



**north lake tahoe**

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION  
BOARD OF DIRECTORS MEETING MINUTES  
Wednesday, November 2, 2016 at 8:30 a.m.  
Tahoe City Public Utility District**

Committee Members In attendance: Valli Murnane, Brendan Madigan, David Tirman, Brett Williams, Eric Pilcher, Samir Tuma, Jennifer Merchant, Tom Lotshaw.

Staff Members in attendance: Sandy Evans Hall, Ron Treabess, JT Thompson, Dawn Baffone, Al Priester, Amber Burke.

Other: Stacie Lyans, Kurt Althoff, Erin Casey, Cindy Gustafson, Bob McClintock and Kendall Goca? (McClintock Acctng), Mike Geary, Brandon Burks

A. Meeting called to order at 8:32am-Establish Quorum

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

C. Agenda Amendments and Approval

**M/S/C (Brett Williams, Val Murnane) 6/0/0**

(David Tirman had not arrived yet)

No Public comment

**David Tirman arrived at 8:45am**

D. Consent Calendar-MOTION (5 minutes) motion by Valli/Jennifer with exception of 8b and item 6

**M/S/C (Val Murnane, Jennifer Merchant) 7/0/0**

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 –October 5, 2016

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

2. Capital Investment/Transportation Committee- October 24, 2016

3. Marketing Committee – October 25, 2016

4. Business Association and Chamber Collaborative – October 13, 2016

5. Lodging Committee – No meeting in October Conference Sales Directors Committee – No meeting in October

6. Finance Committee – October 27, 2016

7. Financial Reports – Financial Reports for September, 2016

**M/S/C (Jennifer Merchant, Samir Tuma) 7/0/0**

- Pulled by Jennifer Merchant. Concern about the balance sheet and if it may change with the audit, suggestion to hold the item until next month. Al explained that most of the

adjustments are in. The balance sheet will change but income statement will stay same. The entry that will change on the balance sheet is not an income item and will not affect any other areas. (The undesignated income approx. 12,000 amount)

- Page 16- \$14,000 in open invoices. There is a reserve of 10,000 for write offs. The past due are still being reviewed and determined whether they will be written off.

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

**Motion to approve contract with exception of Item 11 b.**

**M/S/C (Valli Murnane, Jennifer Merchant) 7/0/0**

**Item 11 b motion to approve M/S/C (Valli Murnane, Brett Williams) 6/1/0 Jennifer Merchant opposed.**

- a. Northstar \$10,000 Community Marketing Grant (BACC approved 7-0; Marketing approved 5-0)
- b. Abbi Agency Contract for Touch the Lake \$20,000 (BACC approved 7-0; Marketing approved 5-0) Request to be pulled. Jennifer said contract seems incomplete and funding is not clear. Request to have it reviewed by Marketing committee. Clarity regarding the scope of work was requested. JT reviewed the plan.

**ACTION:** JT agreed to tighten up the scope of work and present it at another meeting along with a budget, with a "not to exceed" limit.

- c. Tahoe City Gateway Holiday Lighting Repairs -\$10,000
- d. Truckee River Trail Midway Erosion Maintenance Repair -\$15,000
- e. Winter WonderGrass Tahoe Sponsorship Agreement - \$15,000 (Marketing approved 5-0)

9. Strategic Discussion

- a. Financial Audit – McClintock Accountancy presented

10. Action Items

MOTION: Discussion and possible approval of 2015-16 Financial Audit – Al Priester/McClintock Accountancy (Finance approved 2-0-1 Erin Casey Abstained)

**M/S/C (Valli Murnane, Eric Pilcher) 6/0/1 Jennifer Merchant abstained**

11. Bob McClintock presented audit information.

- Recommended that as contract provisions change that the accounting reporting be responsive to that. Suggestion for improvement is to take a look at the provisions as they change and review within the Accounting department and share that information with the other staff. Audit report is modified and Financials for Resort Association has been finalized. Open items: Marketing Coop is now stand alone set of financials, balance sheet will not include Marketing Coop. It will go to both boards for approval when complete.
- Al commented that grant expense accrual procedure has been changed, and will be accrued in the current year or period where it belongs. Al said a memorandum is being developed and it will be a combination of county discussions and within the association, and decided before board. Documentation of the discussions to keep a permanent record is requested.
- Suggestion for a procedure for making sure contract changes are tracked and insure that they will be implemented the following year.

12. MOTION: Discussion and possible approval of Winter Snow Removal on the Squaw Valley Trail - \$70,000 (CIT 10-0)

**M/S/C (Brendan Madigan, Brett Williams) 7/0/0**

- Mike Geary presented, answered questions. Question regarding metric for counting how many people would be accessing. A spot survey has been completed in previous years for the same type of estimates.
13. MOTION: Discussion and possible approval of Winter Snow Removal on the Tahoe City Area Trail - \$55,002 (CIT 10-0) Only takes board approval and CEO office approval  
**M/S/C (Jennifer Merchant, Brett Williams) 7/0/0**
- Question about setting money aside for maintenance, outreach for community to promote the benefit of trail access in winter.
  - Request for metric/procedure for counting people accessing, might be possible in a few areas. Tom offered help in this area.
14. MOTION: Discussion and possible approval of a Contract with Spartan World Championships for 5 years - \$250,000 annually (Marketing approved 4-0-1 Todd Jackson abstained)  
**M/S/C (Samir Tuma, Brett Williams) 7/0/1 Jennifer Abstained**  
**Based on staff comes back with supplemental information no later than February 1<sup>st</sup>.**
- JT distributed handout with updated information. Looking at 3<sup>rd</sup> party to handle the room booking as to have better tracking. There is no information from previous years as we did not sponsor the event, and the statistics are not in yet from recent event, so the numbers are estimates. JT explained how the state of West Virginia is in competition with us to sponsor this event. Squaw is contributing approximately twice as much as we are towards the event. JT explained what that covers. Lodging for the attendees and whether the event will be advantageous for North Lake Tahoe lodging/business was discussed. Better visibility for the resort assn. and a complete list of what Squaw and other entities are going to contribute and a return on investment estimation was suggested.
  - Where the statistics and estimations originate from was discussed. The sponsorship increase and whether it increases ROI for North Lake Tahoe was discussed.
  - JT explained that the Event is tagged as the Road to North Lake Tahoe with the media, but this is the advantageous time to agree to sponsor and put the information out. Samir expressed the necessity of seeing the data regarding what Squaw is contributing and what their ROI is in the future, based on the large dollar amount of the sponsorship.
  - JT said he will be updating monthly. Staff to report back no later than February.

#### Supplemental Staff Reports

15. Staff Reports
16. Marketing – JT Thompson
  - a. Destimetrics-Booking is up,
  - b. Spartan Race Recap
  - c. Introduction of Amber Burke
17. Membership – Sandy Evans Hall
  - a. Accounts Receivable Update
  - b. Upcoming Events/Programs
18. CI/T – Ron Treabess-
  - a. Call for projects update
  - b. Measure M update- verbally presented.
4. Conference Review Statistics Report
5. Administration – Sandy Evans Hall (10 minutes)
  - c. Board Candidates for Election-To be distributed at meeting.
  - d. Officer Nominations Board seats Applicant information was distributed. Ballots going out on Nov. 15<sup>th</sup>, deadline December 6<sup>th</sup>. Announcements will be made December 7<sup>th</sup> at the next scheduled Board meeting.
  - e. Organization Structure Update

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

6. Executive Committee Report – October 18, 2016
7. Capital Investment/Transportation Activity Report – October Report by Ron Treabess
8. Dashboard – September

19. Directors Comments (5 minutes)

Valli-Ice rink Grand opening Dec 10th, including restaurant and full facility.

Brett-Marketging Coop Southern California Campaign update

Samir-Tahoe City Lodge Planning is November 17<sup>th</sup>. December 7<sup>th</sup> is the hearing. Final hearing January 25<sup>th</sup>.

Jennifer-Amendment approved by Placer County Board to fund the Resort Association capital projects fund contract.

Tom-Word came from 9<sup>th</sup> circuit court supporting 2012 TRPA regional plan

David-Membership luncheon thank you, nice job.

20. Meeting Review and Staff Direction (5 minutes)

Tighten up digital on scope of work. With Abbi Agency

Looking at ways to promote the snow removal, ideas are via website touch the lake and through PUD.

Spartan stakeholder contribution and getting data from surveys.

21. Adjournment 10:57 am



**CAPITAL INVESTMENT/TRANSPORTATION COMMITTEE MEETING**  
**Monday, November 14, 2016- 1:00 p.m. - 5:00 p.m. at TCPUD**  
**BRIEFS**

**Committee Members in Attendance:** Samir Tuma, John Bergmann, Tony Karwowski, Erin Casey, Mike Staudenmayer, Jaime Wright, Will Garner, Adrian Tieslau, Brian Stewart, Wyatt Ogilvy, Rob Kronkhyte, Dan Wilkins

**Others:** Ron Treabess, Dawn Baffone

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**  
**None.**

**MOTIONS MADE/VOTE:**

**Agenda Amendments and Approval**

M/S/C (Will Garner, Mike Staudenmayer 10-0-0) *Dan Wilkins, Rob Kronkhyte arrived after vote*

**Approval of Capital Investment/Transportation Committee Minutes, October 24, 2016**

M/S/C (Mike Staudenmayer/Brian Stewart/10-0-0) *Dan Wilkins, Rob Kronkhyte arrived after vote*

**Kings Beach Roundabout Art** \$ 75,000

M/S/C (Samir Tuma/Wyatt Ogilvy/9-0-1) Brian Stewart abstained. *Dan Wilkins, Rob Kronkhyte arrived after vote*

**1960 Winter Olympic Ski Museum Planning** \$125,000

M/S/C (Mike Staudenmayer/Samir Tuma 9-0-1) Erin Casey Abstained. *Dan Wilkins, Rob Kronkhyte arrived after vote*

**Martis Valley/Northstar Trail** \$250,000

M/S/C (John Bergmann/Will Garner/9-0-0) Mike Staudenmayer recused. (Not included in vote.) *Dan Wilkins, Rob Kronkhyte arrived after vote*

**NLT Mountain Bike Trail Wayfinding Signage** \$ 14,092

M/S/C (Wyatt Ogilvy/Mike Staudenmayer 8-0-2) Will Garner and Jaime Wright abstained. *Dan Wilkins, Rob Kronkhyte arrived after vote*

**Bike and Transit User Website Upgrade** \$ 30,000

M/S/C (John Bergmann/Brian Stewart/11-0-1) Brian Stewart abstained. *Dan Wilkins arrived after vote*

**Bike Trail Software for Visitor Displays** \$ 27,700

M/S/C (Samir Tuma/John Bergmann/7-5-0) No votes -Mike Staudenmayer, Tony Karwowski, Brian Stewart, Will Garner, Rob Kronkhyte

**Historic Donner Summit Gateway Visitor Kiosk** \$ 53,000

M/S/C (Mike Staudenmayer/Rob Kronkhyte/12-0-0)

**CAPITAL INVESTMENT/TRANSPORTATION COMMITTEE MEETING**  
**Monday, November 14, 2016- 1:00 p.m. - 5:00 p.m. at TCPUD**

**BRIEFS**

**Memorial Overland Emigrant Trail** \$250,000  
M/S/C (Dan Wilkins/Tony Karwowski/9-0-3) 3 Abstained; Brian Stewart, Erin Casey, Will Garner

**Kings Beach Roundabout at Hwy SR 267** \$100,000  
M/S/C (John Bergmann/Wyatt Ogilvy/9-0-3) 3 Abstained; Brian Stewart, Erin Casey, Will Garner

**Northstar TART Passenger Shelter** \$ 60,000  
M/S/C (Dan Wilkins/Mike Staudenmayer/9-0-3) 3 Abstained; Brian Stewart, Erin Casey, Will Garner

**Speedboat Beach Access Improvement Plan** \$275,000  
M/S/C (Dan Wilkins/Samir Tuma/9-0-3) 3 Abstained; Brian Stewart, Erin Casey, Will Garner

**Historic Schilling Ski lodge** requested \$194,197. Staff reduced the recommended amount  
**Motion to fund \$125,550, contingent on community support and acceptable location of facility**  
M/S/C (Mike Staudenmayer/Samir Tuma /10-0-2) Wyatt Ogilvy and Adrian Tieslau abstained

**Northstar Directional Exit Sign**  
**Motion to approve 20,000 amended amount for a sign consistent with the current direction guidelines.**  
M/S/C (Wyatt Ogilvy /Mike Staudenmayer/9-1-1) Tony Karwowski recused. (Not included in vote) Dan Wilkins opposed. Brian Stewart abstained.

