
5110-00 · Utilities	1,352.94	680.25	292.94	5,172.98	292.94	467.99	1,061.31	9,321.35
5140-00 · Repairs & Maintenance	1,749.82	907.24	543.81	1,478.45	543.81	563.97	3,770.48	9,557.58
5150-00 · Office - Cleaning	1,861.49	930.80	372.34	1,045.40	372.34	651.52	1,518.51	6,752.40
5100-00 · Rent - Other	18,855.90	9,028.00	3,611.20	64,625.70	3,611.20	7,039.60	16,320.00	123,091.60
Total 5100-00 · Rent	23,820.15	11,546.29	4,820.29	72,322.53	4,820.29	8,723.08	22,670.30	148,722.93
5310-00 · Telephone								24,354.35
5320-00 · Telephone	5,183.02	2,384.37	1,943.30	3,197.30	1,943.27	2,418.07	7,285.02	24,354.35
5350-00 · Internet	224.85	0.00	0.00	0.00	0.00	0.00	0.00	224.85
Total 5310-00 · Telephone	5,407.87	2,384.37	1,943.30	3,197.30	1,943.27	2,418.07	7,285.02	24,579.20

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**North Lake Tahoe Resort Association**  
**Profit & Loss by Class**  
**July 2016 through April 2017**

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
5420-00 - Mail - USPS	100.00	100.00	50.00	50.00	50.00	400.00	250.00	1,000.00
5470-00 - Mail - UPS	31.13	0.00	0.00	471.69	0.00	0.00	24.02	526.84
5480-00 - Mail - Fed Ex	315.50	164.06	100.96	164.06	100.96	550.96	322.15	1,718.65
5420-00 - Mail - USPS - Other								
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	1,209.23	1,209.22	190.91	1,591.09	190.91	572.80	1,400.16	6,364.32
5520-00 - Supplies								
5525-00 - Supplies- Computer <\$1000	201.31	12.57	136.74	12.57	136.74	621.22	888.29	2,009.44
5520-00 - Supplies - Other	1,409.26	334.33	130.99	2,005.93	130.99	1,029.05	4,342.51	9,383.06
Total 5520-00 - Supplies	1,610.57	346.90	267.73	2,018.50	267.73	1,650.27	5,230.80	11,392.50
5530-00 - Visitor Communications - Other	0.00	0.00	0.00	-109.00	0.00	0.00	0.00	-109.00
5610-00 - Depreciation	292.33	150.32	83.68	663.33	83.68	96.06	644.65	2,014.05
5700-00 - Equipment Support & Maintenance	2,032.12	649.23	249.56	2,033.85	249.56	1,166.21	5,242.75	11,623.28
5710-00 - Taxes, Licenses & Fees	309.67	154.27	94.93	154.27	94.93	95.93	6,981.46	7,885.46
5740-00 - Equipment Rental/Leasing	1,332.78	1,257.55	1,108.61	3,800.32	1,108.61	2,402.33	1,568.03	12,578.23
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	8,040.30	0.00	0.00	0.00	0.00	0.00	0.00	8,040.30
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	23,494.07	23,494.07
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	64,044.26	64,044.26
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	7,134.00	0.00	5,416.55	0.00	0.00	24,850.55
5948-00 - Transportation Projects								
5953-00 - Summer Traffic Management (S-2)	0.00	0.00	-1,593.65	0.00	0.00	0.00	0.00	-1,593.65
Total 5948-00 - Transportation Projects	0.00	0.00	-1,593.65	0.00	0.00	0.00	0.00	-1,593.65
6020-00 - Programs								
6016-00 - Special Event Partnership	25,648.00	0.00	0.00	0.00	0.00	0.00	0.00	25,648.00
6018-00 - Business Assoc. Grants	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00
Total 6020-00 - Programs	35,648.00	0.00	0.00	0.00	0.00	0.00	0.00	35,648.00
6420-00 - Events								
6422-00 - Event Media								
6422-02 - Photography	6,363.00	0.00	0.00	0.00	0.00	0.00	0.00	6,363.00
Total 6422-00 - Event Media	6,363.00	0.00	0.00	0.00	0.00	0.00	0.00	6,363.00
6420-01 - Sponsorships								
6421-12 - World Cup	39,564.10	0.00	0.00	0.00	0.00	0.00	0.00	39,564.10
6421-10 - WinterWonderGrass - Tahoe	15,400.00	0.00	0.00	0.00	0.00	0.00	0.00	15,400.00
6421-09 - Wanderlust	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	30,000.00
6421-08 - Tough Mudder	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00
6421-07 - Tahoe Lacrosse Tournament	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6421-06 - Spartan	198,550.00	0.00	0.00	0.00	0.00	0.00	0.00	198,550.00
6421-05 - No Barriers	8,400.00	0.00	0.00	0.00	0.00	0.00	0.00	8,400.00
6421-04 - Broken Arrow Skyrace	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
6421-02 - AMGEN Tour of California	18,900.00	0.00	0.00	0.00	0.00	0.00	0.00	18,900.00
6421-01 - 4th of July Fireworks	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
6023-00 - Autumn Food & Wine	32,792.86	0.00	0.00	0.00	0.00	0.00	0.00	32,792.86
Total 6420-01 - Sponsorships	413,606.96	0.00	0.00	0.00	0.00	0.00	0.00	413,606.96



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**North Lake Tahoe Resort Association**  
**Profit & Loss by Class**  
 July 2016 through April 2017

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
6421-00 · New Event Development	5,880.28	0.00	0.00	0.00	0.00	0.00	50.00	5,930.28
6426-00 · Dues & Subscriptions	109.40	0.00	0.00	0.00	0.00	0.00	0.00	109.40
Total 6420-00 · Events	425,959.64	0.00	0.00	0.00	0.00	0.00	50.00	426,009.64
6423-00 · Membership Activities								
6444-00 · Trades	0.00	0.00	0.00	0.00	0.00	1,045.00	0.00	1,045.00
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	4,900.50	0.00	4,900.50
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	3,756.93	0.00	3,756.93
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	6,773.39	0.00	6,773.39
Total 6423-00 · Membership Activities	0.00	0.00	0.00	0.00	0.00	18,670.74	0.00	18,670.74
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	995,954.30	91,666.70	0.00	0.00	0.00	0.00	0.00	1,087,621.00
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								
6015-00 · Cross Country	4,000.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	18,275.90	0.00	0.00	0.00	0.00	0.00	0.00	18,275.90
Total 6742-00 · Non-NLT Co-Op Marketing Program	22,275.90	0.00	0.00	0.00	0.00	0.00	0.00	22,275.90
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	4,510.61	0.00	0.00	0.00	0.00	0.00	0.00	4,510.61
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	25,467.38	0.00	0.00	0.00	0.00	0.00	0.00	25,467.38
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	1,417.27	0.00	0.00	0.00	1,417.27
59900 · POS Inventory Adjustments	0.00	0.00	0.00	794.55	0.00	0.00	0.00	794.55
8100-00 · Cost of Goods Sold - Other	0.00	0.00	0.00	36,038.58	0.00	0.00	0.00	36,038.58
Total 8100-00 · Cost of Goods Sold	0.00	0.00	0.00	37,157.34	0.00	0.00	0.00	37,157.34
8200-00 · Associate Relations	381.49	0.00	0.00	355.19	0.00	0.00	2,099.82	2,836.50
8300-00 · Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	1,763.43	1,763.43
8500-00 · Credit Card Fees	65.00	0.00	22.50	2,098.63	22.50	2,748.73	339.05	5,296.41
8700-00 · Automobile Expenses	1,355.78	147.96	496.82	886.33	496.83	720.12	157.29	4,261.13
8750-00 · Meals/Meetings	2,244.96	110.00	183.98	860.44	395.63	310.04	334.44	4,439.49
8810-00 · Dues & Subscriptions	3,441.22	615.00	9.00	497.79	9.00	1,933.96	1,648.64	8,354.61
8910-00 · Travel	9,568.11	0.00	0.00	213.48	0.00	0.00	0.00	9,781.59
8920-00 · Bad Debt	0.00	0.00	0.00	0.00	0.00	21,309.75	0.00	21,309.75
Total Expense	1,886,081.52	300,883.87	98,548.22	310,987.80	95,634.81	117,584.74	386,763.48	3,196,484.44
Net Ordinary Income	335,318.48	49,702.29	121,636.78	40,530.23	89,835.19	39,389.55	-386,763.48	289,649.04

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss by Class**  
 July 2016 through April 2017

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
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	185,646.52	42,543.98	42,543.98	38,676.35	42,543.99	34,808.74	-386,763.56	0.00
Total Other Expense	185,646.52	42,543.98	42,543.98	38,676.35	42,543.99	34,808.74	-386,763.48	0.08
Net Other Income	-185,646.52	-42,543.98	-42,543.98	-38,676.35	-42,543.99	-34,808.74	386,763.48	-0.08
Net Income	149,671.96	7,158.31	79,092.80	1,853.88	47,291.20	4,580.81	0.00	289,648.96

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Accrual Basis

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

	Jul '16 - Apr 17	Jul '15 - Apr 16	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
Income				
4205-00 · Conference Dues	8,066.67	0.00	8,066.67	100.0%
4050-00 · County of Placer TOT Funding	3,146,650.00	2,753,585.00	393,065.00	14.3%
4200-00 · Membership Dues	116,643.80	109,886.42	6,757.38	6.2%
4201-00 · New Member Fees	675.00	1,155.00	-480.00	-41.6%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	5,804.42	9,495.00	-3,690.58	-38.9%
4250-01 · Community Awards	9,535.07	0.00	9,535.07	100.0%
4250-02 · Tourism Summit	1,100.00	0.00	1,100.00	100.0%
4250-00 · Revenues-Membership Activities - Other	19,766.00	22,108.54	-2,342.54	-10.6%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>36,205.49</b>	<b>31,603.54</b>	<b>4,601.95</b>	<b>14.6%</b>
4252-00 · Revenue - Sponsorships	3,450.00	500.00	2,950.00	590.0%
4350-00 · Special Events (Marketing)	0.00	15,000.00	-15,000.00	-100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	8,755.32	13,711.34	-4,956.02	-36.2%
4600-00 · Commissions - Other	92,434.17	170,040.83	-77,606.66	-45.6%
<b>Total 4600-00 · Commissions</b>	<b>101,189.49</b>	<b>183,752.17</b>	<b>-82,562.68</b>	<b>-44.9%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC Income	5,239.00	2,632.10	2,606.90	99.0%
46000 · Merchandise Sales - Other	68,068.03	58,940.66	9,127.37	15.5%
<b>Total 46000 · Merchandise Sales</b>	<b>73,307.03</b>	<b>61,572.76</b>	<b>11,734.27</b>	<b>19.1%</b>
<b>Total Income</b>	<b>3,486,187.48</b>	<b>3,157,054.89</b>	<b>329,132.59</b>	<b>10.4%</b>
Cost of Goods Sold				
52900 · Purchases - Resale Items	54.00	0.00	54.00	100.0%
<b>Total COGS</b>	<b>54.00</b>	<b>0.00</b>	<b>54.00</b>	<b>100.0%</b>
<b>Gross Profit</b>	<b>3,486,133.48</b>	<b>3,157,054.89</b>	<b>329,078.59</b>	<b>10.4%</b>
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	16,904.40	18,038.92	106.7%
5020-00 · P/R - Tax Expense	79,817.60	74,488.24	5,329.36	7.2%
5030-00 · P/R - Health Insurance Expense	97,030.48	89,441.59	7,588.89	8.5%
5040-00 · P/R - Workmans Comp	4,197.99	10,052.60	-5,854.61	-58.2%
5060-00 · 401 (k)	28,392.96	29,852.33	-1,459.37	-4.9%
5070-00 · Other Benefits and Expenses	3,145.14	5,152.04	-2,006.90	-39.0%
5000-00 · Salaries & Wages - Other	898,258.71	851,165.61	47,093.10	5.5%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>1,145,786.20</b>	<b>1,077,056.81</b>	<b>68,729.39</b>	<b>6.4%</b>
5100-00 · Rent				
5110-00 · Utilities	9,321.35	9,606.30	-284.95	-3.0%
5140-00 · Repairs & Maintenance	9,557.58	5,343.36	4,214.22	78.9%
5150-00 · Office - Cleaning	6,752.40	5,345.00	1,407.40	26.3%
5100-00 · Rent - Other	123,091.60	114,243.65	8,847.95	7.7%
<b>Total 5100-00 · Rent</b>	<b>148,722.93</b>	<b>134,538.31</b>	<b>14,184.62</b>	<b>10.5%</b>
5310-00 · Telephone				
5320-00 · Telephone	24,354.35	23,594.33	760.02	3.2%
5350-00 · Internet	224.85	289.85	-65.00	-22.4%
<b>Total 5310-00 · Telephone</b>	<b>24,579.20</b>	<b>23,884.18</b>	<b>695.02</b>	<b>2.9%</b>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	505.30	494.70	97.9%
5480-00 · Mail - Fed Ex	526.84	783.74	-256.90	-32.8%
5420-00 · Mail - USPS - Other	1,718.65	916.94	801.71	87.4%
<b>Total 5420-00 · Mail - USPS</b>	<b>3,245.49</b>	<b>2,205.98</b>	<b>1,039.51</b>	<b>47.1%</b>
5510-00 · Insurance/Bonding	6,364.32	5,977.98	386.34	6.5%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	2,009.44	4,009.47	-2,000.03	-49.9%
5520-00 · Supplies - Other	9,383.06	10,903.42	-1,520.36	-13.9%
<b>Total 5520-00 · Supplies</b>	<b>11,392.50</b>	<b>14,912.89</b>	<b>-3,520.39</b>	<b>-23.6%</b>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Prev Year Comparison