**Northstar Water Bottle Fill Stations**  
Zero recommended  
**Motion to support staff recommendation.**  
M/S/C (Will Garner /Samir Tuma/11-0-0) Tony Karwowski recused. (Not included in vote)

**Northstar Programmable Message Boards**  
Reduced recommendation amount \$51,000. Would be funding for both signs (portable and permanent).  
**Motion to approve staff recommendation as it reads.**  
M/S/C (Wyatt Ogilvy/Samir Tuma/8-2-1) Tony Karwowski recused. (Not included in vote) Samir Tuma and Brian Stewart opposed. Erin Casey abstained.

**Maritime Museum**  
Zero recommended  
**Motion to approve staff recommendation**  
M/S/C (Samir Tuma/Mike Staudenmayer/12-0-0)



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**COMMITTEE: Marketing**  
**MEETING DATE: Nov 29, 2016**  
**BOARD MEMBERS PRESENT: Brett Williams**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to JT: Send minutes from previous marketing cooperative meetings and schedule a meeting with Carlynne Fajkos.

**MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Williams/Moore) (7/0) to approve the agenda with the addition of a discussion on appointment of Marketing Cooperative seat under item F.
- 4.1 M/S/C (Cordell/Jackson) (6/0/1 – Brandt abstained) to approve the meeting minutes from October 25, 2016.

**BOARD APPROVAL/DIRECTION REQUESTED:**

- 7.2 M/S/C (Jackson/Cordell) (8/0) to appoint Carlynne Fajkos as new Marketing Cooperative member.

**BUSINESS ASSOCIATION AND CHAMBER COLLABERATIVE**  
**Thursday, November 10, 2016, 3:00pm**  
**Tahoe City Visitor Center**  
**MEETING BRIEFS**

**In Attendance:**

Committee In Attendance: Ava Hinojosa, Lisa Nigon, Stacie Lyans, Adam Wilson, Caroline Ross, Steve Lamb,  
 Others In Attendance: Connie Anderson, Melody Rebbeck, Amber Burke, JT Thompson, Sandy Evans Hall, Dawn Baffone

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED**

None

**MOTIONS MADE/VOTE:**

Motion for Agenda Amendments/Approval  
**M/S/C (Stacie Lyans/Adam Wilson/6-0-0)**

Motion to approve of the Meeting Minutes for Thursday, October 13, 2016  
**M/S/C (Stacie Lyans/Caroline Ross/6-0-0)**

Motion to approve the new Touch the Lake Campaign Scope of Work  
**M/S/C (Lisa Nigon, Stacie Lyans/6-0-0)**



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**FINANCE COMMITTEE**

Thursday, November 29, 2016 3:30 pm – 4:30 pm

NLTRA Conference Room

**BRIEFS**

**COMMITTEE MEMBERS IN ATTENDANCE:** Erin Casey, Ramona Cruz, Daniel Vick via telephone, Wally Auerbach via telephone

**COMMITTEE MEMBERS NOT PRESENT:** Mike Salmon, Eric Pilcher

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

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**Action Item 4:** QuickBooks A/R customer and A/P vendor reconciliation.

**Action Item 6:** Al to identify where the budget is for Traffic Management and confirm the amounts that are recorded on #5953 & #5955 are correct. Awaiting resolution with County.

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

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

**Action Item 15:** Sum of account 3300-11 and 3302 is different from the audited numbers. Al to look into and resolve

**Action Item 16:** Memo summarizing re-budgeting marketing reserve. \$12,000. Identify reduction in marketing reserve to be utilized for 16/17 by NLTRA. Take a look when we reforecast.

**Action Item 17:** On the P & L - Account 5953 shows a refund from CHP for expenses that were paid to them in 15/16. After discussion, it should be paid back to the County.

**Action Item 18:** Include full annual budget going forward. May not happen this next month but would be good to see.

**Action Item 19:** Depending on the marketing reserve, if there is excess that would stay with the Resort Association but needs to be re-budgeted somewhere in marketing. It would be re-purposed within marketing and accounted for. Daniel and Al to decide what action to take.

**MOTIONS MADE/VOTE:**

**Item C.** Motion to Approve Agenda/Amendments.

**M/S/C (Erin Casey/Ramona Cruz) (2-0-0)**

**Item D.** Motion to Approve October 27, 2016 Finance Committee Meeting Minutes.

**M/S/C M/S/C (Erin Casey/Ramona Cruz) (2-0-0)**

**Item F.** Motion to Approve October 2016 Financial Statements.

**M/S/C (Erin Casey/Ramona Cruz) (2-0-0)**

**Item H.** Motion to Approve CEO Expenses for October 2016.

**M/S/C (Ramona Cruz/ Erin Casey) (2-0-0)**



December 7, 2018

**Subject: Approval of Project Funding Agreements (Contracts)**

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

**Staff Recommendation:**

- The NLTRA Board approves the ten attached Memorandums of Agreement for Use of Placer County TOT funding for approved Capital Investment maintenance projects as listed.
- These projects and funding have previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Board of Supervisors and/or the County Executive Office.
- Upon approval, the Memorandums of Agreement will be forwarded to the County, as well as remain on file at NLTRA.
- Staff will continue to bring additional funding agreements/contracts to the Board for future approved projects until such time that Placer County begins preparing these documents for projects approved for funding available as of July 1, 2017.

**Attached Memorandums of Agreement:**

Project	Funding	NLTRA & CEO Approval
9.a. TCDA Gateway Holiday Lighting Maint.	\$ 10,000	11/02/2016
9.b. TCPUD Truckee River Trail Maintenance	\$ 15,000	11/02/2016
9.c. TCPUD Winter Trail Snow Removal	\$ 55,000	11/02/2016
9.d. SVPSD Winter Trail Snow Removal	\$ 70,000	11/02/2016
<b>NLTRA &amp; BOS Approval</b>		
9.e. PCDPWF SV Bike Trail Rehab Phase 2	\$246,500	03/08/2016
9.f. PCDPWF TART Bus Shelter	\$ 65,000	03/08/2016
9.g. PCDPWF TC Mobility Imp. Env. Docs.	\$300,000	03/08/2016
9.h. PCDPWF Truckee River Access Env. Docs.	\$500,000	03/08/2016
9.i. PCDPWF NT Shared-Use Trail Env. Docs.	\$150,000	03/08/2016
9.j. TCPUD Truckee River Trail Rehab Phase 2	\$576,000	03/08/2016





MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION, THE TAHOE CITY  
DOWNTOWN ASSOCIATION FOR USE OF PLACER COUNTY TOT FUNDS

This Memorandum of Agreement (Agreement) is entered into on date of signatures, by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Downtown Association (Grantee) regarding NLTRA's grant and Grantee's use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Gateway Holiday Lighting Project.

This Agreement confirms the Grantees' commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) submitted by Grantee to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

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

1. The NLTRA and Grantee desire to insure that certain improvements are made to complete The Project. Those improvements/services are set forth in the Project scope of work and milestones schedule (schedule) included in the Application approved by the NLTRA Board of Directors and the Placer County CEO on November 2, 2016. This approval provides TOT Maintenance Funding of up to \$10,000.
2. The Grantee agrees to complete the Project by February 28, 2016, (the Completion Date). For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the schedule, may be revised and/or extended by the NLTRA, in its sole discretion, upon written request by the Grantees. Such revision and/or extension shall not be unreasonably denied. Grantees shall report any necessary changes to the Completion Date, Project scope or schedule to the NLTRA prior to the expenditure of TOT funds for those changes.
3. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.

4. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
5. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
6. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must be submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
7. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.
8. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
9. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
10. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
11. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
12. When, in accordance with final plans and/or requirements for the Project, the Grantee install signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.

13. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
14. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at their sole expense. The Grantee also agree to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantees, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement.
15. Grantee and their Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
16. The Grantees agree that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
17. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantees relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

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

 11-22-16  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY ERNOS HALL


Title: PRESIDENT/CEO

Address: P.O. Box 5459

TAHOE CITY, CA 96145

Phone: (530) 581-8739

Email: SANDY@GOTAHOE.NORTH.COM

 11/22/16  
 Project Manager Date  
 Tahoe City Downtown Association

Contact & Mailing:

Name: Stacie Lyan S

Title: Executive Director, TCDA

Address: PO Box 6744

Tahoe City, CA 96145

Phone: (530) 583-3348

Email: Stacie@visittahoe-city.com





**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE TAHOE CITY  
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Public Utility District (Grantee) as of the date of signatures, regarding use of Placer County TOT monies to assist in funding of the 2016/17 Truckee River Trail Midway Erosion Maintenance Project. The purpose of this project is to arrest erosion on the steep slope and help prevent future erosion issues in this same location.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the TOT Funding Application (Application), report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion each winter season, including the return, if applicable, of any unspent funds. The final report will include an evaluation of the success project, including effectiveness of helping to prevent future erosion in this location.

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

1. The NLTRA and Grantee's desire to ensure certain actions are taken to guarantee completion of the 2016/17 project to arrest erosion on the Midway section of the Truckee River Trail. The project is outlined in the project scope of work and time schedule included in the Capital Investment/Transportation Funding Application (Attachment A) approved by the NLTRA Board of Directors and the Placer County CEO on November 2, 2016. This approval provides TOT Maintenance funds of up to \$15,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each consecutive or phased contract with the same entity when all such consecutive or phased contracts combined involve the expenditure of \$25,000 or more of TOT funds. The Grantee must provide NLTRA with documentation that it and its Contractors have

complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner. .
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.
11. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any



dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.

12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement.

18. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
19. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
20. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

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

 11-22-16  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY EVANS HALL


Title: PRESIDENT/CEO

Address: P.O. Box 5459

TAHOE CO., CA 96145

Phone: 581-8939

Email: SANDY@GOTAHOE NORTH.COM

 11/18/16  
 General Manager Date  
 Tahoe City Public Utility District

Contact & Mailing:

Name: CINDY GUSTAFSON

Title: GENERAL MANAGER

Address: P.O. Box 5249

TAHOE CITY, CA 96145

Phone: 580-6326

Email: CINDYG@TCPUD.ORG





**north lake tahoe**

Chamber | CVB | Resort Association

**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE TAHOE CITY  
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Public Utility District (Grantee) as of the date of signatures, regarding use of Placer County TOT monies to assist in funding of the 2016/17 Tahoe City Winter Pedestrian Trail Snow Removal Program. The purpose of the program is to perform the program for one year and to identify benefits and any shortcomings in the proposed snow removal concept that may affect long-term feasibility.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the TOT Funding Application (Application), report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion each winter season, including the return, if applicable, of any unspent funds. The final report will include an evaluation of the program, including effectiveness from a visitor's point of view, business improvements, safety, and technical issues, such as drainage and ice on the trail and identification of all funding sources if program is to continue.