### July 2016 through April 2017

	Jul '16 - Apr 17	Jul '15 - Apr 16	\$ Change	% Change
5530-00 · Visitor Communications - Other	-109.00	35.44	-144.44	-407.6%
5610-00 · Depreciation	2,014.05	6,158.10	-4,144.05	-67.3%
5700-00 · Equipment Support & Maintenance	11,623.28	6,519.59	5,103.69	78.3%
5710-00 · Taxes, Licenses & Fees	7,885.46	8,199.65	-314.19	-3.8%
5740-00 · Equipment Rental/Leasing	12,578.23	14,062.11	-1,483.88	-10.6%
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	8,040.30	0.00	8,040.30	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	23,494.07	0.00	23,494.07	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	80,831.80	-44,969.80	-55.6%
5900-00 · Professional Fees - Other	1,250.00	312.50	937.50	300.0%
Total 5900-00 · Professional Fees	64,044.26	84,044.30	-20,000.04	-23.8%
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	24,850.55	46,676.00	-21,825.45	-46.8%
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				
6016-00 · Special Event Partnership	25,648.00	12,923.74	12,724.26	98.5%
6018-00 · Business Assoc. Grants	10,000.00	0.00	10,000.00	100.0%
Total 6020-00 · Programs	35,648.00	12,923.74	22,724.26	175.8%
6420-00 · Events				
6422-00 · Event Media				
6422-02 · Photography	6,363.00	0.00	6,363.00	100.0%
Total 6422-00 · Event Media	6,363.00	0.00	6,363.00	100.0%
6420-01 · Sponsorships				
6421-12 · World Cup	39,564.10	0.00	39,564.10	100.0%
6421-11 · IronMan Lake Tahoe	0.00	386,567.47	-386,567.47	-100.0%
6421-10 · WinterWonderGrass - Tahoe	15,400.00	14,600.00	800.00	5.5%
6421-09 · Wanderlust	30,000.00	0.00	30,000.00	100.0%
6421-08 · Tough Mudder	25,000.00	0.00	25,000.00	100.0%
6421-07 · Tahoe Lacrosse Tournament	5,000.00	0.00	5,000.00	100.0%
6421-06 · Spartan	198,550.00	0.00	198,550.00	100.0%
6421-05 · No Barriers	8,400.00	0.00	8,400.00	100.0%
6421-04 · Broken Arrow Skyrace	20,000.00	0.00	20,000.00	100.0%
6421-02 · AMGEN Tour of California	18,900.00	0.00	18,900.00	100.0%
6421-01 · 4th of July Fireworks	20,000.00	0.00	20,000.00	100.0%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	0.00	17.69	-17.69	-100.0%
6023-00 · Autumn Food & Wine - Other	32,792.86	31,684.50	1,108.36	3.5%
Total 6023-00 · Autumn Food & Wine	32,792.86	31,702.19	1,090.67	3.4%
Total 6420-01 · Sponsorships	413,606.96	432,869.66	-19,262.70	-4.5%
6421-00 · New Event Development	5,930.28	12,101.82	-6,171.54	-51.0%
6427-00 · USA Cycling	0.00	-5,444.14	5,444.14	100.0%
6426-00 · Dues & Subscriptions	109.40	0.00	109.40	100.0%
6420-00 · Events - Other	0.00	12,625.00	-12,625.00	-100.0%
Total 6420-00 · Events	426,009.64	452,152.34	-26,142.70	-5.8%
6423-00 · Membership Activities				
6444-00 · Trades	1,045.00	0.00	1,045.00	100.0%
6437-00 · Tuesday Morning Breakfast Club	4,900.50	4,343.00	557.50	12.8%
6432-00 · Membership - Newsletter	2,001.24	3,754.26	-1,753.02	-46.7%
6434-00 · Community Awards Dinner	3,756.93	-8,110.18	11,867.11	146.3%
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	3,629.25	-3,548.25	-97.8%
6443-00 · Membership - Bridal Faire	75.63	3,269.86	-3,194.23	-97.7%
6423-00 · Membership Activities - Other	6,773.39	11,846.12	-5,072.73	-42.8%
Total 6423-00 · Membership Activities	18,670.74	18,866.38	-195.64	-1.0%

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Prev Year Comparison

### July 2016 through April 2017

	Jul '16 - Apr 17	Jul '15 - Apr 16	\$ Change	% Change
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	2,949.61	-2,547.21	-86.4%
6730-00 · Marketing Cooperative/Media	1,087,621.00	936,519.83	151,101.17	16.1%
6740-00 · Media/Collateral/Production	99.00	0.00	99.00	100.0%
6742-00 · Non-NLT Co-Op Marketing Program	4,000.00	0.00	4,000.00	100.0%
6015-00 · Cross Country	18,275.90	14,784.92	3,490.98	23.6%
6742-00 · Non-NLT Co-Op Marketing Program - Other				
Total 6742-00 · Non-NLT Co-Op Marketing Program	22,275.90	14,784.92	7,490.98	50.7%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,510.61	8,370.43	-3,859.82	-46.1%
6743-02 · Shopping Destination	0.00	5,639.95	-5,639.95	-100.0%
6743-03 · Touch Lake Tahoe	16,666.65	20,000.00	-3,333.35	-16.7%
6743-04 · High Notes	3,313.32	16,000.00	-12,686.68	-79.3%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
Total 6743-00 · BACC Marketing Programs	25,467.38	50,010.38	-24,543.00	-49.1%
7500-00 · Trade Shows/Travel	15.00	362.45	-347.45	-95.9%
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	1,417.27	982.09	435.18	44.3%
59900 · POS Inventory Adjustments	794.55	-231.47	1,026.02	443.3%
8100-00 · Cost of Goods Sold - Other	36,038.58	29,484.62	6,553.96	22.2%
Total 8100-00 · Cost of Goods Sold	37,157.34	30,208.99	6,948.35	23.0%
8200-00 · Associate Relations	2,836.50	3,519.69	-683.19	-19.4%
8300-00 · Board Functions	1,763.43	1,632.40	131.03	8.0%
8500-00 · Credit Card Fees	5,296.41	5,883.23	-586.82	-10.0%
8700-00 · Automobile Expenses	4,261.13	6,300.19	-2,039.06	-32.4%
8750-00 · Meals/Meetings	4,439.49	4,543.91	-104.42	-2.3%
8810-00 · Dues & Subscriptions	8,354.61	17,028.28	-8,673.67	-50.9%
8910-00 · Travel	9,781.59	4,574.27	5,207.32	113.8%
8920-00 · Bad Debt	21,309.75	0.00	21,309.75	100.0%
8930-00 · Prior Period Adjustments	0.00	-7,202.88	7,202.88	100.0%
Total Expense	3,196,484.44	2,982,720.75	213,763.69	7.2%
Net Ordinary Income	289,649.04	174,334.14	115,314.90	66.2%
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	289,648.96	174,334.14	115,314.82	66.2%



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

April 2017

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4205-00 · Conference Dues	641.67		8,066.67		
4050-00 · County of Placer TOT Funding	314,665.00	314,665.40	3,146,650.00	3,146,654.20	3,775,985.00
4200-00 · Membership Dues	12,018.33	10,877.08	116,643.80	103,825.84	125,580.00
4201-00 · New Member Fees	0.00	333.33	675.00	3,333.34	4,000.00
4250-00 · Revenues-Membership Activities		800.00	5,804.42	8,000.00	9,600.00
4251-00 · Revenue-Tue AM Breakfast Club	570.00		9,535.07		
4250-01 · Community Awards	9,235.07		1,100.00		
4250-02 · Tourism Summit	0.00		19,766.00	67,400.00	70,050.00
4250-00 · Revenues-Membership Activities - Other	3,250.00	36,600.00			
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>13,055.07</b>	<b>37,400.00</b>	<b>36,205.49</b>	<b>75,400.00</b>	<b>79,650.00</b>
4252-00 · Revenue - Sponsorships	2,950.00	0.00	3,450.00	5,500.00	7,000.00
4503 · Visitor Guide Income	0.00	0.00	0.00	3,000.00	3,000.00
4600-00 · Commissions				0.00	0.00
4601-00 · Commissions - South Shore	-2,370.56	0.00	8,755.32	100,912.00	135,000.00
4600-00 · Commissions - Other	4,377.45	5,410.00	92,434.17		
<b>Total 4600-00 · Commissions</b>	<b>2,006.89</b>	<b>5,410.00</b>	<b>101,189.49</b>	<b>100,912.00</b>	<b>135,000.00</b>
46000 · Merchandise Sales	40.00	637.00	5,239.00	6,370.00	7,644.00
4502-00 · Non-Retail VIC income	8,921.19	5,250.00	68,068.03	83,267.00	114,886.00
46000 · Merchandise Sales - Other					
<b>Total 46000 · Merchandise Sales</b>	<b>8,961.19</b>	<b>5,887.00</b>	<b>73,307.03</b>	<b>89,637.00</b>	<b>122,530.00</b>
<b>Total Income</b>	<b>354,298.15</b>	<b>374,572.81</b>	<b>3,486,187.48</b>	<b>3,528,262.38</b>	<b>4,252,745.00</b>
<b>Cost of Goods Sold</b>					
52900 · Purchases - Resale Items	0.00	0.00	54.00	0.00	0.00
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>54.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>354,298.15</b>	<b>374,572.81</b>	<b>3,486,133.48</b>	<b>3,528,262.38</b>	<b>4,252,745.00</b>
<b>Expense</b>					
5850-00 · Artist of Month - Commissions	0.00		2,048.21		
5000-00 · Salaries & Wages					
5010-00 · Sales Commissions	0.00	2,166.66	34,943.32	21,666.68	26,000.00
5020-00 · P/R - Tax Expense	5,662.22	7,730.10	79,817.60	85,646.80	101,297.00
5030-00 · P/R - Health Insurance Expense	10,320.88	11,577.70	97,030.48	129,680.60	152,836.00
5040-00 · P/R - Workmans Comp	976.50	1,221.40	4,197.99	12,214.20	14,657.00
5060-00 · 401 (k)	2,693.61	3,048.50	28,392.96	33,768.00	39,937.00
5070-00 · Other Benefits and Expenses	236.73	606.09	3,145.14	6,115.82	7,328.00
5000-00 · Salaries & Wages - Other	97,436.12	91,406.90	898,258.71	1,012,190.20	1,197,072.00
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>117,326.06</b>	<b>117,757.35</b>	<b>1,145,786.20</b>	<b>1,301,282.30</b>	<b>1,539,127.00</b>
5100-00 · Rent					
5110-00 · Utilities	1,032.05	1,358.83	9,321.35	13,588.34	16,306.00
5140-00 · Repairs & Maintenance	2,290.83	658.91	9,557.58	6,589.18	7,907.00
5150-00 · Office - Cleaning	700.00	786.82	6,752.40	7,868.36	9,442.00
5100-00 · Rent - Other	12,169.36	12,083.22	123,091.60	120,832.56	144,999.00
<b>Total 5100-00 · Rent</b>	<b>16,192.24</b>	<b>14,887.78</b>	<b>148,722.93</b>	<b>148,878.44</b>	<b>178,654.00</b>
5310-00 · Telephone					
5320-00 · Telephone	2,252.31	2,287.23	24,354.35	23,072.54	27,647.00
5350-00 · Internet	0.00	0.00	224.85	0.00	0.00
<b>Total 5310-00 · Telephone</b>	<b>2,252.31</b>	<b>2,287.23</b>	<b>24,579.20</b>	<b>23,072.54</b>	<b>27,647.00</b>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	0.00	1,000.00	0.00	0.00
5480-00 · Mail - Fed Ex	0.00	0.00	526.84	0.00	0.00
5420-00 · Mail - USPS - Other	0.00	229.99	1,718.65	2,400.02	2,860.00
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>229.99</b>	<b>3,245.49</b>	<b>2,400.02</b>	<b>2,860.00</b>
5510-00 · Insurance/Bonding	264.40	716.64	6,364.32	7,166.72	8,600.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	198.39	0.00	2,009.44	0.00	0.00
5520-00 · Supplies - Other	935.79	1,387.49	9,383.06	13,875.02	16,650.00
<b>Total 5520-00 · Supplies</b>	<b>1,134.18</b>	<b>1,387.49</b>	<b>11,392.50</b>	<b>13,875.02</b>	<b>16,650.00</b>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

April 2017

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
5530-00 · Visitor Communications - Other	0.00	0.00	-109.00	460.00	460.00
5610-00 · Depreciation	233.02	617.57	2,014.05	6,175.86	7,411.00
5700-00 · Equipment Support & Maintenance	1,343.33	1,076.74	11,623.28	10,767.52	12,921.00
5710-00 · Taxes, Licenses & Fees	498.15	832.64	7,885.46	8,326.72	9,992.00
5740-00 · Equipment Rental/Leasing	724.07	1,547.13	12,578.23	15,471.74	18,566.00
5800-00 · Training Seminars	0.00	0.00	6,271.72	9,000.00	15,715.00
5810-00 · Public Outreach	0.00	0.00	1,650.00	1,130.00	1,130.00
5815 · Training Video Series	506.25		8,040.30	20,000.00	20,000.00
5820 · Sales CRM/CMS	0.00		2,373.94	21,000.00	21,000.00
5900-00 · Professional Fees					
5921-00 · Professional Fees - Other	11,667.00		23,494.07		
5910-00 · Professional Fees - Attorneys	0.00	0.00	3,438.19	0.00	0.00
5920-00 · Professional Fees - Accountant	0.00	0.00	35,862.00	0.00	0.00
5900-00 · Professional Fees - Other	0.00	1,000.00	1,250.00	21,000.00	21,000.00
Total 5900-00 · Professional Fees	11,667.00	1,000.00	64,044.26	21,000.00	21,000.00
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	4,000.00	5,000.00
5941-00 · Research & Planning	2,952.00	6,015.00	24,850.55	81,967.00	90,000.00
5948-00 · Transportation Projects					
5953-00 · Summer Traffic Management (S-2)	0.00	0.00	-1,593.65	37,000.00	47,000.00
Total 5948-00 · Transportation Projects	0.00	0.00	-1,593.65	37,000.00	47,000.00
6020-00 · Programs					
6016-00 · Special Event Partnership	0.00	10,000.00	25,648.00	50,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	0.00	10,000.00	10,000.00	30,000.00
Total 6020-00 · Programs	0.00	10,000.00	35,648.00	60,000.00	80,000.00
6420-00 · Events					
6424-00 · Event Operation Expenses	0.00	0.00	0.00	0.00	11,186.00
6422-00 · Event Media					
6422-06 · Music Campaign	0.00	0.00	0.00	0.00	20,800.00
6422-05 · Other	0.00	0.00	0.00	0.00	2,500.00
6422-04 · PR	0.00	0.00	0.00	0.00	5,500.00
6422-03 · Human Powered Sports Campaign	0.00	0.00	0.00	0.00	55,000.00
6422-02 · Photography	0.00		6,363.00	6,363.00	6,363.00
Total 6422-00 · Event Media	0.00	0.00	6,363.00	6,363.00	90,163.00
6420-01 · Sponsorships					
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	21,500.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
6421-14 · Tahoe Trail 100	0.00	0.00	0.00	0.00	5,000.00
6421-12 · World Cup	0.00	0.00	39,564.10	39,564.10	39,564.10
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	15,400.00	15,400.00	15,400.00
6421-09 · Wanderlust	0.00	0.00	30,000.00	30,000.00	35,000.00
6421-08 · Tough Mudder	0.00	0.00	25,000.00		
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	5,000.00	5,000.00	5,000.00
6421-06 · Spartan	0.00	0.00	198,550.00	198,550.00	198,550.00
6421-05 · No Barriers	8,400.00	4,400.00	8,400.00	4,400.00	10,000.00
6421-04 · Broken Arrow Skyrace	10,000.00	10,000.00	20,000.00	20,000.00	20,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-02 · AMGEN Tour of California	0.00	0.00	18,900.00	18,900.00	18,900.00
6421-01 · 4th of July Fireworks	0.00	0.00	20,000.00	20,000.00	20,000.00
6023-00 · Autumn Food & Wine	0.00	0.00	32,792.86	32,792.86	32,792.86
Total 6420-01 · Sponsorships	18,400.00	14,400.00	413,606.96	384,606.96	429,706.96
6421-00 · New Event Development	917.40	0.00	5,930.28	4,962.88	4,962.88
6426-00 · Dues & Subscriptions	0.00		109.40	109.40	109.40
Total 6420-00 · Events	19,317.40	14,400.00	426,009.64	396,042.24	536,128.24
6423-00 · Membership Activities					
6444-00 · Trades	1,045.00		1,045.00		
6437-00 · Tuesday Morning Breakfast Club	715.50	708.33	4,900.50	7,083.34	8,500.00
6432-00 · Membership - Newsletter	0.00	0.00	2,001.24	0.00	0.00
6434-00 · Community Awards Dinner	2,616.93	0.00	3,756.93	0.00	0.00
6441-00 · Membership - Miscellaneous Exp	0.00		37.05	0.00	0.00
6442-00 · Public Relations/Website	0.00	0.00	81.00	0.00	0.00
6443-00 · Membership - Bridal Faire	0.00	0.00	75.63	0.00	0.00
6423-00 · Membership Activities - Other	276.69	14,587.00	6,773.39	32,199.00	35,000.00
Total 6423-00 · Membership Activities	4,654.12	15,295.33	18,670.74	39,282.34	43,500.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

April 2017

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
6490-00 • Classified Ads	0.00	250.00	275.00	750.00	750.00
6600-00 • Promotions/Giveaways	0.00		32.14		
6701-00 • Market Study Reports/Research	0.00	0.00	402.40	0.00	0.00
6730-00 • Marketing Cooperative/Media	63,250.00	61,706.00	1,087,621.00	1,073,020.00	1,265,000.00
6740-00 • Media/Collateral/Production	0.00	416.66	99.00	4,166.68	5,000.00
6742-00 • Non-NLT Co-Op Marketing Program					
6015-00 • Cross Country	0.00		4,000.00		
6742-00 • Non-NLT Co-Op Marketing Program - Other	427.69	8,571.00	18,275.90	73,714.00	84,000.00
<b>Total 6742-00 • Non-NLT Co-Op Marketing Program</b>	<b>427.69</b>	<b>8,571.00</b>	<b>22,275.90</b>	<b>73,714.00</b>	<b>84,000.00</b>
6743-00 • BACC Marketing Programs					
6743-01 • Shop Local	175.00	0.00	4,510.61	10,000.00	20,000.00
6743-03 • Touch Lake Tahoe	0.00	0.00	16,666.65	10,000.00	20,000.00
6743-04 • High Notes	0.00	0.00	3,313.32	10,000.00	20,000.00
6743-05 • Peak Your Adventure	0.00	0.00	976.80	10,000.00	20,000.00
<b>Total 6743-00 • BACC Marketing Programs</b>	<b>175.00</b>	<b>0.00</b>	<b>25,467.38</b>	<b>40,000.00</b>	<b>80,000.00</b>
7253-00 • Conference - PUD	0.00	0.00	0.00	0.00	8,000.00
7500-00 • Trade Shows/Travel	0.00	0.00	15.00	0.00	0.00
8100-00 • Cost of Goods Sold					
52500 • Purchase Discounts	0.00	0.00	-1,093.06	0.00	0.00
51100 • Freight and Shipping Costs	156.18	0.00	1,417.27	0.00	0.00
59900 • POS Inventory Adjustments	557.51	0.00	794.55	0.00	0.00
8100-00 • Cost of Goods Sold - Other	4,807.17	2,539.00	36,038.58	46,449.00	61,212.00
<b>Total 8100-00 • Cost of Goods Sold</b>	<b>5,520.86</b>	<b>2,539.00</b>	<b>37,157.34</b>	<b>46,449.00</b>	<b>61,212.00</b>
8200-00 • Associate Relations	50.00	150.00	2,836.50	4,750.00	5,050.00
8300-00 • Board Functions	61.65	400.00	1,763.43	3,750.00	4,600.00
8500-00 • Credit Card Fees	543.91	1,510.00	5,296.41	6,100.00	7,120.00
8700-00 • Automobile Expenses	642.34	660.82	4,261.13	6,608.36	7,930.00
8750-00 • Meals/Meetings	811.94	858.31	4,439.49	5,433.38	6,850.00
8810-00 • Dues & Subscriptions	973.47	499.99	8,354.61	8,300.02	9,700.00
8910-00 • Travel	-30.17	2,274.82	9,781.59	12,848.36	16,298.00
8920-00 • Bad Debt	3,304.50		21,309.75		
<b>Total Expense</b>	<b>254,795.72</b>	<b>267,887.49</b>	<b>3,196,484.44</b>	<b>3,514,188.26</b>	<b>4,264,871.24</b>
<b>Net Ordinary Income</b>	<b>99,502.43</b>	<b>106,685.32</b>	<b>289,649.04</b>	<b>14,074.12</b>	<b>-12,126.24</b>
Other Income/Expense					
Other Expense	0.00		0.08		
Balancing Adjustments	0.00	2,031.84	0.00	-7,912.60	0.00
8990-00 • Allocated					
<b>Total Other Expense</b>	<b>0.00</b>	<b>2,031.84</b>	<b>0.08</b>	<b>-7,912.60</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>0.00</b>	<b>-2,031.84</b>	<b>-0.08</b>	<b>7,912.60</b>	<b>0.00</b>
<b>Net Income</b>	<b>99,502.43</b>	<b>104,653.48</b>	<b>289,648.96</b>	<b>21,986.72</b>	<b>-12,126.24</b>