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

1. The NLTRA and Grantee's desire to ensure that certain actions are taken to guarantee completion of the 2016/17 program to remove snow on portions of the West Shore, Lake Shore and North Shore bike Trails from Cathedral Drive to the South to the Northern most Lake Forest Drive to the North. The program is outlined in the project scope of work and time schedule included in the Capital Investment/Transportation Funding Application (Attachment A) approved by the NLTRA Board of Directors and the Placer County CEO on November 2, 2016. This approval provides TOT Maintenance funds of up to \$55,002 to Grantee for this purpose.
2. The Grantee agrees to complete the project by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each

contracts combined involve the expenditure of \$25,000 or more of TOT funds. The Grantee must provide NLTRA with documentation that it and its Contractors have complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner. .
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.

11. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon to payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's



18. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
19. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
20. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

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

  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY EVANS HALL


Title: PRESIDENT/CEO

Address: P.O. Box 5459

TAHOE CITY, CA 96145

Phone: 531-8939

Email: SANDY@GOTAHONORTH.COM

 11/18/16  
 General Manager Date  
 Tahoe City Public Utility District

Contact & Mailing:

Name: CINDY GUSTAFSON

Title: GENERAL MANAGER

Address: P.O. Box 5249

TAHOE CITY, CA 96145

Phone: 530-6326

Email: CINDYG@TCPUD.ORG





**MEMORANDUM OF AGREEMENT**  
**BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE SQUAW VALLEY**  
**PUBLIC SERVICE DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Squaw Valley Public Service District (Grantee) as of the date of signatures, regarding use of Placer County TOT monies to assist in funding of the 2016/17 Squaw Valley Winter Pedestrian Trail Snow Removal Program. The purpose of the program is to continue the program for one year and to continue identifying any shortcomings in the proposed snow removal concept that may affect long-term feasibility.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the TOT Funding Application (Application), report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion each winter season, including the return, if applicable, of any unspent funds. The final report will include an evaluation of the program, including effectiveness from a visitor's point of view, business improvements, safety, and technical issues, such as drainage and ice on the trail and identification of all funding sources if program is to continue.

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

1. The NLTRA and Grantee's desire to insure that certain actions are taken to insure completion of the 2016/17 program to remove snow on the Placer County-owned Squaw Valley multi-purpose trail. The program is outlined in the project scope of work and time schedule included in the Capital Investment/Transportation Funding Application (Attachment A) approved by the NLTRA Board of Directors and the Placer County CEO on November 2, 2016. This approval provides TOT Maintenance funds of up to \$70,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each consecutive or phased contract with the same entity when all such consecutive or phased

contracts combined involve the expenditure of \$25,000 or more of TOT funds. The Grantee must provide NLTRA with documentation that it and its Contractors have complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner. .
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.

11. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon to payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's



liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement.

18. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
19. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
20. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

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

 11/30/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

 11/29/16  
 General Manager Date  
 Squaw Valley Public Service District

Contact & Mailing:

Name: SANDY EVANS HALL

Title: PRESIDENT/CEO

Address: P.O. Box 5459

TAHOE CITY, CA 96145

Phone: (530) 581-8739

Email: SANDY@GOTAHOE.NORTH.COM

Contact & Mailing:

Name: Mike Geary

Title: General Manager

Address: PO Box 2026

Olympic Valley, CA 96146-2026

Phone: 530-583-4692

Email: mgeary@svpsd.org





MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF PUBLIC WORKS AND FACILITIES FOR USE OF PLACER  
COUNTY TOT FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public works and Facilities-Parks Division (Grantee) regarding use of Placer County TOT monies to assist in funding the Squaw Valley Bike Trail and Staging Area Rehabilitation (Project #NLT INF 013000).

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Squaw Valley Bike Trail and Staging Area Rehabilitation. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$246,500 to Grantee for the second year (16/17), of the project funding, which when combined with the initial first year (15/16) approved request, on March 10, 2015, of \$246,500, totals \$493,000 for the purpose of completing this project.
2. The Grantee agrees to complete the project improvements by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program

is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project



completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of

Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

 11/22/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Sandy Evans Hall  
 President/CEO  
 P.O. Box 5459  
 Tahoe City, CA 96145  
 (530) 581-8739  
 Sandy@GoTahoeNorth.com

 11/4/2016  
 Project Manager (Grantee) Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
 Assistant Director  
 Placer County Department of  
 Public Works and Facilities  
 P.O. Box 336  
 Kings Beach, CA 96143  
 (530) 581-6230  
 pkraatz@placer.ca.gov



**north lake tahoe**

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MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF PUBLIC WORKS AND FACILITIES FOR USE OF TOT  
INFRASTRUCTURE FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Department of Public Works and Facilities (Grantee) regarding use of Placer County TOT monies to assist in funding one new bus shelter in North Lake Tahoe (Project #NLT INF 028000).

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete one new bus shelter in North Lake Tahoe. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$65,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements environmental document by July 31, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program

is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project



completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of

Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

 11/22/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Sandy Evans Hall  
 President/CEO  
 P.O. Box 5459  
 Tahoe City, CA 96145  
 (530) 581-8739  
 Sandy@GoTahoeNorth.com

 11/4/2016  
 Project Manager (Grantee) Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
 Assistant Director  
 Placer County Department of  
 Public Works and Facilities  
 P.O. Box 336  
 Kings Beach, CA 96143  
 (530) 581-6230  
 pkraatz@placer.ca.gov



MEMORANDUM OF AGREEMENT  
 BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
 COUNTY DEPARTMENT OF PUBLIC WORKS AND FACILITIES FOR USE OF PLACER  
 COUNTY TOT FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public Works and Facilities (Grantee) regarding use of Placer County TOT monies to assist in funding the Tahoe City Mobility Improvements Environmental Document (Project #NLT INF 026000).

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Tahoe City Mobility Improvements Environmental Document. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$300,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements environmental document by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process

includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.



14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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



President/CEO

North Lake Tahoe Resort Association

11-22-16

Date



Project Manager (Grantee)

Date

11/4/2016

Contact & Mailing:

Sandy Evans Hall  
President/CEO  
P.O. Box 5459  
Tahoe City, CA 96145  
(530) 581-8739  
Sandy@GoTahoeNorth.com

Contact & Mailing:

Peter R. Kraatz, P.E.  
Assistant Director  
Placer County Department of  
Public Works and Facilities  
P.O. Box 336  
Kings Beach, CA 96143  
(530) 581-6230  
pkraatz@placer.ca.gov



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**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF PUBLIC WORKS AND FACILITIES FOR USE OF TOT  
INFRASTRUCTURE FUNDS**

This Memorandum of Agreement (Agreement) is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public Works and Facilities (Grantee) regarding use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Truckee River Corridor Access Trail Environmental Document (Project #NLT INF 038000).

This Agreement confirms the Grantee's commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) submitted by Grantee to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Tahoe City Parking Facilities Project Plan. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$500,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by July 31, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.

4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.
5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of



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

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this

agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

  
 President/CEO  
 North Lake Tahoe Resort Association  
 11-22-16 Date

Contact & Mailing:

Sandy Evans Hall  
 President/CEO  
 P.O. Box 5459  
 Tahoe City, CA 96145  
 (530) 581-8739  
 Sandy@GoTahoeNorth.com

  
 Project Manager (Grantee)  
 11/4/2016 Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
 Assistant Director  
 Placer County Department of  
 Public Works and Facilities  
 P.O. Box 336  
 Kings Beach, CA 96143  
 (530) 581-6230  
 pkraatz@placer.ca.gov



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**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF PUBLIC WORKS AND FACILITIES FOR USE OF PLACER  
COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public Works and Facilities (Grantee) regarding use of Placer County TOT monies to assist in funding the North Tahoe Shared-Use Trail Environmental Document (Project #NLT INF 035000).

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the North Tahoe Shared-Use Trail Environmental Document. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 8, 2016. This approval provides funding of up to \$150,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements environmental document by July 31, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process

includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project



completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of

Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

 11/22/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Sandy Evans Hall  
 President/CEO  
 P.O. Box 5459  
 Tahoe City, CA 96145  
 (530) 581-8739  
 Sandy@GoTahoeNorth.com

 11/4/2016  
 Project Manager (Grantee) Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
 Assistant Director  
 Placer County Department of  
 Public Works and Facilities  
 P.O. Box 336  
 Kings Beach, CA 96143  
 (530) 581-6230  
 pkraatz@placer.ca.gov



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**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE TAHOE CITY  
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement (Agreement) is entered into on November 15, 2016, by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Public Utility District (Grantee) regarding Phase II of the NLTRA/Placer grant and Grantee's use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Truckee River Trail Restoration and Rehabilitation (Project #NLT INF 012000).

This Agreement confirms the Grantee's commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) originally submitted by Grantee to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

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

1. The NLTRA and Grantee desire to ensure that certain improvements are made to complete The Project. Those improvements/services are set forth in the Project scope of work and milestones schedule (schedule) included in the Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015, and, again on March 8, 2016. These approvals provide Phase I funding of up to \$433,859 of TOT to Grantee for the first year (15/16), and Phase II funding of up to \$576,000 for the second year (16/17), with anticipation of an additional Phase III request for \$614,500 in FY 17/18 for this purpose. It is understood that the NLTRA Board has recommended the future fiscal year funding, which must still receive final approval by the Board of Supervisors each year,
2. The Grantee agrees to complete the Project by October 31, 2018, (the Completion Date), if funds are approved. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the schedule, may be revised and/or extended by the NLTRA, in its sole discretion, upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied. Grantee shall report any necessary changes to the Completion Date, Project scope or schedule to the NLTRA prior to the expenditure of TOT funds for those changes.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each



consecutive or phased contract with the same entity when all such consecutive or phased contracts combined involve the expenditure of \$25,000 or more of TOT funds. The Grantee must provide NLTRA with documentation that it and its Contractors have complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner. .
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.



11. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's

liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement.

18. Prior to performing any work on the Project and during the term of this Agreement, the Grantee, and its Contractors, shall procure and maintain, the following types and amounts of insurance with insurance carriers rated Best's Class A or better:
  - 1) Worker's Compensation and Employer's Liability Insurance as required by any applicable law or regulation, not less than \$1,000,000 per accident for injury.
  - 2) Comprehensive General Liability not less than \$1,000,000 each occurrence.
  - 3) Automobile Liability Insurance not less than \$1,000,000 for each occurrence.
  - 4) Professional Liability Insurance (Errors and Omissions) \$1,000,000.

The Grantee may satisfy the insurance requirements set forth above through self-insurance acceptable to NLTRA. All insurance policies or contracts for self-insurance shall be endorsed to name NLTRA and Placer County, and their appointed and elected officials, employees and agents as additional insured. The Grantee shall provide NLTRA a copy of all insurance policies, contracts for self-insurance and endorsements thereto prior to performing any work pursuant to this Agreement. All costs of complying with these insurance requirements shall be included in Grantee's fee(s), shall not be considered a "reimbursable" expense under any circumstances and Grantee shall not be entitled to any additional payment therefore.

19. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
20. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
21. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

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

 11/22/16  
 President/CEO Date  
 North Lake Tahoe Resort Association

 11/23/16  
 General Manager Date  
 Tahoe City Public Utility District

Contact & Mailing:

Name: SANDY EVANS HALL  
 Title: PRESIDENT/CEO  
 Address: P.O. BOX 5459  
TAHOE CITY, CA 96145  
 Phone: (530) 581-8739  
 Email: SANDY@GOTAHENORTH.COM

Contact & Mailing:

Name: CINDY GUSTAFSON  
 Title: GENERAL MANAGER  
 Address: P.O. BOX 5249  
TAHOE CITY, CA 96145  
 Phone: 530-580-6326  
 Email: CINDYG@TCPUD.ORG

**Staff Report for Board**

**Subject:** Officer Ballot

**From:** Sandy Evans Hall – December 7, 2016

**Decision Considerations:**

- Attached is a ballot for officers for the 2017 calendar year.
- Each of these people has agreed to serve in this capacity.
- If there are no other nominations from the Board, this slate of officers can be approved with a single motion
- If there are additional nominations, each board member will write in the nominee and then vote for the officers of their choice. Ballots will be counted immediately following and the elected officers will be announced.

**Staff Recommendation:** Review and abide by the process above to select the officers for the 2017 calendar year.





## 2016-17 Officer Ballot

Chair:

\_\_\_\_ Adam Wilson

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Vice Chair:

\_\_\_\_ Samir Tuma

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Treasurer:

\_\_\_\_ Christy Beck

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Secretary:

\_\_\_\_ Brett Williams

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## 2017 Finance Committee

Name	Business/Agency	New or Returning	Term End Year
Christy Beck	The Village at Squaw Valley	New	2017
Ramona Cruz	CFO TCPUD	Returning	2017
David Brown	David Brown CPA	New	2017
Frank Mooney	Frank Mooney CPA	New	2017
Eric Pilcher	Moe's BBQ	Returning	2017
Monty Waugh	Squaw Valley Ski Holdings	Tentative	2017



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## 2017 Marketing Committee

Name	Business/Agency	New or Returning	Term End Year
Christine Horvath	Squaw Valley Ski Holdings	Returning	2019
Terra Calegari	Resort at Squaw Creek	New	2019
Judith Klein	Tahoe Luxury Properties	New	2019
Becky Moore	Squaw Valley Lodge	Returning	2018
Todd Jackson	Big Blue Adventures	Returning	2018
Eric T. Brant	Destination Media Solutions	Returning	2018
Gregg Gibboney	Notched	Returning	2017
Marguerite Sprague	Tahoe Public Arts	Returning	2017
Carlynnne Fajkos	Northstar California Resort	Returning	2017



**2017 Cooperative Marketing Committee**

Name	Business/Agency	New or Returning	Term End Year
Brett Williams	Agate Bay Realty	Returning	1 year
Christine Horvath	Squaw Valley Ski Holdings	Returning	1 year
Sandy Evans Hall	North Lake Tahoe Resort Association	Returning	1 year
Carlynnne Fajkos	Northstar California Resort	New	1 year





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## 2017 Lodging Committee

Name	Business/Agency	New or Returning	Term End Year
Alex Mourelatos	Mourelatos Lakeshore Resort	Returning	
Amy Decko	PlumpJack Squaw Valley Inn	Returning	
Cynthia Braga	Tahoe Getaways	New	
Kay Williams	Granlibakken Resort Tahoe	Returning	
Debbie Milani	Stay In Lake Tahoe	Returning	
Jill Schott	Tahoe Moon Properties	Returning	
Suzie Dundas	Hyatt Regency, Lake Tahoe	Returning	



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## 2017 BACC Committee

Name	Business/Agency	New or Returning	Term End Year
Caroline Ross	Squaw Valley Business Association	Returning	2017
Stephen Lamb	PlumpJack Inn	Returning	2017
Stacie Lyons	Tahoe City Downtown Association	Returning	2017
Rob Weston	West Shore Association	Returning	2017
Lisa Nigon	West Shore Café	Returning	2017
Brad Perry	Incline Community Business Association	Returning	2017
Ava Hinojosa	ICVBVB	New	2017
Amy Kylberg	Northstar California	Returning	2017
Joy Doyle	North Tahoe Business Association	Returning	2017
Erin Casey	Placer County Representative	Returning	2017



## 2017 Capital Investment/Transportation Committee

Name	Business/Agency	New or Returning	Term End Year
<b>John Bergmann</b>	Owner, Printart Graphics At-Large	Returning	2017
<b>John Pang</b>	Fire Chief, Meeks Bay Fire-Ret. At-Large	Returning	2017
<b>Rob Kronkhyte</b>	Trans. Manager, Squaw Valley At-Large	Returning	2017
<b>Wyatt Ogilvy</b>	Land Planner, Ogilvy Consulting At-Large	Returning	2018
<b>Adrian Tieslau</b>	Engineer, Tieslau Consulting At-Large	Returning	2018
<b>Sue Rae Irelan</b>	Environmental Planner At-Large	New	2018
<b>Jaime Wright</b>	Executive Director, TNTTMA TNTTMA	Returning	2018
<b>Tony Karwowski</b>	Dir. Base Operations, Northstar TNTTMA	Returning	2017
<b>Dan Wilkins</b>	Director, Truckee Public Works Special Dist.	Returning	2018
<b>Mike Stoudenmayer</b>	Gen. Manager, Northstar CSD Special Dist.	Returning	2017
<b>Brian Stewart</b>	Engineer, DPW Tahoe Design PC DPW	Returning	2018
<b>Will Garner</b>	Director, PC Transportation TART	Returning	2017
<b>Erin Casey*</b>	Senior Manag. Specialist, Tahoe PC CEO	New	2018
	NLTRA Board	New	2017
	NLTRA Board	New	2017

\*Alternate in 2016

Up to 16 members:

- 6 At-Large
- 2 TNTTMA
- 2 Special Districts
- 1 Placer Dept. of Public Works
- 1 Placer TART
- 1 Placer CEO
- 3 (up to) NLTRA Board Members



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December 7, 2016

**Subject: Discussion and Possible Approval of FY 2016/17 Capital Project TOT Funding Requests (Motion)**

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

**Staff Request:**

- That the NLTRA Board approve and recommend to the Placer County Board of Supervisors the project selection, the level of funding, and the timing of funding that can be supported by anticipated TOT funds as recommended by the CI/T Committee and staff.

**Background Information:**

**Summation of CI/T Committee Presentations, Discussion, and Recommendations at its October 24<sup>th</sup> and November 14<sup>th</sup> Meetings:**

- The Capital Investment/Transportation Committee request presentation meeting commenced Monday, October 24<sup>th</sup>, at the Tahoe City Public Utility District, and adjourned at 5:20 pm.
- Sixteen projects were presented requesting TOT funding to be available starting July 1, 2017.
- The total TOT funding being requested was approximately \$1.79 million.
- Total TOT funding available is \$1.51 million.
- During and at the conclusion of the presentations, some questions and direction to staff occurred but no decisions were made by the Committee.
- Committee recommended staff and applicants further evaluate all applications using the project guidelines and criteria.
- After discussions with applicants, staff brought suggestions and recommendations to the November 14<sup>th</sup> CIT meeting for final discussion and recommendation of project funding.
- All applicants were encouraged to attend the November 14<sup>th</sup> meeting and participate in the discussion, as appropriate.
- It was recommended that each Committee member follows the NLTRA Board policy to state any personal conflict of interest, perceived or otherwise, prior to the start of a project or issue discussion.
- The remainder of the Committee would determine whether the conflicted member should or should not partake in the discussion. Regardless, the member should not take part in any decision making vote on the issue in question.



### Decision Considerations:

- After thoroughly discussing staff recommendations, the CI/T recommended the attached Capital Projects TOT Funding Applications Matrix with funding as proposed, which totals \$1,456,842.
- Once again, the funding requests have exceeded the available TOT for new project allocation, but by a far less amount than that of the previous year.
- This has resulted in Committee members and staff further evaluating the projects using the Master Plan, project guidelines and criteria, and available TOT new project funding.
- To stay within the available TOT funding, only 11 projects are recommended to receive full request, 3 projects are recommended for reduced funding from the amount requested, and 2 projects are not recommended for 16/17 funding:
  - Kings Beach Roundabout Art (full)
  - Historic Schilling Ski Lodge Development Planning (reduced)
  - 1960 Winter Olympic Ski Museum Planning (full)
  - Martis Valley/Northstar Trail Project (full)
  - NLT Mountain Bike Trail Wayfinding Signage (full)
  - Bike and Transit User Website Upgrade (full)
  - Bike Trail Software for Visitor Displays (full)
  - Historic Donner Summit Gateway Visitor Kiosk (full)
  - Northstar Directional Exit Sign (reduced)
  - Northstar Programmable Message Boards (reduced)
  - Memorial Overland Emigrant Trail (full)
  - Kings Beach Roundabout at Hwy SR 267 (full)
  - Northstar TART Passenger Shelter (full)
  - Speedboat Beach Public Access Improvement Plan (full)
  - Maritime Museum Campus Planning (no 16/17 funding recommendation)
  - Northstar Water Bottle Fill Stations, (no 16/17 funding recommendation)
- These projects total \$1,456,842 of the approximate \$1,519,458 of available TOT. Full applications which were made available to all Committee members and applicants, are not included in this packet. This packet contains only the TOT Funding Applications Matrix and the Project Summary/Recommendation Sheets.
- In recommending the projects, not all project votes were the same, as there were a few negative votes, several abstentions, and a few recuses for possible reasons of conflicts.
- Comments and votes directed toward specific projects are included on the Matrix and on the attached Individual project Summary /Recommendation Sheets.
- The process now continues to the NLTRA Board for approval and recommendation during December/January, with formal grant approval from the Board of Supervisors during the February/March, 2016, time period.
- Starting with the Board of Supervisors approval of the 2016/17 funding requests, the successful applicants (grantees) will enter into a contract with Placer County, and not the NLTRA, for the expenditure of the TOT funds.
- As has been the requirement, all grantees will adhere to Placer County procurement policy for the contracting or purchase of any qualifying services or goods.
- For approved Funding requests, TOT funds will be available as of July 1, 2017 and cannot be invoiced for work done prior to final approval by the Placer County Board of Supervisors. Initial invoicing of approved TOT funds must occur in FY 17/18.