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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

## 11 - Marketing

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	222,140.00	222,140.17	2,221,400.00	2,221,401.66	2,665,682.00
Total Income	222,140.00	222,140.17	2,221,400.00	2,221,401.66	2,665,682.00
Gross Profit	222,140.00	222,140.17	2,221,400.00	2,221,401.66	2,665,682.00
Expense					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	1,375.00	1,375.00	13,750.00	13,750.00	16,500.00
5020-00 · P/R - Tax Expense	1,430.32	1,852.90	19,030.39	20,381.20	24,087.00
5030-00 · P/R - Health Insurance Expense	3,584.58	3,065.60	36,496.57	36,156.80	42,288.00
5040-00 · P/R - Workmans Comp	234.36	108.75	1,007.52	1,087.50	1,305.00
5060-00 · 401 (k)	751.19	650.90	7,665.73	7,159.20	8,461.00
5070-00 · Other Benefits and Expenses	60.32	225.83	1,224.90	2,258.34	2,710.00
5000-00 · Salaries & Wages - Other	24,798.82	22,597.80	220,038.89	248,576.40	293,772.00
Total 5000-00 · Salaries & Wages	32,234.59	29,876.78	299,214.00	329,369.44	389,123.00
5100-00 · Rent					
5110-00 · Utilities	148.26	175.00	1,352.94	1,750.00	2,100.00
5140-00 · Repairs & Maintenance	489.37	125.00	1,749.82	1,250.00	1,500.00
5150-00 · Office - Cleaning	215.38	252.00	1,861.49	2,520.00	3,024.00
5100-00 · Rent - Other	1,885.59	1,651.66	18,855.90	16,516.68	19,820.00
Total 5100-00 · Rent	2,738.60	2,203.66	23,820.15	22,036.68	26,444.00
5310-00 · Telephone					
5320-00 · Telephone	446.85	441.66	5,183.02	4,416.68	5,300.00
5350-00 · Internet	0.00	0.00	224.85	0.00	0.00
Total 5310-00 · Telephone	446.85	441.66	5,407.87	4,416.68	5,300.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		100.00	0.00	0.00
5480-00 · Mail - Fed Ex	0.00	0.00	31.13	0.00	0.00
5420-00 · Mail - USPS - Other	0.00	62.50	315.50	625.00	750.00
Total 5420-00 · Mail - USPS	0.00	62.50	446.63	625.00	750.00
5510-00 · Insurance/Bonding	50.23	166.66	1,209.23	1,666.68	2,000.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	24.17	0.00	201.31	0.00	0.00
5520-00 · Supplies - Other	71.81	250.00	1,409.26	2,500.00	3,000.00
Total 5520-00 · Supplies	95.98	250.00	1,610.57	2,500.00	3,000.00
5610-00 · Depreciation	20.99	163.25	292.33	1,632.50	1,959.00
5700-00 · Equipment Support & Maintenance	0.00	311.00	2,032.12	3,110.00	3,732.00
5710-00 · Taxes, Licenses & Fees	0.00	41.66	309.67	416.68	500.00
5740-00 · Equipment Rental/Leasing	69.62	166.66	1,332.78	1,666.68	2,000.00
5800-00 · Training Seminars	0.00	0.00	3,180.61	2,000.00	8,215.00
5810-00 · Public Outreach	0.00		1,650.00		
5815 · Training Video Series	506.25		8,040.30	15,000.00	15,000.00
5820 · Sales CRM/CMS	0.00		2,373.94	21,000.00	21,000.00
5941-00 · Research & Planning	0.00	0.00	12,300.00	10,000.00	10,000.00
6020-00 · Programs					
6016-00 · Special Event Partnership	0.00	10,000.00	25,648.00	50,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	0.00	10,000.00	10,000.00	30,000.00
Total 6020-00 · Programs	0.00	10,000.00	35,648.00	60,000.00	80,000.00
6420-00 · Events					
6424-00 · Event Operation Expenses	0.00	0.00	0.00	0.00	11,186.00
6422-00 · Event Media					
6422-06 · Music Campaign	0.00	0.00	0.00	0.00	20,800.00
6422-05 · Other	0.00	0.00	0.00	0.00	2,500.00
6422-04 · PR	0.00	0.00	0.00	0.00	5,500.00
6422-03 · Human Powered Sports Campaign	0.00	0.00	0.00	0.00	55,000.00
6422-02 · Photography	0.00		6,363.00	6,363.00	6,363.00
Total 6422-00 · Event Media	0.00	0.00	6,363.00	6,363.00	90,163.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 11 - Marketing

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
6420-01 • Sponsorships					21,500.00
6421-13 • Big Blue Adventure	0.00	0.00	0.00	0.00	5,000.00
6421-15 • Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
6421-14 • Tahoe Trail 100	0.00	0.00	39,564.10	39,564.10	39,564.10
6421-12 • World Cup	0.00	0.00	15,400.00	15,400.00	15,400.00
6421-10 • WinterWonderGrass - Tahoe	0.00	0.00	30,000.00	30,000.00	35,000.00
6421-09 • Wanderlust	0.00	0.00	25,000.00		
6421-08 • Tough Mudder	0.00	0.00	5,000.00	5,000.00	5,000.00
6421-07 • Tahoe Lacrosse Tournament	0.00	0.00	198,550.00	198,550.00	198,550.00
6421-06 • Spartan	0.00	0.00	8,400.00	4,400.00	10,000.00
6421-05 • No Barriers	8,400.00	4,400.00	8,400.00	4,400.00	20,000.00
6421-04 • Broken Arrow Skyrace	10,000.00	10,000.00	20,000.00	20,000.00	20,000.00
6421-03 • Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-02 • AMGEN Tour of California	0.00	0.00	18,900.00	18,900.00	18,900.00
6421-01 • 4th of July Fireworks	0.00	0.00	20,000.00	20,000.00	20,000.00
6023-00 • Autumn Food & Wine	0.00	0.00	32,792.86	32,792.86	32,792.86
<b>Total 6420-01 • Sponsorships</b>	<b>18,400.00</b>	<b>14,400.00</b>	<b>413,606.96</b>	<b>384,606.96</b>	<b>429,706.96</b>
6421-00 • New Event Development	917.40	0.00	5,880.28	4,962.88	4,962.88
6426-00 • Dues & Subscriptions	0.00		109.40	109.40	109.40
<b>Total 6420-00 • Events</b>	<b>19,317.40</b>	<b>14,400.00</b>	<b>425,959.64</b>	<b>396,042.24</b>	<b>536,128.24</b>
6490-00 • Classified Ads	0.00		50.00		
6600-00 • Promotions/Giveaways	0.00		32.14		
6701-00 • Market Study Reports/Research	0.00	0.00	402.40	0.00	0.00
6730-00 • Marketing Cooperative/Media	54,083.33	51,706.00	995,954.30	973,020.00	1,155,000.00
6742-00 • Non-NLT Co-Op Marketing Program					
6015-00 • Cross Country	0.00		4,000.00		
6742-00 • Non-NLT Co-Op Marketing Program - Other	427.69	8,571.00	18,275.90	73,714.00	84,000.00
<b>Total 6742-00 • Non-NLT Co-Op Marketing Program</b>	<b>427.69</b>	<b>8,571.00</b>	<b>22,275.90</b>	<b>73,714.00</b>	<b>84,000.00</b>
6743-00 • BACC Marketing Programs					
6743-01 • Shop Local	175.00	0.00	4,510.61	10,000.00	20,000.00
6743-03 • Touch Lake Tahoe	0.00	0.00	16,666.65	10,000.00	20,000.00
6743-04 • High Notes	0.00	0.00	3,313.32	10,000.00	20,000.00
6743-05 • Peak Your Adventure	0.00	0.00	976.80	10,000.00	20,000.00
<b>Total 6743-00 • BACC Marketing Programs</b>	<b>175.00</b>	<b>0.00</b>	<b>25,467.38</b>	<b>40,000.00</b>	<b>80,000.00</b>
7500-00 • Trade Shows/Travel	0.00	0.00	15.00	0.00	0.00
8200-00 • Associate Relations	0.00	0.00	381.49	600.00	600.00
8500-00 • Credit Card Fees	0.00	0.00	65.00	0.00	0.00
8700-00 • Automobile Expenses	153.07	166.66	1,355.78	1,666.68	2,000.00
8750-00 • Meals/Meetings	249.10	291.66	2,244.96	2,916.68	3,500.00
8810-00 • Dues & Subscriptions	672.49	416.66	3,441.22	4,166.68	5,000.00
8910-00 • Travel	-30.17	666.66	9,568.11	6,666.68	8,000.00
<b>Total Expense</b>	<b>111,211.02</b>	<b>119,902.47</b>	<b>1,886,081.52</b>	<b>1,974,233.30</b>	<b>2,443,251.24</b>
<b>Net Ordinary Income</b>	<b>110,928.98</b>	<b>102,237.70</b>	<b>335,318.48</b>	<b>247,168.36</b>	<b>222,430.76</b>
Other Income/Expense					
Other Expense					
8990-00 • Allocated	23,427.77	19,546.50	185,646.52	195,465.00	234,558.00
<b>Total Other Expense</b>	<b>23,427.77</b>	<b>19,546.50</b>	<b>185,646.52</b>	<b>195,465.00</b>	<b>234,558.00</b>
<b>Net Other Income</b>	<b>-23,427.77</b>	<b>-19,546.50</b>	<b>-185,646.52</b>	<b>-195,465.00</b>	<b>-234,558.00</b>
<b>Net Income</b>	<b>87,501.21</b>	<b>82,691.20</b>	<b>149,671.96</b>	<b>51,703.36</b>	<b>-12,127.24</b>



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 30 - Conference

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4205-00 · Conference Dues	641.67		8,066.67		
4050-00 · County of Placer TOT Funding	24,133.00	24,133.33	241,330.00	241,333.34	289,600.00
4200-00 · Membership Dues	0.00	640.83	0.00	6,408.34	7,690.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	-2,370.56	0.00	8,755.32	0.00	0.00
4600-00 · Commissions - Other	4,377.45	5,410.00	92,434.17	100,912.00	135,000.00
<b>Total 4600-00 · Commissions</b>	<b>2,006.89</b>	<b>5,410.00</b>	<b>101,189.49</b>	<b>100,912.00</b>	<b>135,000.00</b>
<b>Total Income</b>	<b>26,781.56</b>	<b>30,184.16</b>	<b>350,586.16</b>	<b>348,653.68</b>	<b>432,290.00</b>
<b>Gross Profit</b>	<b>26,781.56</b>	<b>30,184.16</b>	<b>350,586.16</b>	<b>348,653.68</b>	<b>432,290.00</b>
<b>Expense</b>					
5000-00 · Salaries & Wages					
5010-00 · Sales Commissions	0.00	2,166.66	34,943.32	21,666.68	26,000.00
5020-00 · P/R - Tax Expense	784.30	1,082.70	13,105.08	11,909.60	14,075.00
5030-00 · P/R - Health Insurance Expense	1,149.61	1,045.70	12,698.37	12,457.60	14,549.00
5040-00 · P/R - Workmans Comp	166.01	75.00	713.70	750.00	900.00
5060-00 · 401 (k)	418.72	596.90	6,270.51	6,567.20	7,761.00
5070-00 · Other Benefits and Expenses	41.98	37.16	569.80	371.68	446.00
5000-00 · Salaries & Wages - Other	12,358.72	13,180.50	121,881.22	144,986.00	171,347.00
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>14,919.34</b>	<b>18,184.62</b>	<b>190,182.00</b>	<b>198,708.76</b>	<b>235,078.00</b>
5100-00 · Rent					
5110-00 · Utilities	74.85	87.50	680.25	875.00	1,050.00
5140-00 · Repairs & Maintenance	254.48	65.00	907.24	650.00	780.00
5150-00 · Office - Cleaning	107.69	126.00	930.80	1,260.00	1,512.00
5100-00 · Rent - Other	902.80	825.83	9,028.00	8,258.34	9,910.00
<b>Total 5100-00 · Rent</b>	<b>1,339.82</b>	<b>1,104.33</b>	<b>11,546.29</b>	<b>11,043.34</b>	<b>13,252.00</b>
5310-00 · Telephone					
5320-00 · Telephone	232.36	256.00	2,384.37	2,560.00	3,072.00
<b>Total 5310-00 · Telephone</b>	<b>232.36</b>	<b>256.00</b>	<b>2,384.37</b>	<b>2,560.00</b>	<b>3,072.00</b>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		100.00		
5420-00 · Mail - USPS - Other	0.00	17.50	164.06	175.00	210.00
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>17.50</b>	<b>264.06</b>	<b>175.00</b>	<b>210.00</b>
5510-00 · Insurance/Bonding	50.23	125.00	1,209.22	1,250.00	1,500.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	12.57		12.57	0.00	0.00
5520-00 · Supplies - Other	35.92	62.50	334.33	625.00	750.00
<b>Total 5520-00 · Supplies</b>	<b>48.49</b>	<b>62.50</b>	<b>346.90</b>	<b>625.00</b>	<b>750.00</b>
5610-00 · Depreciation	10.91	84.91	150.32	849.18	1,019.00
5700-00 · Equipment Support & Maintenance	0.00	138.00	649.23	1,380.00	1,656.00
5710-00 · Taxes, Licenses & Fees	0.00	16.66	154.27	166.68	200.00
5740-00 · Equipment Rental/Leasing	69.62	166.66	1,257.55	1,666.68	2,000.00
6730-00 · Marketing Cooperative/Media	9,166.67	10,000.00	91,666.70	100,000.00	110,000.00
7253-00 · Conference - PUD	0.00	0.00	0.00	0.00	8,000.00
8200-00 · Associate Relations	0.00	0.00	0.00	500.00	500.00
8700-00 · Automobile Expenses	0.00	33.33	147.96	333.34	400.00
8750-00 · Meals/Meetings	110.00	33.33	110.00	333.34	400.00
8810-00 · Dues & Subscriptions	0.00	0.00	815.00	500.00	500.00
<b>Total Expense</b>	<b>25,947.44</b>	<b>30,222.84</b>	<b>300,883.87</b>	<b>320,091.32</b>	<b>378,537.00</b>
<b>Net Ordinary Income</b>	<b>834.12</b>	<b>-38.68</b>	<b>49,702.29</b>	<b>28,562.36</b>	<b>53,753.00</b>

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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Budget Performance 30 - Conference

	<u>Apr 17</u>	<u>Budget</u>	<u>Jul '16 - Apr...</u>	<u>YTD Budget</u>	<u>Annual Bud...</u>
Other Income/Expense					
Other Expense					
8990-00 - Allocated	<u>5,368.86</u>	<u>4,479.42</u>	<u>42,543.98</u>	<u>44,794.20</u>	<u>53,753.00</u>
Total Other Expense	<u>5,368.86</u>	<u>4,479.42</u>	<u>42,543.98</u>	<u>44,794.20</u>	<u>53,753.00</u>
Net Other Income	<u>-5,368.86</u>	<u>-4,479.42</u>	<u>-42,543.98</u>	<u>-44,794.20</u>	<u>-53,753.00</u>
Net Income	<u><u>-4,534.74</u></u>	<u><u>-4,518.10</u></u>	<u><u>7,158.31</u></u>	<u><u>-16,231.84</u></u>	<u><u>0.00</u></u>

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**41 - Transportation**

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4050-00 · County of Placer TOT Funding	22,018.00	22,017.66	220,180.00	220,176.68	264,212.00
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC income	5.00		5.00		
Total 46000 · Merchandise Sales	5.00		5.00		
<b>Total Income</b>	22,023.00	22,017.66	220,185.00	220,176.68	264,212.00
<b>Gross Profit</b>	22,023.00	22,017.66	220,185.00	220,176.68	264,212.00
<b>Expense</b>					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	443.98	648.90	5,581.12	7,139.20	8,437.00
5030-00 · P/R - Health Insurance Expense	404.30	335.90	4,710.45	4,559.20	5,231.00
5040-00 · P/R - Workmans Comp	58.59	172.00	251.88	1,720.00	2,064.00
5060-00 · 401 (k)	237.32	308.60	2,692.64	3,394.80	4,012.00
5070-00 · Other Benefits and Expenses	10.54	53.70	81.57	591.60	699.00
5000-00 · Salaries & Wages - Other	7,921.07	6,599.40	67,067.94	72,593.20	85,792.00
<b>Total 5000-00 · Salaries &amp; Wages</b>	9,075.80	8,118.50	80,385.60	89,998.00	106,235.00
5100-00 · Rent					
5110-00 · Utilities	33.93	83.83	292.94	838.34	1,006.00
5140-00 · Repairs & Maintenance	156.60	38.08	543.81	380.84	457.00
5150-00 · Office - Cleaning	43.08	16.66	372.34	166.68	200.00
5100-00 · Rent - Other	361.12	616.33	3,611.20	6,163.34	7,396.00
<b>Total 5100-00 · Rent</b>	594.73	754.90	4,820.29	7,549.20	9,059.00
5310-00 · Telephone					
5320-00 · Telephone	179.23	106.25	1,943.30	1,062.50	1,275.00
<b>Total 5310-00 · Telephone</b>	179.23	106.25	1,943.30	1,062.50	1,275.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		50.00		
5420-00 · Mail - USPS - Other	0.00		100.96	50.00	50.00
<b>Total 5420-00 · Mail - USPS</b>	0.00		150.96	50.00	50.00
5510-00 · Insurance/Bonding	7.93	25.00	190.91	250.00	300.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	7.74		136.74		
5520-00 · Supplies - Other	14.37	25.00	130.99	250.00	300.00
<b>Total 5520-00 · Supplies</b>	22.11	25.00	267.73	250.00	300.00
5610-00 · Depreciation	6.72	34.50	83.68	345.00	414.00
5700-00 · Equipment Support & Maintenance	52.50	40.00	249.56	400.00	480.00
5710-00 · Taxes, Licenses & Fees	0.00	10.00	94.93	100.00	120.00
5740-00 · Equipment Rental/Leasing	62.66	26.66	1,108.61	266.68	320.00
5810-00 · Public Outreach	0.00		0.00	450.00	450.00
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	4,000.00	5,000.00
5941-00 · Research & Planning	945.00	4,000.00	7,134.00	36,000.00	40,000.00
5948-00 · Transportation Projects					
5953-00 · Summer Traffic Management (S-2)	0.00	0.00	-1,593.65	37,000.00	47,000.00
<b>Total 5948-00 · Transportation Projects</b>	0.00	0.00	-1,593.65	37,000.00	47,000.00
8200-00 · Associate Relations	0.00	0.00	0.00	400.00	400.00
8500-00 · Credit Card Fees	0.00		22.50	0.00	0.00
8700-00 · Automobile Expenses	61.76	100.00	496.82	1,000.00	1,200.00
8750-00 · Meals/Meetings	56.00	25.00	183.98	250.00	300.00
8810-00 · Dues & Subscriptions	2.25		9.00	0.00	0.00
<b>Total Expense</b>	11,066.69	13,265.81	98,548.22	179,371.38	212,903.00
<b>Net Ordinary Income</b>	10,956.31	8,751.85	121,636.78	40,805.30	51,309.00

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**41 - Transportation**

	<u>Apr 17</u>	<u>Budget</u>	<u>Jul '16 - Apr...</u>	<u>YTD Budget</u>	<u>Annual Bud...</u>
Other Income/Expense					
Other Expense					
8990-00 - Allocated	5,368.86	4,275.75	42,543.98	42,757.50	51,309.00
Total Other Expense	5,368.86	4,275.75	42,543.98	42,757.50	51,309.00
Net Other Income	-5,368.86	-4,275.75	-42,543.98	-42,757.50	-51,309.00
Net Income	<u>5,587.45</u>	<u>4,476.10</u>	<u>79,092.80</u>	<u>-1,952.20</u>	<u>0.00</u>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### Visitor Information Center