### Attachments:

- CIT 16/17 Capital Projects Funding Application Matrix
- CI/T 16/17 Capital Projects Funding Application Individual Summary Sheets
- CI/T 16/17 Capital Investment/Transportation/Budget Summary

## TOT FUNDING APPLICATIONS MATRIX

December 7, 2016

Project Type/Name	Applicant	Total Project Cost	Matching Funding	TOT Requested Amount for FY 2016/17	Recommended Amount for FY 2016/17	Committee Recommends Staff
Kings Beach Roundabout Art	TPA	\$ 405,500	\$ 180,500	\$75,000	\$75,000	(10/0/0)
Historic Schilling Ski Lodge Planning	TCCSEA	\$ 224,000	\$ 98,450	\$194,197	\$125,550	(10/0/0)
1960 Winter Olympic Ski Museum Planning	SVSMF	\$ 250,000	\$ 125,000	\$125,000	\$125,000	(11/0/1)
Martis Valley/Northstar Trail	NCSD	\$11-13 Million	\$4.12 Million	\$250,000	\$250,000	(11/0/0)
NLT Mountain Bike Trail Wayfinding Signage	TAMBA	\$ 23,745	\$ 7,000	\$14,092	\$14,092	(12/0/0)
Bike and Transit User Website Upgrade	TNTTMA	\$ 30,000	\$ -	\$30,000	\$30,000	(10/0/2)
Bike Trail Software for Visitor Displays	UC DAVIS	\$ 41,788	\$ 14,008	\$27,700	\$27,700	(7/5/0)
Historic Donner Summit Gateway Vis Kiosk	D S Legacy	\$ 68,099	\$ 15,099	\$53,000	\$53,000	(12/0/0)
Northstar Directional Exit Sign	Trimont Co.	\$ 20,000	\$ -	\$65,000	\$20,000	(9/1/0)
Northstar Programmable Message Boards	Trimont Co.	\$ 102,923	\$ 51,500	\$72,643	\$51,500	(8/2/1)
Memorial Overland Emigrant Trail	PC DPWF	\$ 951,550	\$ 701,550	\$250,000	\$250,000	(9/0/3)
Kings Beach Roundabout at Hwy SR 267	PC DPWF	\$ 750,000	\$ 650,000	\$100,000	\$100,000	(9/0/3)
One TART Passenger Shelter in Northstar	PC DPWF	\$ 60,000	\$ -	\$60,000	\$60,000	(9/0/3)
Speedboat Beach Access Improvement Project	PC DPWF	\$ 637,000	\$ 362,000	\$275,000	\$275,000	(9/0/3)
Maritime Museum Campus Planning	Tahoe MM	\$15 Million	\$ 897,754	\$125,000	\$0	(12/0/0)*
Northstar Water Bottle Fill Stations	Trimont Co.	\$ 98,610		\$73,610	\$0	(11/0/0)
NEW APPLICATIONS LIST 2016/17 FY Total:		\$ 3,564,605	\$ 3,102,861	\$1,716,632	\$1,456,842	\$ 1,456,842

Contingent on Caltrans Encroachment Permit Ogilvy, Tieslau recused, Contingencies

Casey abstained, Contingency

Stoudenmayer recused

Wright, Garner abstained  
Stoudenmayer, Karwowski, Stewart, Garner,  
Kronkhyte No; need more informationWilkins No; Karwowski recused;  
Tuma, Stewart No; Casey Abst; Karwowski  
recused; Northstar logo on sign

Casey, Stewart, Garner abstained

Casey, Stewart, Garner abstained

Casey, Stewart, Garner abstained

Casey, Stewart, Garner abstained

Casey, Stewart, Garner abstained

\* Motion to reconsider at future C/I/T meeting

Karwowski recused

APPROXIMATE TOT FUNDING AVAILABLE FOR NEW APPLICATIONS \$1,519,458

RECOMMENDED 16/17 NEW PROJECT FUNDING REQUESTS 1,456,842

REMAINING UNDESIGNATED 16/17 BALANCE \$62,616



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Northstar Water Bottle Fill Stations**

- Applicants Score: 75
- TOT Request: \$73,610
- Total Cost: \$98,610
- Matching Funds: \$25,000 (labor)

**Project Description:** Purchase and Place 10 water bottle fill stations in Northstar Village.

**Project Applicant:** Trimont Land Co. DBA Northstar California

**Staff Comments & Recommendation**

- Staff Score: 60
- Recommend: No TOT Funding
- Recommendation is to not fund this request as the limited TOT funding available would be better spent on other visitor infrastructure improvement projects that are more responsive to the criteria of the Tourism Master Plan.
- While this is an environmental improvement project, it does not compete favorably with other TOT project requests

**CI/T Committee Recommendation**

- Agreed with Staff recommendation of no funding. (0/11/0) Karwowski recused  
Not the best use for TOT funding.





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**CAPITAL INVESTMENT PROJECT/PROGAM**

## **PROJECT INFORMATION**

### **Historic Schilling Ski Lodge Development Planning**

- Applicants Score: 90
- TOT Request Planning Phase \$134,280
- Total Cost for Planning Phase : \$194,197
- Total Project Cost: not listed
- Matching Funds: \$50,992 TCCSEA to date

**Phase Development** – Design Process, Construction Documents, Improvement Plan, and Permitting Submittals for adaptive re-use of historic West Shore Schilling Lodge for use as Tahoe X-Country Ski Area Visitor Lodge

**Applicant:** Tahoe Cross Country Ski Education Association–501(c) 3

### **Staff Comments and Recommendation:**

- Staff Score: 105
- Recommend: \$125,550
- Other Funding \$956,992 Secured Donor donation and TCCSEA match.
- Promotion of Nordic Skiing and facilities is a Tier 1 Master Plan priority.
- If approved, funding is not available until July 1, 2017 and work that is invoiced must have been performed after final approval of funding request
- Approved funding will be available contingent upon documented community support and acceptable location for the facility.
- This amount of public funding may require Request for Qualifications or other procurement process for determining consultants as defined in Placer contract.
- Placer County TOT funds cannot be used to pay Placer County Services. (Permitting).
- See attached revised application sheets.

### **CI/T Committee Recommendation:**

- **Agreed with Staff Request (8/0/0) Ogilvy and Tieslau recused**
  1. Contingent upon community support of acceptable location.
  2. Approval of TCCSEA selected site by Tahoe City Public Utility District.





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CAPITAL INVESTMENT PROJECT/PROGRAM**

**PROJECT INFORMATION**

**Olympic Ski Museum Planning**

- Applicants Score: 110
- TOT Request Phase I, II, III: \$125,000
- Total Cost Phase I, II, III: \$250,000
- Matching Funds: \$125,000
- 

**Phase I, II, III:** Complete Planning, Permitting, Environmental Review, and Business Plan necessary to break ground for the Museum Building

**Applicant:** Squaw Valley Ski Museum Foundation–501(c) 3

**Staff Comments and Recommendation:**

- Staff Score: 110
- Recommend: \$125,000
- Project is strong support of Tier 2 Priority in Tourism Master Plan.
- Previous completion of site alternative studies and concept plan was necessary before any additional TOT requests could be made.
- If approved, funding will not be available until July 1, 2017, and no work can be invoiced that is done before that date.
- If approved, the TOT funding will be contingent upon the County, on behalf of the SVSMF, successfully finalizing the mutual project site understanding in concurrence with the Forest Service.
- Deliverables and Timelines are delineated in Application.
- Placer TOT funds cannot be used to pay for Placer services/permits.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request (9/0/1) Casey abstained**
  1. Contingent upon the County, on behalf of the SVSMF, successfully finalizing the mutual project site understanding in concurrence with the Forest Service.



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Martis Valley/Northstar Trail Project**

- Applicants Score: 130
- TOT Request: \$250,000
- Total Cost Remaining: \$10-13 Million
- Matching Funds Remaining: \$4.12 Million--NCSD, Placer County, State and Federal Transportation & Recreation Sources

**Project Description:** Design and Construction of Trail Segments 1B-2, 3A, and 3F

**Applicant:** Northstar Community Services District

**Staff Comments and Recommendation:**

- Staff Score: 130
- Recommend: \$250,000
- Major link in the Resort Triangle Class 1 Trail System (Tier 1 & 2 Master Plan)
- Construction is underway. Need to keep going.
- If approved, TOT funding will be expended in 2017/18.

**CI/T Committee Recommendation:**

- Agreed with Staff Request (9/0/0) Stoudenmayer recused



**The North Lake Tahoe Resort Association**  
**CAPITAL INVESTMENT PROJECT/PROGAM**

## PROJECT INFORMATION

### NLT Mountain Bike Trail Wayfinding

- Applicants Score: 120
- TOT Request: \$14,092
- Total Cost: \$23,745

**Project Description:** Identification of Dirt Trails, placement of Wayfinding Signage, select kiosks, and development of trail info materials

**Applicant:** Tahoe Area Mountain Bike Association, 501(c)3, in partnership with USFS

#### Staff Comments:

- Staff Score: 120
- Recommend: \$14,092
- Other Funds: \$ 7,000 (USFS & TAMBA)
- Tier 1 Priority in Tourism Master Plan
- TAMBA has experience in completing similar projects.
- Deliverables and schedule included, with funding to be used in 17/18.
- Signage to follow Wayfinding Signage Design Guidelines Manual.
- TAMBA to review wayfinding facilities plan with CI/T prior to installation.

#### CI/T Committee Recommendation:

- Agreed with Staff Request (12/0/0)



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Bike and Transit User Website Upgrade**

- Applicants Score: 105
- TOT Request: \$30,000
- Total Cost: \$30,000
- Matching Funds: None at this time

**Project Description:** Website Upgrade integrating an interactive map highlighting all TART routes and the North Lake Tahoe paved trail network

**Applicant:** Truckee North Tahoe Transportation management Association

**Staff Comments:**

- Staff Score: 105
- Recommend: Up to \$30,000
- Tier 1 Priority in Tourism Master Plan with trail and transit improvements
- TNTTMA provides transportation management services including marketing and visitor website for Placer County and North Lake Tahoe.
- TNTTMA is funded with TOT recommended by NLTRA to Board of Supervisors
- Current website is outdated and slow to use.
- Site needs to be upgraded to be more mobile-friendly that offers interactive experience visitors expect.
- Will require future annual TMA marketing funding for site maintenance.

**CI/T Committee Recommendation:**

- Agreed with Staff Request (10/0/2) Wright and Garner abstained





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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Bike Software for Visitor Displays**

- Applicants Score: 120
- TOT Request: \$27,700
- Total Cost: \$41,788
- Matching Funds: \$14,088

**Project Description:** Expansion of Lake Tahoe Conditions Visitor Interactive Displays to include hiking and biking trail information.

**Project Applicant:** UC Davis Tahoe Environmental Research Center

**Staff Comments:**

- Staff Score: 120
- Recommend: Up to \$27,700 (Applicant agrees)
- Other Funding: \$14,088
- Tier 1 and Tier 2 Priorities in the Tourism Master Plan
- Previous completion of Lake Tahoe Water Conditions Visitor Interactive Displays now in the North Tahoe Visitor Information Center, the Tahoe Maritime Museum, and other North Lake Tahoe facilities
- This software will enhance the same displays allowing Visitors to also explore trails and hiking/biking conditions in current time for determining daily activities.
- Competitive procurement process or sole source justification will be required
- Scheduled completion date shown as Summer, 2017.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request (7/5/0) No: Stoudenmayer, Karwowski, Stewart, Wright, Kronkhyte.**
  1. Not a clear understanding of how this software would be applied.
  2. Who would benefit from info and in what way.
  3. Does it provide real time information.
  4. Available only at exhibits in visitor access locations?
  5. Heather Segale, UC Davis will be at Board meeting.



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CAPITAL INVESTMENT PROJECT/PROGRAM**

## **PROJECT INFORMATION**

### **Historic Donner Summit Gateway Visitor Kiosk**

- Applicants Score: 109
- TOT Request Phase II: \$53,000
- Total Cost Phase II: \$68,099 (\$100,000 including in kind)
- Matching Funds: \$15,099 (and approx., \$31,900 in kind)

**Phase II:** Construction of Historic Donner Summit Welcome Sign & Visitor Kiosk

**Applicant:** Donner Summit Legacy –501(c) 3

### **Staff Comments & Recommendation:**

- Staff Score: 110
- Recommend: Up to \$53,000
- Other Funding: \$15,099 (secured)
- Project is a Tier 1 and 2 Priority in Tourism Master Plan
- Previous completion of \$10,000 project Phase I (Planning and Design) funded with \$6,000 TOT funding
- Phase II fund request was anticipated pending successful completion of Phase I.
- TOT funding available July 1, 2017 and invoices can only be submitted for work done after that time.
- Procurement/bid process must be utilized according to County contract for funds.
- Maintenance & Operation funds necessary and will be provided by businesses.

### **CI/T Committee Recommendation:**

- **Agreed with Staff Request (12/0/0)**



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Northstar Directional Exit Sign—Northstar Drive at Hwy 267**

- Applicants Score: 30
- TOT Request: \$65,000
- Total Cost: \$65,000
- Matching Funds: None

**Project Description:** Design and install an exit sign on or before SR 267 to provide wayfinding to Kings Beach and Truckee when leaving Northstar.