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
<b>Ordinary Income/Expense</b>					
Income					
4050-00 · County of Placer TOT Funding	27,827.00	27,826.91	278,270.00	278,269.18	333,923.00
4503 · Visitor Guide Income	0.00	0.00	0.00	3,000.00	3,000.00
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC income	35.00	637.00	5,234.00	6,370.00	7,644.00
46000 · Merchandise Sales - Other	8,921.19	5,250.00	68,068.03	83,267.00	114,886.00
Total 46000 · Merchandise Sales	8,956.19	5,887.00	73,302.03	89,637.00	122,530.00
Total Income	36,783.19	33,713.91	351,572.03	370,906.18	459,453.00
Cost of Goods Sold					
52900 · Purchases - Resale Items	0.00	0.00	54.00	0.00	0.00
Total COGS	0.00	0.00	54.00	0.00	0.00
Gross Profit	36,783.19	33,713.91	351,518.03	370,906.18	459,453.00
Expense					
5850-00 · Artist of Month - Commissions	0.00		2,048.21		
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	579.79	1,147.00	14,333.49	13,232.00	15,716.00
5030-00 · P/R - Health Insurance Expense	1,565.45	2,286.50	17,179.51	22,865.00	27,438.00
5040-00 · P/R - Workmans Comp	185.54	209.00	797.66	2,090.00	2,508.00
5060-00 · 401 (k)	283.78	434.00	5,387.48	5,006.00	5,946.00
5070-00 · Other Benefits and Expenses	41.98	50.58	469.80	505.84	607.00
5000-00 · Salaries & Wages - Other	10,143.12	12,560.00	142,245.51	144,871.00	172,059.00
Total 5000-00 · Salaries & Wages	12,799.66	16,687.08	180,413.45	188,569.84	224,274.00
5100-00 · Rent					
5110-00 · Utilities	570.14	625.00	5,172.98	6,250.00	7,500.00
5140-00 · Repairs & Maintenance	254.48	150.83	1,478.45	1,508.34	1,810.00
5150-00 · Office - Cleaning	53.85	0.00	1,045.40	0.00	0.00
5100-00 · Rent - Other	6,319.57	5,898.83	64,625.70	58,988.34	70,786.00
Total 5100-00 · Rent	7,198.04	6,674.66	72,322.53	66,746.68	80,096.00
5310-00 · Telephone					
5320-00 · Telephone	232.36	291.66	3,197.30	2,916.68	3,500.00
Total 5310-00 · Telephone	232.36	291.66	3,197.30	2,916.68	3,500.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		50.00		
5480-00 · Mail - Fed Ex	0.00	0.00	471.69	0.00	0.00
5420-00 · Mail - USPS - Other	0.00	41.66	164.06	416.68	500.00
Total 5420-00 · Mail - USPS	0.00	41.66	685.75	416.68	500.00
5510-00 · Insurance/Bonding	66.11	166.66	1,591.09	1,666.68	2,000.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	12.57	0.00	12.57	0.00	0.00
5520-00 · Supplies - Other	451.74	333.33	2,005.93	3,333.34	4,000.00
Total 5520-00 · Supplies	464.31	333.33	2,018.50	3,333.34	4,000.00
5530-00 · Visitor Communications - Other	0.00	0.00	-109.00	460.00	460.00
5610-00 · Depreciation	128.86	84.91	663.33	849.18	1,019.00
5700-00 · Equipment Support & Maintenance	0.00	175.00	2,033.85	1,750.00	2,100.00
5710-00 · Taxes, Licenses & Fees	0.00	25.00	154.27	250.00	300.00
5740-00 · Equipment Rental/Leasing	236.72	494.00	3,800.32	4,940.00	5,928.00
5800-00 · Training Seminars	0.00	0.00	0.00	2,500.00	3,000.00
5815 · Training Video Series	0.00		0.00	5,000.00	5,000.00
6740-00 · Media/Collateral/Production	0.00	416.66	99.00	4,166.68	5,000.00



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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
 Visitor Information Center

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
8100-00 · Cost of Goods Sold					
52500 · Purchase Discounts	0.00	0.00	-1,093.06	0.00	0.00
51100 · Freight and Shipping Costs	156.18	0.00	1,417.27	0.00	0.00
59900 · POS Inventory Adjustments	557.51	0.00	794.55	0.00	0.00
8100-00 · Cost of Goods Sold - Other	4,807.17	2,539.00	36,038.58	46,449.00	61,212.00
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>5,520.86</b>	<b>2,539.00</b>	<b>37,157.34</b>	<b>46,449.00</b>	<b>61,212.00</b>
8200-00 · Associate Relations	0.00		355.19	500.00	500.00
8500-00 · Credit Card Fees	177.05	300.00	2,098.63	3,000.00	3,600.00
8700-00 · Automobile Expenses	52.43	100.00	886.33	1,000.00	1,200.00
8750-00 · Meals/Meetings	55.00	33.33	860.44	333.34	400.00
8810-00 · Dues & Subscriptions	0.00	0.00	497.79	1,200.00	1,600.00
8910-00 · Travel	0.00	408.16	213.48	4,081.68	4,898.00
<b>Total Expense</b>	<b>26,931.40</b>	<b>28,771.11</b>	<b>310,987.80</b>	<b>340,129.78</b>	<b>410,587.00</b>
<b>Net Ordinary Income</b>	<b>9,851.79</b>	<b>4,942.80</b>	<b>40,530.23</b>	<b>30,776.40</b>	<b>48,866.00</b>
Other Income/Expense					
Other Expense					
8990-00 · Allocated	4,880.78	4,072.17	38,676.35	40,721.70	48,866.00
<b>Total Other Expense</b>	<b>4,880.78</b>	<b>4,072.17</b>	<b>38,676.35</b>	<b>40,721.70</b>	<b>48,866.00</b>
<b>Net Other Income</b>	<b>-4,880.78</b>	<b>-4,072.17</b>	<b>-38,676.35</b>	<b>-40,721.70</b>	<b>-48,866.00</b>
<b>Net Income</b>	<b>4,971.01</b>	<b>870.63</b>	<b>1,853.88</b>	<b>-9,945.30</b>	<b>0.00</b>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 50 - Infrastructure

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	18,547.00	18,547.33	185,470.00	185,473.34	222,568.00
Total Income	18,547.00	18,547.33	185,470.00	185,473.34	222,568.00
Gross Profit	18,547.00	18,547.33	185,470.00	185,473.34	222,568.00
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	443.99	670.70	5,162.43	7,377.60	8,719.00
5030-00 · P/R - Health Insurance Expense	404.30	317.70	4,710.52	4,377.60	5,013.00
5040-00 · P/R - Workmans Comp	58.59	166.66	251.88	1,666.68	2,000.00
5060-00 · 401 (k)	237.33	309.20	2,692.65	3,401.60	4,020.00
5070-00 · Other Benefits and Expenses	10.53	57.50	81.47	575.00	690.00
5000-00 · Salaries & Wages - Other	7,921.07	6,599.40	67,485.41	72,593.20	85,792.00
Total 5000-00 · Salaries & Wages	9,075.81	8,121.16	80,384.36	89,991.68	106,234.00
5100-00 · Rent					
5110-00 · Utilities	33.93	125.00	292.94	1,250.00	1,500.00
5140-00 · Repairs & Maintenance	156.60	40.00	543.81	400.00	480.00
5150-00 · Office - Cleaning	43.08	50.16	372.34	501.68	602.00
5100-00 · Rent - Other	361.12	585.58	3,611.20	5,855.84	7,027.00
Total 5100-00 · Rent	594.73	800.74	4,820.29	8,007.52	9,609.00
5310-00 · Telephone					
5320-00 · Telephone	179.23	250.00	1,943.27	2,700.00	3,200.00
Total 5310-00 · Telephone	179.23	250.00	1,943.27	2,700.00	3,200.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		50.00		
5420-00 · Mail - USPS - Other	0.00		100.96	50.00	50.00
Total 5420-00 · Mail - USPS	0.00		150.96	50.00	50.00
5510-00 · Insurance/Bonding	7.93	25.00	190.91	250.00	300.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	7.74		136.74		
5520-00 · Supplies - Other	14.37	25.00	130.99	250.00	300.00
Total 5520-00 · Supplies	22.11	25.00	267.73	250.00	300.00
5610-00 · Depreciation	6.72	34.50	83.68	345.00	414.00
5700-00 · Equipment Support & Maintenance	52.50	55.00	249.56	550.00	660.00
5710-00 · Taxes, Licenses & Fees	0.00	31.00	94.93	310.00	372.00
5740-00 · Equipment Rental/Leasing	62.66	212.66	1,108.61	2,126.68	2,552.00
5810-00 · Public Outreach	0.00		0.00	500.00	500.00
5941-00 · Research & Planning	2,007.00	2,015.00	5,416.55	35,967.00	40,000.00
8200-00 · Associate Relations	0.00	0.00	0.00	400.00	400.00
8500-00 · Credit Card Fees	0.00		22.50	0.00	0.00
8700-00 · Automobile Expenses	61.76	115.00	496.83	1,150.00	1,380.00
8750-00 · Meals/Meetings	44.00	33.33	395.63	333.34	400.00
8810-00 · Dues & Subscriptions	2.25		9.00		
Total Expense	12,116.70	11,718.39	95,634.81	142,931.22	166,371.00
Net Ordinary Income	6,430.30	6,828.94	89,835.19	42,542.12	56,197.00
Other Income/Expense					
Other Expense					
8990-00 · Allocated	5,368.86	4,683.00	42,543.99	46,830.00	56,196.00
Total Other Expense	5,368.86	4,683.00	42,543.99	46,830.00	56,196.00
Net Other Income	-5,368.86	-4,683.00	-42,543.99	-46,830.00	-56,196.00
Net Income	1,061.44	2,145.94	47,291.20	-4,287.88	1.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 60 - Membership

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
Income					
4200-00 · Membership Dues	12,018.33	10,236.25	116,643.80	97,417.50	117,890.00
4201-00 · New Member Fees	0.00	333.33	675.00	3,333.34	4,000.00
4250-00 · Revenues-Membership Activities					
4251-00 · Revenue-Tue AM Breakfast Club	570.00	800.00	5,804.42	8,000.00	9,600.00
4250-01 · Community Awards	9,235.07		9,535.07		
4250-02 · Tourism Summit	0.00		1,100.00		
4250-00 · Revenues-Membership Activities - Other	3,250.00	36,600.00	19,766.00	67,400.00	70,050.00
Total 4250-00 · Revenues-Membership Activities	13,055.07	37,400.00	36,205.49	75,400.00	79,650.00
4252-00 · Revenue - Sponsorships	2,950.00	0.00	3,450.00	5,500.00	7,000.00
Total Income	28,023.40	47,969.58	156,974.29	181,650.84	208,540.00
Gross Profit	28,023.40	47,969.58	156,974.29	181,650.84	208,540.00
Expense					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	-1,375.00	-1,375.00	-13,750.00	-13,750.00	-16,500.00
5020-00 · P/R - Tax Expense	392.80	574.70	5,052.84	6,321.60	7,471.00
5030-00 · P/R - Health Insurance Expense	1,515.14	1,324.70	7,152.93	14,747.60	17,397.00
5040-00 · P/R - Workmans Comp	68.36	89.33	293.90	893.34	1,072.00
5060-00 · 401 (k)	215.69	49.80	960.70	548.40	648.00
5070-00 · Other Benefits and Expenses	21.89	87.91	112.85	879.18	1,055.00
5000-00 · Salaries & Wages - Other	6,951.45	6,226.90	52,875.36	68,497.20	80,951.00
Total 5000-00 · Salaries & Wages	7,790.33	6,978.34	52,698.58	78,137.32	92,094.00
5100-00 · Rent					
5110-00 · Utilities	50.83	62.50	467.99	625.00	750.00
5140-00 · Repairs & Maintenance	156.60	40.00	563.97	400.00	480.00
5150-00 · Office - Cleaning	75.38	90.00	651.52	900.00	1,080.00
5100-00 · Rent - Other	711.96	589.91	7,039.60	5,899.18	7,079.00
Total 5100-00 · Rent	994.77	782.41	8,723.08	7,824.18	9,389.00
5310-00 · Telephone					
5320-00 · Telephone	267.98	225.00	2,418.07	2,250.00	2,700.00
Total 5310-00 · Telephone	267.98	225.00	2,418.07	2,250.00	2,700.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	0.00	400.00	0.00	0.00
5420-00 · Mail - USPS - Other	0.00	50.00	550.96	500.00	600.00
Total 5420-00 · Mail - USPS	0.00	50.00	950.96	500.00	600.00
5510-00 · Insurance/Bonding	23.80	66.66	572.80	666.68	800.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	109.44	0.00	621.22	0.00	0.00
5520-00 · Supplies - Other	25.14	108.33	1,029.05	1,083.34	1,300.00
Total 5520-00 · Supplies	134.58	108.33	1,650.27	1,083.34	1,300.00
5610-00 · Depreciation	6.72	52.25	96.06	522.50	627.00
5700-00 · Equipment Support & Maintenance	523.00	47.08	1,166.21	470.84	565.00
5710-00 · Taxes, Licenses & Fees	0.00	41.66	95.93	416.68	500.00
5740-00 · Equipment Rental/Leasing	139.24	272.16	2,402.33	2,721.68	3,266.00
5800-00 · Training Seminars	0.00	0.00	892.11	3,000.00	3,000.00
6423-00 · Membership Activities					
6444-00 · Trades	1,045.00		1,045.00		
6437-00 · Tuesday Morning Breakfast Club	715.50	708.33	4,900.50	7,083.34	8,500.00
6432-00 · Membership - Newsletter	0.00	0.00	2,001.24	0.00	0.00
6434-00 · Community Awards Dinner	2,616.93	0.00	3,756.93	0.00	0.00
6441-00 · Membership - Miscellaneous Exp	0.00		37.05	0.00	0.00
6442-00 · Public Relations/Website	0.00	0.00	81.00	0.00	0.00
6443-00 · Membership - Bridal Faire	0.00	0.00	75.63	0.00	0.00
6423-00 · Membership Activities - Other	276.69	14,587.00	6,773.39	32,199.00	35,000.00
Total 6423-00 · Membership Activities	4,654.12	15,295.33	18,670.74	39,282.34	43,500.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 60 - Membership