**Project Applicant:** Trimont Land Co. DBA Northstar California

**Staff Comments:**

- Staff Score: 90
- Recommend: Up to \$20,000 (Contingent Upon Caltrans Approval of Location)
- Other Funding: None required
- Tourism Master Plan Visitor Information Tier 1 and Wayfinding Tier 2 Priorities
- Directional Sign at bottom of Northstar Drive will benefit current traffic congestion
- Sign should conform to Placer County Wayfinding Design Guidelines Manual or use Caltrans specifications.
- Funding amount recommended per Design Guidelines and Caltrans permit.
- See attached comments from Caltrans.
- Maintenance & Operation funds necessary and will be provided by the grantee.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request (9/1/1) Wilkins No; Stewart Abstain; Karwowski recuse.**
  1. No vote was that Caltrans should provide.
  2. Conform to Wayfinding Design Guidelines or Caltrans standards.
  3. Contingent upon Caltrans approval if in right-of-way.





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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Northstar Programmable Message Boards**

- Applicants Score: 90
- TOT Request: \$72,643
- Total Cost: \$102,923
- Matching Funds: \$30,000 (Vail Resorts) for portable board

**Project Description:** Design and install a permanent wayfinding message board at the entrance roundabout and the purchase of a second portable message board that could be relocated as traffic situations may require.

**Project Applicant:** Trimont Land Co. DBA Northstar California

**Staff Comments and Recommendation:**

- Staff Score: 90
- Recommend: Up to \$51,500
- Project scores as a Tier 2 Priority in Tourism Master Plan
- Project will provide visitor wayfinding and other changeable visitor and community information.
- Recommendation is to approve up to \$51,500 TOT with \$51,500 matching funds necessary from Trimont or others.
- The portable message board would be made available to other community events when not in use by Northstar.
- TOT funding, if approved, would require utilizing a procurement/bid process for hiring consultant/contractor as stated in the County contract providing the TOT funding.
- County TOT public funds cannot be used to pay for County services/permits.
- Maintenance & Operation funds necessary and will be provided by the grantee as stated in the application.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request \$51,500 (8/2/1) Tuma, Stewart No; Casey abstain.**
  1. No votes concerned about Northstar logo being on permanent message board.





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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Memorial Overland Emigrant Trail**

- Applicants Score: 130
- TOT Request: \$250,000
- Total Cost: \$951,550
- Matching Funds: \$701,550

**Project Description:** Re-create a section of the Overland Emigrant Trail between Donner State Park and Kingvale.

**Project Applicant:** Placer County Department of Public Works and Facilities

**Staff Comments:**

- Staff Score: 120
- Recommend: \$250,000
- Score based on Tier 1 and 2 priorities in Tourism Master Plan.
- Priority is not quite as high as trails to complete the Resort Triangle.
- Similar application was submitted last funding cycle .but funds were limited.
- If approved, TOT funding expenditures must be initiated in 17/18.
- Maintenance funding source must be identified.
- Provides funding to Donner Summit/Serene Lakes portion of Placer County.
- If approved, all TOT will be spent in Placer County.

**CI/T Committee Recommendation:**

- Agreed with Staff Request (9/0/3) Casey, Stewart, Garner abstain.



**The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM**

**PROJECT INFORMATION**

**Kings Beach Roundabout Hwy 267**

- Applicants Score: 130
- TOT Request: \$100,000
- Total Cost: \$750,000

**Project Description:** Convert Hwy 28 and Hwy 267 to a Roundabout. Preliminary Engineering portion,

**Project Applicant:** Placer County Department of Public Works and Facilities

**Staff Comments and Recommendation:**

- Staff Score: 130
- Recommend: \$100,000
- Other Funds: \$650,000 (Federal grant)
- Project meets the Tier 1 and Tier 2 Priorities in the Tourism Master Plan.
- Necessary Roundabout at Hwy 28/267 intersection as final phase of the Kings Beach Commercial Core Improvement Project.
- Funding will provide for Preliminary Engineering Phase of project which includes 30% design stage plans and an approved multiagency environmental document.
- Once preliminary engineering phase is complete, final design and construction funding will be pursued.
- Public meetings and a stakeholder group will be utilized for input and review of the project as it progresses.
- Procurement process will be required to determine consultants.

**CI/T Committee Recommendation:**

- Agreed with Staff Request (9/0/3) Casey, Stewart, Garner abstain



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**One TART Passenger Shelter in Northstar**

- Applicants Score: 90
- TOT Request: \$60,000
- Total Cost: \$60,000
- Matching Funds: None at this time

**Project Description:** Construct TART bus stop at the Northstar Bus Station in the Village.

**Project Applicant:** Placer County Department of Public Works and Facilities

**Staff Comments and Recommendation:**

- Staff Score: 90
- Recommend: \$60,000
- Project is a Tier 2 Priority in the Tourism Master Plan'
- Have not received overall TART bus shelter plan.
- Competitive procurement procedure will be utilized.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request (9/0/3) Casey, Stewart, Garner abstain**



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**The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Speedboat Beach Public Access Improvement Project**

- Applicants Score: 130
- TOT Request: \$275,000
- Total Cost: \$637,000
- Matching Funds: \$362,000

**Project Description:** Construct permanent restroom, reconstruct stairway, access ramp and provide regulatory and interpretive signage.

**Project Applicant:** Placer County Department of Public Works and Facilities

**Staff Comments and Recommendation:**

- Staff Score: 125
- Recommend: \$275,000
- Project supports Tier 1 and Tier 2 Priorities in Tourism Master Plan.
- TOT funding was approved to do Speedboat Beach planning in 2015.
- That plan was done very transparently with the public.
- The facilities to be constructed through this application are a result from the previous planning process which addressed safety and access concerns,
- If approved, TOT funding will commence to be utilized in 2017/18.

**CI/T Committee Recommendation:**

- Agreed with Staff Request (9/0/3) Casey, Stewart, Garner abstain.





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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Maritime Museum Campus Planning**

- Applicants Score: 105
- TOT Request: \$125,000 1st year (possible \$125,000 2<sup>nd</sup> year)
- Total Cost: \$15 Million
- Matching Funds: \$ 897,754 secured

**Applicant:** Tahoe Maritime Museum— 501 (c) 3

**Project Description:** Expansion of Museum into a Tahoe Maritime Campus Center that will provide a unique cultural maritime history through innovative interpretation and public education.

**Staff Comments and Recommendation:**

- Staff Score: 105
- Recommend: No TOT Funding this year
- Request would be recommended in future year but is not prepared for 16/17.
- Project site will require zoning change dependent on Area Plan approval.
- Application not clear as to what TOT funding will specifically be used to do.
- Schedule for completion is confusing and maybe unrealistic.
- If approved, TOT funds cannot be utilized until July 1, 2017 and cannot be invoiced for work done before that date.
- Placer County TOT funding requires public RFQ process for Consultants.
- Placer County TOT funding cannot be used to pay for Placer services/permitting.
- TMM has experience in Museum planning and operation.

**CI/T Committee Recommendation:**

- Committee determined that funding may be needed in 17/18 but a revised application clarifying what TOT funding will be used to do must be prepared and...
- The Tahoe Basin Area Plan must first be approved by the Board of Supervisors for zoning clarification.
- CI/T Committee moved and approved (12/0/0) to enable Maritime Museum to reapply to CI/T Committee if above are resolved. If approved, it may require some use of out of cycle funds.



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CAPITAL INVESTMENT PROJECT/PROGAM**

**PROJECT INFORMATION**

**Kings Beach Roundabout Art**

- Applicants Score: 115 (previous approved application)
- TOT Additional Request: \$75,000
- 2015 Approved TOT: \$150,000
- Total Project Cost: \$405,500
- Matching Funds: \$180,500 (partially secured)

**Phase Description:** Permitting, Fabrication, & Installation of Public Art Sculptures in Kings Beach Commercial Core Roundabouts (Tier 1 & 2 Priority in Tourism Master Plan)

**Applicant:** Tahoe Public Art-501(c) 3

**Staff Comments and Recommendation:**

- Staff Score: 115
- Recommend: \$75,000
- Other Funds: \$180,500 (partially secured)
- \$150,000 TOT approved for 15/16, with \$75,000 to be considered in year 2 if remaining matching funds secured.
- \$134,152 TOT remaining from 15/16 grant.
- Project is on schedule pending Caltrans permitting and necessary County/Caltrans maintenance agreement needing completion.
- Fabrication and installation will begin this year (16/17) and completed in 17/18.
- As matching funds have not all been secured, at least one roundabout can be completed during 17/18 if additional \$75,000 is granted.
- If approved, funding not available until July 1, 2017 and cannot be invoiced for work done prior to then.

**CI/T Committee Recommendation:**

- **Agreed with Staff Request (10/0/0)**
  1. Contingent on receiving the Caltrans Encroachment Permit.
  2. Pending completion of necessary Caltrans/County maintenance agreement.



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**2016-17 Capital Improvement/Transit/Budget Summary  
September 30, 2016**

Summary Budget		Total	Maint. Reserve
2016-17	*Starting Funds from 2015-16	\$4,260,134	\$184,742
2016-17	Contract C.I. TOT Funds	\$1,865,549	
2016-17	Contract/County Transit TOT Funds	\$1,575,750	
2016-17	*Fund Balance Carryover	\$2,531,496	
2016-17	Approved Contract C.I. Potential Invoices	(\$3,002,180)*	
2016-17	Approved Contract Trans. Potential Invoices	(\$1,575,750)**	
2016-17	C.I. Potential Projects Requiring Application (out of cycle reserve)	(\$100,000)	(\$130,000)
2016-17	Reserved for Future Inv. from past approvals	(\$3,421,419)	(\$16,863)
2016-17	Undesignated Potential Funding for 2017-18	\$2,133,580	\$37,879
Previous NLTRA approved Truckee River Trail Year 3 Request		(614,122)	
	<u>Total Funding Available for New Requests</u>	<u>\$1,519,458</u>	

\*Final amount may be adjusted at year end

\*Amount includes invoices from projects approved during 2015-16 to be funded in 16-17, and projects still underway from previous years

\*\*Amount that has been approved by BOS for transportation services in 2016-17

**Other Capital Investment/Transportation Budget Items**

2016-17	Research and Planning Funds	\$80,000	
2016-17	Membership Advocacy	\$ 5,000	
2016-17	Personnel/Overhead Cap	\$354,780	
		\$439,780	(\$424,651 in 15-16)

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12/02/16

Accrual Basis

# North Lake Tahoe Resort Association

## Balance Sheet

### As of October 31, 2016

	Oct 31, 16
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1001-00 · Petty Cash	889.55
1003-00 · Cash - Operations BOTW #6712	429,585.88
1007-00 · Cash - Payroll BOTW #7421	3,477.80
1008-00 · Marketing Reserve - Plumas	50,043.37
1009-00 · Cash Flow Reserve - Plumas	100,115.68
1071-00 · Payroll Reserves BOTW #8163	29,581.56
1080-00 · Special Events BOTW #1626	100,186.94
10950 · Cash in Drawer	310.70
<b>Total Checking/Savings</b>	714,191.48
<b>Accounts Receivable</b>	
1200-00 · Quickbooks Accounts Receivable	61,258.42
1290-00 · A/R - TOT	32,581.00
<b>Total Accounts Receivable</b>	93,839.42
<b>Other Current Assets</b>	
1200-99 · AR Other	1,614.30
12000 · Undeposited Funds	419.88
1201-00 · WebLink Accounts Receivable	19,855.00
1201-02 · Allowance for Doubtful Accounts	-7,646.50
12100 · Inventory Asset	27,087.02
1299 · Receivable from NLTC	9,869.22
1490-00 · Security Deposits	50.00
<b>Total Other Current Assets</b>	51,248.92
<b>Total Current Assets</b>	859,279.82
<b>Fixed Assets</b>	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-42,487.16
1750-00 · Computer Software	34,993.97
1751-00 · Accum. Amort. - Software	-33,919.44
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,134.05
<b>Total Fixed Assets</b>	2,503.31
<b>Other Assets</b>	
1400-00 · Prepaid Expenses	
1410-00 · Prepaid Insurance	2,374.35
1430-00 · Prepaid 1st Class Postage	1,000.00
1400-00 · Prepaid Expenses - Other	4,762.18
<b>Total 1400-00 · Prepaid Expenses</b>	8,136.53
<b>Total Other Assets</b>	8,136.53
<b>TOTAL ASSETS</b>	<b>869,919.66</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2000-00 · Accounts Payable	32,437.55
<b>Total Accounts Payable</b>	32,437.55
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Sandy	276.75



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## North Lake Tahoe Resort Association

## Balance Sheet

As of October 31, 2016

12/02/16

Accrual Basis

	Oct 31, 16
2080-04 · MC_5968_Ronald	319.65
2080-06 · MC_0375_Emily	2,172.06
2080-08 · MC_5755_John	1,597.30
2080-09 · MC_0319_Sarah	45.00
2080-10 · MC_9495_AI	87.50
2080-00 · Bank of the West - Master Cards - Other	85.00
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>4,583.26</b>
<b>Total Credit Cards</b>	<b>4,583.26</b>
<b>Other Current Liabilities</b>	
21000 · Salaries/Wages/Payroll Liabilit	
2101-00 · Incentive Payable	12,500.00
2102-00 · Commissions Payable	3,068.06
2100-00 · Salaries / Wages Payable	35,727.65
2120-00 · Empl. Federal Tax Payable	2,888.75
2175-00 · 401 (k) Plan	1,104.44
2180-00 · Estimated PTO Liability	60,648.50
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>115,937.40</b>
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	437.62
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>437.62</b>
2250-00 · Accrued Expenses	10,000.00
2400-60 · Deferred Revenue- Member Dues	41,981.25
2651-00 · Deferred Rev - Conference	6,600.00
2800-00 · Suspense	2,000.00
<b>Total Other Current Liabilities</b>	<b>176,956.27</b>
<b>Total Current Liabilities</b>	<b>213,977.08</b>
<b>Total Liabilities</b>	<b>213,977.08</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	78,244.22
3300-11 · Designated Marketing Reserve	254,324.57
3301 · Cash Flow Reserve	100,067.45
3302 · Marketing Cash Reserve	50,025.28
Net Income	173,281.06
<b>Total Equity</b>	<b>655,942.58</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>869,919.66</b>

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11/23/16  
Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### October 2016

	Oct 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	314,665.00
4200-00 · Membership Ann/Conf Dues	11,097.00
4250-00 · Revenues-Membership Activities	
4250-02 · Tourism Summit	25.00
4250-00 · Revenues-Membership Activities - Other	1,888.00
Total 4250-00 · Revenues-Membership Activities	1,913.00
4251-00 · Revenue-Tue AM Breakfast Club	840.00
4600-00 · Commissions	-817.01
46000 · Merchandise Sales	5,828.52
Total Income	333,526.51
Gross Profit	333,526.51
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	2,971.15
5020-00 · P/R - Tax Expense	5,681.58
5030-00 · P/R - Health Insurance Expense	8,532.42
5040-00 · P/R - Workmans Comp	976.50
5060-00 · 401 (k)	198.01
5070-00 · Other Benefits and Expenses	269.75
5000-00 · Salaries & Wages - Other	70,596.94
Total 5000-00 · Salaries & Wages	89,226.35
5100-00 · Rent	
5110-00 · Utilities	805.54
5150-00 · Office - Cleaning	1,250.00
5100-00 · Rent - Other	12,294.36
Total 5100-00 · Rent	14,349.90
5310-00 · Telephone	
5320-00 · Telephone	2,498.34
Total 5310-00 · Telephone	2,498.34
5420-00 · Mail - USPS	500.00
5510-00 · Insurance/Bonding	1,052.29
5520-00 · Supplies	
5525-00 · Supplies-Computer <\$1000	859.98
5520-00 · Supplies - Other	973.73
Total 5520-00 · Supplies	1,833.71
5610-00 · Depreciation	115.07
5700-00 · Equipment Support & Maintenance	2,000.00
5710-00 · Taxes, Licenses & Fees	577.15
5740-00 · Equipment Rental/Leasing	570.42
5800-00 · Training Seminars	479.00
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	120.00
5920-00 · Professional Fees - Accountant	12,015.00
5900-00 · Professional Fees - Other	1,250.00
Total 5900-00 · Professional Fees	13,385.00
5941-00 · Research & Planning	750.00
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	-1,593.65
Total 5948-00 · Transportation Projects	-1,593.65
6020-00 · Programs	
6016-00 · Community Marketing Programs	2,200.00
Total 6020-00 · Programs	2,200.00

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11/23/16  
Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
**October 2016**

	Oct 16
6023-00 · Autumn Food & Wine	
6030-00 · AFW-Media	1,500.00
Total 6023-00 · Autumn Food & Wine	1,500.00
6420-00 · Sponsorship	
6421-00 · New Event Development	50.00
6420-00 · Sponsorship - Other	194,600.00
Total 6420-00 · Sponsorship	194,650.00
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	515.62
6441-00 · Membership - Miscellaneous Exp	5.00
6423-00 · Membership Activities - Other	291.25
Total 6423-00 · Membership Activities	811.87
6437-00 · Tuesday Morning Breakfast Club	904.50
6730-00 · Marketing Cooperative/Media	63,250.00
6742-00 · Non-NLT Co-Op Marketing Program	400.67
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	-124.00
6743-04 · High Notes	430.00
Total 6743-00 · BACC Marketing Programs	306.00
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	40.22
59900 · POS Inventory Adjustments	-55.73
8100-00 · Cost of Goods Sold - Other	2,957.62
Total 8100-00 · Cost of Goods Sold	2,942.11
8300-00 · Board Functions	115.25
8500-00 · Credit Card Fees	592.87
8700-00 · Automobile Expenses	565.03
8750-00 · Meals/Meetings	717.64
8810-00 · Dues & Subscriptions	335.98
8910-00 · Travel	1,457.99
Total Expense	396,493.49
Net Ordinary Income	-62,966.98
Other Income/Expense	
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	0.00
Net Income	-62,966.98

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11/23/16

**North Lake Tahoe Resort Association**  
**AIR Aging Summary**  
 As of October 31, 2016

	Current	1 - 31	32 - 62	63 - 93	94 - 120	> 120	TOTAL
968 Park Hotel	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Aston Lakeland Village Resort	0.00	550.00	0.00	0.00	0.00	0.00	550.00
DSC (Destination Services Corporation)	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Hampton Inn & Suites	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Hard Rock Hotel & Casino Lake Tahoe	0.00	1,631.35	0.00	0.00	0.00	0.00	1,631.35
Harrah's/Harveys Casino	0.00	6,966.00	0.00	0.00	0.00	0.00	6,966.00
Hotel Truckee - Tahoe	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Northstar California	0.00	0.00	0.00	10,312.80	0.00	3,310.21	13,623.01
Resort at Squaw Creek*	0.00	0.00	15,336.30	0.00	0.00	0.00	15,336.30
Rocky Mountain Connections	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	2,793.55	0.00	0.00	2,793.55
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe Mountain Resorts Lodging	0.00	550.00	0.00	0.00	0.00	0.00	550.00
Tahoma Lodge	0.00	0.00	0.00	0.00	0.00	200.00	200.00
The Landing Resort & Spa	0.00	550.00	0.00	0.00	0.00	0.00	550.00
The Ridge Tahoe	0.00	550.00	0.00	0.00	0.00	0.00	550.00
The Ritz-Carlton	0.00	0.00	0.00	0.00	0.00	3,247.50	3,247.50
<b>TOTAL</b>	<b>0.00</b>	<b>13,547.35</b>	<b>15,336.30</b>	<b>13,106.35</b>	<b>0.00</b>	<b>6,945.45</b>	<b>48,935.45</b>



# Accounts Receivable Summary

Invoices With Apply Dates Through October 31, 2016

Aged as of Monday, October 31, 2016

Revenue Item	(Double click to drill down)	Not Yet Due	Current	31 - 60	61 - 90	91 - 120	121+	Total
Activities		0.00	0.00	0.00	0.00	0.00	290.00	290.00
Dues		0.00	1,575.00	1,855.00	0.00	1,245.00	14,465.00	19,140.00
Email Blast		0.00	0.00	375.00	0.00	0.00	20.00	395.00
Tourism Summit		0.00	0.00	25.00	0.00	0.00	0.00	25.00
<b>Total Open Invoices</b>		0.00	1,575.00	2,255.00	0.00	1,245.00	14,775.00	19,850.00
<b>Unapplied Payments With Payment Dates Prior to and Including 10/31/2016</b>								5.00

**Pre-Payments: Payments Made Prior to 10/31/2016 on Invoices With Apply Dates After 10/31/2016**

## Total Pre-Payments

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

19,845.00

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

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
ADP	60.86	0.00	0.00	0.00	0.00	60.86
Al Priester	16.99	13.23	0.00	0.00	0.00	30.22
Anne-Karin Atwood*	25.00	53.40	0.00	0.00	0.00	78.40
Annie's Cleaning Service	700.00	0.00	0.00	0.00	0.00	700.00
Anybowl, LLC	30.00	0.00	0.00	0.00	0.00	30.00
AT&T*	399.38	105.84	0.00	0.00	0.00	505.22
Atomic Printing, Inc.	503.64	0.00	0.00	0.00	0.00	503.64
ChrisWerfel	25.92	0.00	0.00	0.00	0.00	25.92
Cintas Corporation #623	121.48	0.00	0.00	0.00	0.00	121.48
Digital Matrix	859.98	0.00	0.00	0.00	0.00	859.98
Emily Detwiler*	167.37	0.00	0.00	0.00	0.00	167.37
Employers Assurance Co.	0.00	976.50	0.00	0.00	0.00	976.50
Family Support Registry	789.53	0.00	0.00	0.00	0.00	789.53
Granlibakken, Inc.	0.00	904.50	0.00	0.00	0.00	904.50
Greg Howey*	25.00	111.65	0.00	0.00	0.00	136.65
Houston Magnani & Assoc, Inc.	750.00	0.00	0.00	0.00	0.00	750.00
IVCB Visitors Bureau*	0.00	0.00	0.00	0.00	2,681.46	2,681.46
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Jeff Freeman Photography	0.00	2,100.00	0.00	0.00	0.00	2,100.00
John Thompson*	332.05	180.58	0.00	0.00	0.00	512.63
Kym Fabel	67.12	135.48	0.00	0.00	0.00	202.60
Lauren Sully	25.00	0.00	0.00	0.00	0.00	25.00
McClintock Accountancy	9,015.00	0.00	0.00	0.00	0.00	9,015.00
Moonshine Ink*, LLC	0.00	515.62	0.00	0.00	0.00	515.62
North Tahoe Fire Protection District*	0.00	2,500.00	0.00	0.00	0.00	2,500.00
Porter Simon*	120.00	0.00	0.00	0.00	0.00	120.00
Principal Financial Group	0.00	0.00	0.00	-200.27	0.00	-200.27
Ricoh USA	0.00	570.42	0.00	0.00	0.00	570.42
Ron Treabess	116.76	94.08	0.00	0.00	0.00	210.84
Sandy Evans Hall*	25.00	37.00	0.00	0.00	0.00	62.00
Sarah Winters	587.50	40.00	0.00	0.00	0.00	627.50
Sierra Essentials	352.75	0.00	0.00	0.00	0.00	352.75
Southwest Gas Corporation*	30.33	0.00	0.00	0.00	0.00	30.33
Sprint	166.15	0.00	0.00	0.00	0.00	166.15
Swigard's True Value Hardware, Inc.*	0.00	34.38	0.00	0.00	0.00	34.38
Tahoe City Downtown Association*	0.00	2,200.00	0.00	0.00	0.00	2,200.00
Tahoe House, Inc.*	0.00	204.66	88.25	238.84	373.20	904.95
Tahoe Weekly	0.00	430.00	0.00	0.00	0.00	430.00
Tahoe.com*	0.00	200.00	0.00	0.00	0.00	200.00
Verizon Wireless	119.52	0.00	0.00	0.00	0.00	119.52
West Unified Communications Services, Inc	0.00	109.40	0.00	0.00	0.00	109.40
Wholesale Resort Accessories, Inc.	397.00	260.00	0.00	0.00	0.00	657.00
<b>TOTAL</b>	<b>15,854.33</b>	<b>11,776.74</b>	<b>88.25</b>	<b>38.57</b>	<b>3,054.66</b>	<b>30,812.55</b>