	Apr 17	Budget	Jul '16 - Apr 17	YTD Budget	Annual Budget
6490-00 • Classified Ads	0.00		225.00		
8200-00 • Associate Relations	0.00	0.00	0.00	450.00	450.00
8500-00 • Credit Card Fees	366.86	1,210.00	2,748.73	3,100.00	3,520.00
8700-00 • Automobile Expenses	244.91	62.50	720.12	625.00	750.00
8750-00 • Meals/Meetings	132.84	41.66	310.04	416.68	500.00
8810-00 • Dues & Subscriptions	130.99	83.33	1,933.96	833.34	1,000.00
8920-00 • Bad Debt	3,304.50		21,309.75		
<b>Total Expense</b>	<b>18,714.64</b>	<b>25,316.71</b>	<b>117,584.74</b>	<b>142,300.58</b>	<b>164,561.00</b>
<b>Net Ordinary Income</b>	<b>9,308.76</b>	<b>22,652.87</b>	<b>39,389.55</b>	<b>39,350.26</b>	<b>43,979.00</b>
<b>Other Income/Expense</b>					
Other Expense					
8990-00 • Allocated	4,392.70	3,665.00	34,808.74	36,650.00	43,980.00
<b>Total Other Expense</b>	<b>4,392.70</b>	<b>3,665.00</b>	<b>34,808.74</b>	<b>36,650.00</b>	<b>43,980.00</b>
<b>Net Other Income</b>	<b>-4,392.70</b>	<b>-3,665.00</b>	<b>-34,808.74</b>	<b>-36,650.00</b>	<b>-43,980.00</b>
<b>Net Income</b>	<b>4,916.06</b>	<b>18,987.87</b>	<b>4,580.81</b>	<b>2,700.26</b>	<b>-1.00</b>

1:33 PM

05/23/17

Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 70 - Administration

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
Ordinary Income/Expense					
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	1,587.04	1,753.20	17,552.25	19,285.60	22,792.00
5030-00 · P/R - Health Insurance Expense	1,697.50	3,201.60	14,082.13	34,516.80	40,920.00
5040-00 · P/R - Workmans Comp	205.05	400.66	881.45	4,006.68	4,808.00
5060-00 · 401 (k)	549.58	699.10	2,723.25	7,690.80	9,089.00
5070-00 · Other Benefits and Expenses	49.49	93.41	604.75	934.18	1,121.00
5000-00 · Salaries & Wages - Other	27,341.87	23,642.90	226,664.38	260,073.20	307,359.00
Total 5000-00 · Salaries & Wages	31,430.53	29,790.87	262,508.21	326,507.26	386,089.00
5100-00 · Rent					
5110-00 · Utilities	120.11	200.00	1,061.31	2,000.00	2,400.00
5140-00 · Repairs & Maintenance	822.70	200.00	3,770.48	2,000.00	2,400.00
5150-00 · Office - Cleaning	161.54	252.00	1,518.51	2,520.00	3,024.00
5100-00 · Rent - Other	1,627.20	1,915.08	16,320.00	19,150.84	22,981.00
Total 5100-00 · Rent	2,731.55	2,567.08	22,670.30	25,670.84	30,805.00
5310-00 · Telephone					
5320-00 · Telephone	714.30	716.66	7,285.02	7,166.68	8,600.00
Total 5310-00 · Telephone	714.30	716.66	7,285.02	7,166.68	8,600.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00		250.00	0.00	0.00
5480-00 · Mail - Fed Ex	0.00		24.02		
5420-00 · Mail - USPS - Other	0.00	58.33	322.15	583.34	700.00
Total 5420-00 · Mail - USPS	0.00	58.33	596.17	583.34	700.00
5510-00 · Insurance/Bonding	58.17	141.66	1,400.16	1,416.68	1,700.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	24.16	0.00	888.29	0.00	0.00
5520-00 · Supplies - Other	322.44	583.33	4,342.51	5,833.34	7,000.00
Total 5520-00 · Supplies	346.60	583.33	5,230.80	5,833.34	7,000.00
5610-00 · Depreciation	52.10	163.25	644.65	1,632.50	1,959.00
5700-00 · Equipment Support & Maintenance	715.33	310.66	5,242.75	3,106.68	3,728.00
5710-00 · Taxes, Licenses & Fees	498.15	666.66	6,981.46	6,666.68	8,000.00
5740-00 · Equipment Rental/Leasing	83.55	208.33	1,568.03	2,083.34	2,500.00
5800-00 · Training Seminars	0.00		2,199.00	1,500.00	1,500.00
5810-00 · Public Outreach	0.00	0.00	0.00	180.00	180.00
5900-00 · Professional Fees					
5921-00 · Professional Fees - Other	11,667.00		23,494.07		
5910-00 · Professional Fees - Attorneys	0.00	0.00	3,438.19	0.00	0.00
5920-00 · Professional Fees - Accountant	0.00	0.00	35,862.00	0.00	0.00
5900-00 · Professional Fees - Other	0.00	1,000.00	1,250.00	21,000.00	21,000.00
Total 5900-00 · Professional Fees	11,667.00	1,000.00	64,044.26	21,000.00	21,000.00
6420-00 · Events					
6421-00 · New Event Development	0.00		50.00		
Total 6420-00 · Events	0.00		50.00		

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05/23/17

Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget Performance

### 70 - Administration

	Apr 17	Budget	Jul '16 - Apr...	YTD Budget	Annual Bud...
6490-00 · Classified Ads	0.00	250.00	0.00	750.00	750.00
8200-00 · Associate Relations	50.00	150.00	2,099.82	1,900.00	2,200.00
8300-00 · Board Functions	61.65	400.00	1,763.43	3,750.00	4,600.00
8500-00 · Credit Card Fees	0.00	0.00	339.05	0.00	0.00
8700-00 · Automobile Expenses	68.41	83.33	157.29	833.34	1,000.00
8750-00 · Meals/Meetings	165.00	400.00	334.44	850.00	1,350.00
8810-00 · Dues & Subscriptions	165.49	0.00	1,648.64	1,600.00	1,600.00
8910-00 · Travel	0.00	1,200.00	0.00	2,100.00	3,400.00
<b>Total Expense</b>	<b>48,807.83</b>	<b>38,690.16</b>	<b>386,763.48</b>	<b>415,130.68</b>	<b>488,661.00</b>
<b>Net Ordinary Income</b>	<b>-48,807.83</b>	<b>-38,690.16</b>	<b>-386,763.48</b>	<b>-415,130.68</b>	<b>-488,661.00</b>
<b>Other Income/Expense</b>					
Other Expense					
Balancing Adjustments	0.00		0.08		
8990-00 · Allocated	-48,807.83	-38,690.00	-386,763.56	-415,131.00	-488,662.00
<b>Total Other Expense</b>	<b>-48,807.83</b>	<b>-38,690.00</b>	<b>-386,763.48</b>	<b>-415,131.00</b>	<b>-488,662.00</b>
<b>Net Other Income</b>	<b>48,807.83</b>	<b>38,690.00</b>	<b>386,763.48</b>	<b>415,131.00</b>	<b>488,662.00</b>
<b>Net Income</b>	<b>0.00</b>	<b>-0.16</b>	<b>0.00</b>	<b>0.32</b>	<b>1.00</b>





**Board Governance Subcommittee Report**

**For**

**NLTRA Board of Directors**

**June 7, 2017**

## Background

Following the recommendations of the Organization Structure Task Force, the NLTRA Board of Directors established subcommittees to further develop recommendations within a narrow focus. The Board Governance Subcommittee was created with the following direction from the NLTRA Board:

- Determine whether membership votes by ballot or accepts a recommended slate or have a appointed members
- Explore how to expand the flexibility of the board
- Determine maximum and minimum number of board members and representation
- Define the role of County on the board
- Consider factions that might have an appointed or elected seat on the board such as Education and Health Care

## Participants

Participants on the subcommittee were:

**Wally Auerbach, Subcommittee Chair**

**Samir Tuma, Vice Chair NLTRA Board**

**Thomas Lotshaw, TRPA – ex-officio NLTRA Board Member**

**David Tirman – Past Chair NLTRA Board**

**Keith Vogt – Tahoe Regional Arts Foundation, Organization Structure Task Force**

## Meetings and Process

The group met in October, November, and December of 2016. During that time, they looked at the NLTRA Bylaws, reviewed the existing board and committee structure, departmental functions and governance needs, governance practices and documentation, best practices of a comparative set for further information.

One issue that was noted early in their meetings was a difference in expectations of a governance structure from our primary funding partner. The NLTRA was established with the business membership voting on board members, and the intended outcome was to have a ‘business voice’ advising on TOT expenditures. Placer County as a funding partner, is more interested in ‘community engagement.’ While these two constituencies certainly overlap through their employee and owner base, the County asserts that they are not the same.

## Comparative Set

The Subcommittee chose a group of DMO/Chamber organizations and asked for their agenda packets. Tahoe Douglas Visitors Authority and Lake Tahoe Visitors Authority, Aspen Chamber Resort Association, Park City Chamber Bureau, Steamboat Springs Chamber Resort Association, and Truckee Donner Chamber participated in this initial outreach.

The four organizations within this set that have a strong Chamber had the largest boards with some having over 25 board members. These boards had a mix of elected (either by ballot or slate) and

appointed members. Some had a seat that was designated to the local governing body, represented by either an elected official or County/Town Manager.

### Joint Meeting with Chamber Subcommittee

In February, the Chamber Subcommittee met with the Board Governance Subcommittee to ensure alignment in overall recommendations. Each group was able to share the discovery and direction as of that time. The Chamber Subcommittee had identified potential areas of expansion for a stronger Chamber and would prefer greater flexibility and broader business representation on the board moving forward. While there still was a question as to whether the Chamber should be a separate organization or remain under the current umbrella, the thought was that the Chamber might start its expansion with the support of the current organization and once it reached a point of sustainability, a decision could be made to separate.

The Board Governance Subcommittee voiced their direction in looking at maximizing flexibility and diversity on the board with an increase of At-Large seats, which could be filled from a number of industries. This was met with approval from the members of the Chamber Subcommittee.

### County Contract Process

On March 31, the County provided a budget for the NLTRA destination marketing. This would remove the responsibility of advising the Placer Board of Supervisors on expenditures of TOT for Capital Investments and Transportation. This potential change to the functionality of the organization has resulted in a delay for the subcommittee recommendations on board governance. Until the issues regarding the funding and functionality of the organization are resolved, the subcommittee does not feel it can move forward with a final recommendation. What follows is a draft of objectives and considerations for the NLTRA Board of Directors and staff to take into account when making decisions regarding the governance of the organization in the next fiscal year.

## Objectives and Considerations

### Board of Directors

**Objective: Broaden representation of stakeholders to provide vision and direction to staff and committees, maximizing flexibility for inclusion of diverse industry sectors and geographic areas**

#### Considerations:

- Review the role of County staff on the Board. There is a concern that the current position as a board member is a conflict of interest and possibly an advisory role would better serve the organization and County.
- Number of Board Members may need to grow beyond the current 11 members. With more diverse representation of industries and geography, the size of the Board may need to be somewhere between 15 and 20 members.
- Location of board meetings could move throughout the geographic region. This has costs associated with it, and if implemented, should be tested to insure there is value beyond optics.



## 2017 Board Governance Subcommittee Report

- For transparency, the recommendation is to look into the possibility of live-streaming the meetings. Currently the TCPUD does have that capability in their board room and we might be able to pay to access that service. When the meetings move to other locations, we would need to explore other ways to provide the service.
- To maximize flexibility in representation on the Board, the subcommittee believes that a larger number of At-Large seats should be provided. One concern with At-Large seats is that all could be filled with the same industry, so some restrictions may have to apply.
- Public access of files (budget, strategic plan, project recommendations, etc.) on [www.nltra.org](http://www.nltra.org) needs improvement in navigation and ease of finding documents. The site needs reorganization or complete redevelopment, possibly including a search mechanism and document management software.
- Term limits for the Board may not be helpful to improving governance. While limits may bring new perspectives, the concern is that you risk losing seasoned and experienced board members. In a small population area such as North Lake Tahoe, there are fewer human resources and the loss of expertise may be harming the organization.
- Succession planning for board members is necessary to attract the community leadership and knowledge that a board needs. Committees can serve as a possible feeder for board members as can leadership programs or other organization involvement. The Board should adopt policies and plans to insure that succession planning is occurring at all times.

### Committees

**Objective: Broaden representation of stakeholders to advise staff and board on execution of strategic goals and mission, through specific expertise, geographic diversity, and industry perspective as appropriate.**

#### Considerations:

- With a new strategic plan outlining the expansion of the Chamber, there is a need for a Chamber Committee to advise and assist with execution of the plan and recommendations of the Chamber Subcommittee.
- Location of meetings should move throughout the region. As with the Board meetings, this has costs associated with it that should be evaluated to insure the additional administrative expense is a value-added.
- Potential conflicts of interest on committees are inevitable in a small population area such as ours. The Governance Subcommittee believes that this potential should be discussed and actively managed to facilitate a better understanding, rather than restricting or limiting committee membership.
- Broader notification of committee meetings and agendas would increase transparency of meetings. Currently meetings are noted in the weekly e-newsletter, Biz Bytes, but agendas are not. Perhaps listing key agenda items in the e-newsletter would pique greater interest from the community.

## Governing Documents

**Objective: Provide an accessible, easy to understand framework of rules to govern operations and adequate information to assist with decisions that impact the organization and the community.**

- Bylaws and Supplemental Operating Procedures – These documents need close review as above decisions are made. In cases where the board membership is concerned, there will need to be a membership meeting called to approve the changes. It is recommended that a small subcommittee of the Board be assigned to work with staff to conduct a full review of these documents.
- Placer County Contract – as recommended by the Organization Structure Task Force, simplifying the agreement between Placer County and NLTRA is essential. It is also recommended that a multi-year agreement be developed that protects the organizations and their responsibilities to the public and the membership, while lowering the administrative expense of the contract negotiation process.
- Employee Handbook – The Employee Handbook needs to reflect policies that are currently in the Supplemental Operating Procedures as well as new HR laws in California.
- Board Packets – The Subcommittee on Board Governance looked at packets from the competitive set listed above and found that they were much smaller than NLTRA's. Large packets, while providing extensive information, can be less effective as volunteer board members may not have the time to read them thoroughly, so streamlining them wherever possible is recommended, while still providing links or addendum materials if desired.

## **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.

# McCLINTOCK ACCOUNTANCY CORPORATION

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ROBERT J. McCLINTOCK, CPA  
MICHAEL R. GRIESMER, CPA  
ALICE HAHN

SHARON FERREIRA, CPA  
KENDALL GALKA, CPA

305 WEST LAKE BOULEVARD  
P. O. BOX 6179  
TAHOE CITY, CA 96145  
TELEPHONE: 530-583-6994  
FAX: 530-583-5405

11500 DONNER PASS RD.  
SUITE B  
P. O. BOX 2468  
TRUCKEE, CA 96160  
TELEPHONE: 530-587-9221  
FAX: 530-587-4946

December 7, 2016

Board of Directors  
North Lake Tahoe Resort Association  
PO Box 1757  
Tahoe City, CA 96145

Dear Board of Directors:

We are pleased to confirm our understanding of the services we are to provide for North Lake Tahoe Resort Association for the year ended June 30, 2017.

We will audit the statement of financial position of North Lake Tahoe Resort Association as of June 30, 2017, and the related statements of activities and changes in net assets, functional expenses (if necessary) and cash flows for the year then ended, and the related notes to the financial statements.

Our audit will be conducted for the purpose of forming an opinion on the basic financial statements taken as a whole.

## **Audit Objective**

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with U.S. generally accepted auditing standards and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audit of the Association's financial statements. Our report will be addressed to the Board of Directors of the Association. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified, we will fully discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

## **Audit Procedures**

Our procedures will include tests of the documentary evidence supporting the transactions recorded in the accounts and may include direct confirmation of assets by correspondence with

selected financial institutions and others. We may request written representations from your attorneys as part of the engagement. At the conclusion of our audit, we will also request certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluation the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from errors, fraudulent financial reporting, misappropriation of assets, or violations of laws or governmental regulations that are attributable to the Association or to acts by management or employees acting on behalf of the Association.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements, or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform you of any material errors that come to our attention, and we will inform you of any fraudulent financial reporting or misappropriation of assets that come to our attention. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any losses that might be incurred during any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Association and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures.

An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate internal control related matters that are required to be communicated under professional standards.

### **Other Services**

We will prepare the Association's federal and state income tax returns for the year ending June 30, 2017. We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants.

We will also assist in preparing the financial statements of the Association in accordance with U.S. generally accepted accounting principles based on the information provided by you.

The other services may also include updating the property and equipment ledger, if applicable, or updating other account reconciliations, but otherwise are limited to the financial statement and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

### **Management Responsibilities**

Management is responsible for establishing and maintaining internal controls, including monitoring ongoing activities, for the selection and application of accounting principles, and for the fair presentation in the financial statements in conformity with U.S. generally accepted accounting principles.

Management is responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. Management is also responsible for providing us with access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, additional information that we may request for the purpose of the audit, and unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Management is responsible for adjusting the financial statements to correct material misstatements and for confirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Association involving (a) management, (b) employees who have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. You are also responsible for informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Association received in communication from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws and regulations.

The Association agrees to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

### **Audit Administration**

Robert McClintock is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. Michael Griesmer is the tax

partner and is responsible for supervising the tax return preparation and signing the return or authorizing another individual to sign it.

The Association agrees that your management will type all cash or other confirmations we request, will locate any invoices selected by us for testing, and will prepare in advance schedules and analyses to support the balance sheet account balances and selected revenue and expense transactions.

We plan to conduct and complete our fieldwork during October 2017, or as mutually agreed to in advance. Our desire is to have all reconciliations and other bookkeeping matters complete prior to our arrival. If we find that significant bookkeeping work will be required in order to complete the review process, we will notify you in advance before proceeding with this work. Bookkeeping work that you authorize us to perform will be billed at our normal hourly rates.

Our fees for these services will be based on the actual time spent at our standard hourly rates, plus and out-of-pocket costs such as report reproduction, typing and postage. Based on our estimate, the fee for the audit work will be \$15,800, and will include financial statement review services for the North Lake Tahoe Marketing Cooperative. Those services are outlined in a separate letter. Fees for the preparation of the Association's federal and state exempt returns will be \$2,850.

Certain financial institutions are now charging a nominal fee for confirmation of account balances. We will include those charges, if applicable, on our invoices in addition to our fees noted above.

Our fee for preparing the income tax return(s) covers preparation of the forms. It does not include meetings and planning activities such as year-end planning. It does include the first hour of responding to tax authority notices as long as you get us the notice right away.

Other work not identified above, such as special projects, will be billed at our normal hourly rates or in accordance with agreed-upon terms prior to the commencement of the work.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know.

If the foregoing is in accordance with your understanding, please sign the enclosed copy of this letter and return it to us.

Very truly yours,

A handwritten signature in black ink that reads "McClintock Accountancy Corporation". The signature is written in a cursive, flowing style.

McCLINTOCK ACCOUNTANCY CORPORATION

Our fee for the work described above is part of the audit fee for the North Lake Tahoe Resort Association.

Other work not identified above, such as special audit projects, will be billed at our normal hourly rates or in accordance with agreed-upon terms prior to the commencement of the work.

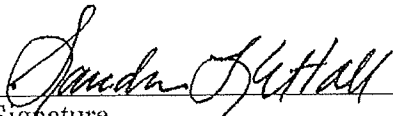
If the foregoing is in accordance with your understanding, please sign the enclosed copy of this letter and return it to us. We appreciate the opportunity to be of service to the Cooperative.

Sincerely,

**McClintock Accountancy Corporation**  
McCLINTOCK ACCOUNTANCY CORPORATION

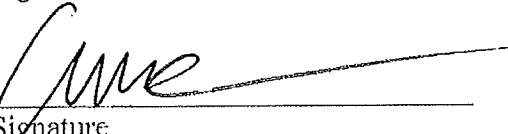
You are hereby authorized to proceed with the services outlined above.

NORTH LAKE TAHOE MARKETING COOPERATIVE

  
Signature

CEO  
Title

6-2-17  
Date

  
Signature

President CAC  
Title

6-2-17  
Date



# SUMMER RECREATION

Wednesday  
**JUNE 14**

11:30am—3:00pm

Join us as we connect Summer  
Recreation Businesses & Activities  
to the Concierge & Front Staff in the  
North Lake Tahoe Region!

**LUNCHEON**

**LUNCH**     **\$20** Member  
                  **\$30** Non-Member

**\$15** Recreation Business to provide  
a 2-Minute Stump Speech

**\$5** Promotional Bag Insert

**Sunnyside Deck**

1850 Westlake Blvd, Tahoe City

[Click to Purchase Tickets](#)

Contact Natalie Parrish:

**530-581-8764**

**Natalie@gotahonorth.com**



**north lake tahoe**

Chamber | CVB | Resort Association



**Sunnyside**

RESTAURANT & LODGE

Sponsored  
by:



Tahoe City PUD  
Parks & Recreation