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11/23/16  
Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
**July through October 2016**

	Jul - Oct 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	1,258,660.00
4200-00 · Membership Ann/Conf Dues	43,972.55
4201-00 · New Member Fees	450.00
4250-00 · Revenues-Membership Activities	
4250-02 · Tourism Summit	975.00
4250-00 · Revenues-Membership Activities - Other	3,643.00
Total 4250-00 · Revenues-Membership Activities	4,618.00
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00
4252-00 · Revenue - Sponsorships	1,000.00
4502-00 · Non-retail VIC income	4,338.50
4600-00 · Commissions	
4601-00 · Commissions - South Shore	6,966.00
4600-00 · Commissions - Other	55,639.90
Total 4600-00 · Commissions	62,605.90
46000 · Merchandise Sales	40,255.13
Total Income	1,418,075.08
Gross Profit	1,418,075.08
Expense	
5000-00 · Salaries & Wages	
5000-01 · In-Market Administration	0.00
5010-00 · Sales Commissions	13,616.05
5020-00 · P/R - Tax Expense	31,486.01
5030-00 · P/R - Health Insurance Expense	39,987.69
5040-00 · P/R - Workmans Comp	1,953.00
5060-00 · 401 (k)	10,139.51
5070-00 · Other Benefits and Expenses	990.63
5000-00 · Salaries & Wages - Other	349,463.42
Total 5000-00 · Salaries & Wages	447,636.31
5100-00 · Rent	
5110-00 · Utilities	2,758.00
5140-00 · Repairs & Maintenance	166.36
5150-00 · Office - Cleaning	2,597.40
5100-00 · Rent - Other	49,027.44
Total 5100-00 · Rent	54,549.20
5310-00 · Telephone	
5320-00 · Telephone	9,615.94
Total 5310-00 · Telephone	9,615.94
5420-00 · Mail - USPS	
5470-00 · Mail - UPS	1,000.00
5480-00 · Mail - Fed Ex	325.22
5420-00 · Mail - USPS - Other	500.00
Total 5420-00 · Mail - USPS	1,825.22
5510-00 · Insurance/Bonding	2,550.87
5520-00 · Supplies	
5525-00 · Supplies-Computer <\$1000	1,037.12
5520-00 · Supplies - Other	3,491.62
Total 5520-00 · Supplies	4,528.74
5530-00 · Visitor Communications - Other	-109.00
5610-00 · Depreciation	460.28
5700-00 · Equipment Support & Maintenance	5,820.92
5710-00 · Taxes, Licenses & Fees	4,851.63
5740-00 · Equipment Rental/Leasing	4,742.26
5800-00 · Training Seminars	2,672.72
5815 · Training Video Series	7,534.05

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11/23/16  
Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### July through October 2016

	Jul - Oct 16
5820 · Sales CRM/CMS	2,373.94
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	1,060.00
5920-00 · Professional Fees - Accountant	35,470.00
5900-00 · Professional Fees - Other	1,250.00
Total 5900-00 · Professional Fees	37,780.00
5940-00 · Research & Planning Membership	3,000.00
5941-00 · Research & Planning	3,068.55
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	-1,593.65
Total 5948-00 · Transportation Projects	-1,593.65
6020-00 · Programs	
6016-00 · Community Marketing Programs	2,200.00
Total 6020-00 · Programs	2,200.00
6023-00 · Autumn Food & Wine	
6025-00 · AFW- Postage	17.88
6028-00 · AFW-Operations	1,925.00
6030-00 · AFW-Media	1,500.00
6023-00 · Autumn Food & Wine - Other	24,349.98
Total 6023-00 · Autumn Food & Wine	27,792.86
6420-00 · Sponsorship	
6421-00 · New Event Development	5,461.88
6428-00 · Dues & Subscriptions	109.40
6420-00 · Sponsorship - Other	194,600.00
Total 6420-00 · Sponsorship	200,171.28
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	1,743.43
6441-00 · Membership - Miscellaneous Exp	36.05
6442-00 · Public Relations/Website	81.00
6423-00 · Membership Activities - Other	2,702.81
Total 6423-00 · Membership Activities	4,563.29
6437-00 · Tuesday Morning Breakfast Club	2,940.00
6490-00 · Classified Ads	275.00
6600-00 · Promotions/Giveaways	32.14
6701-00 · Market Study Reports/Research	317.47
6730-00 · Marketing Cooperative/Media	379,500.00
6742-00 · Non-NLT Co-Op Marketing Program	442.28
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	-124.00
6743-04 · High Notes	5,373.32
6743-05 · Peak Your Adventure	976.80
Total 6743-00 · BACC Marketing Programs	6,226.12
7500-00 · Trade Shows/Travel	15.00
8100-00 · Cost of Goods Sold	
52500 · Purchase Discounts	-0.44
51100 · Freight and Shipping Costs	304.73
59900 · POS Inventory Adjustments	182.10
8100-00 · Cost of Goods Sold - Other	19,940.98
Total 8100-00 · Cost of Goods Sold	20,427.37
8200-00 · Associate Relations	1,495.00
8300-00 · Board Functions	870.70
8500-00 · Credit Card Fees	2,508.90
8700-00 · Automobile Expenses	1,812.49
8750-00 · Meals/Meetings	1,899.17
8810-00 · Dues & Subscriptions	4,928.46
8910-00 · Travel	5,766.48



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11/23/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
 July through October 2016

	Jul - Oct 16
Total Expense	1,255,491.99
Net Ordinary Income	162,583.09
Other Income/Expense	
Other Expense	0.00
8990-00 - Allocated	
Total Other Expense	0.00
Net Other Income	0.00
Net Income	162,583.09

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

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11/23/16  
Accrual Basis

	11 - Marketing	30 - Conference	41 - Transportation	42-VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
Ordinary Income/Expense								
Income								
4050-00 · County of Placer TOT Funding	888,560.00	96,532.00	88,072.00	111,308.00	74,188.00	0.00	0.00	1,258,660.00
4200-00 · Membership Ann/Conf Dues	0.00	3,300.00	0.00	0.00	0.00	40,672.55	0.00	43,972.55
4201-00 · New Member Fees	0.00	0.00	0.00	0.00	0.00	450.00	0.00	450.00
4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	975.00	0.00	975.00
4250-02 · Tourism Summit	0.00	0.00	0.00	0.00	0.00	3,643.00	0.00	3,643.00
4250-00 · Revenues-Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	4,618.00	0.00	4,618.00
Total 4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	2,175.00	0.00	2,175.00
4251-00 · Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	1,000.00
4252-00 · Revenue - Sponsorships	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4502-00 · Non-retail VIC Income	0.00	0.00	0.00	4,338.50	0.00	0.00	0.00	4,338.50
4600-00 · Commissions	0.00	6,966.00	0.00	0.00	0.00	0.00	0.00	6,966.00
4601-00 · Commissions - South Shore	0.00	55,639.90	0.00	0.00	0.00	0.00	0.00	55,639.90
4600-00 · Commissions - Other	0.00	62,605.90	0.00	0.00	0.00	0.00	0.00	62,605.90
Total 4600-00 · Commissions	0.00	0.00	0.00	40,255.13	0.00	0.00	0.00	40,255.13
46000 · Merchandise Sales	888,560.00	162,437.90	88,072.00	155,901.63	74,188.00	48,915.55	0.00	1,418,075.08
Total Income	888,560.00	162,437.90	88,072.00	155,901.63	74,188.00	48,915.55	0.00	1,418,075.08
Gross Profit								
Expense								
5000-00 · Salaries & Wages	2,750.00	0.00	0.00	0.00	0.00	-2,750.00	0.00	0.00
5000-01 · In-Market Administration	0.00	13,616.05	0.00	0.00	0.00	0.00	0.00	13,616.05
5010-00 · Sales Commissions	6,814.88	5,466.36	2,235.66	6,686.23	2,235.88	1,607.60	6,438.98	31,486.01
5020-00 · PR - Tax Expense	12,995.85	5,316.06	1,302.60	7,854.94	1,302.58	5,074.74	6,140.92	39,987.69
5030-00 · PR - Health Insurance Expense	468.72	332.02	117.18	371.08	117.18	136.72	410.10	1,953.00
5040-00 · PR - Workmans Comp	907.58	2,909.19	1,098.83	2,580.95	1,098.83	89.42	1,454.71	10,139.51
5060-00 · 401 (K)	318.95	192.92	27.16	217.92	27.16	47.56	159.00	990.63
5070-00 · Other Benefits and Expenses	81,823.78	50,381.87	26,439.06	66,032.52	26,439.05	19,153.73	79,193.41	349,463.42
5000-00 · Salaries & Wages - Other	106,079.76	78,214.69	31,220.69	83,743.64	31,220.64	23,359.77	93,797.12	447,636.31
Total 5000-00 · Salaries & Wages	403.40	203.59	91.92	1,502.79	91.92	138.38	326.00	2,758.00
5100-00 · Rent	0.00	0.00	0.00	112.04	0.00	0.00	54.32	166.36
5110-00 · Utilities	761.53	380.78	152.32	190.39	152.32	286.53	693.53	2,597.40
5140-00 · Repairs & Maintenance	7,542.36	3,611.20	1,444.48	25,808.28	1,444.48	2,767.84	6,408.80	49,027.44
5150-00 · Office - Cleaning	8,707.29	4,195.57	1,688.72	27,613.50	1,688.72	3,172.75	7,482.65	54,549.20
5100-00 · Rent - Other	1,793.93	932.84	837.56	1,252.71	837.55	907.07	3,054.28	9,615.94
Total 5100-00 · Rent	100.00	100.00	50.00	325.22	50.00	400.00	250.00	1,000.00
5310-00 · Telephone	0.00	0.00	0.00	65.00	0.00	0.00	0.00	325.22
5320-00 · Telephone	125.00	65.00	40.00	65.00	40.00	40.00	125.00	500.00
Total 5310-00 · Telephone	225.00	165.00	90.00	440.22	90.00	440.00	375.00	1,825.22
5420-00 · Mail - USPS	484.67	484.66	76.53	637.74	76.53	229.57	561.17	2,550.87
5470-00 · Mail - UPS	177.14	0.00	129.00	0.00	129.00	343.99	257.99	1,037.12
5480-00 · Mail - Fed Ex	930.25	186.51	46.67	796.24	46.67	169.81	1,315.47	3,491.62
5420-00 · Mail - USPS - Other	1,107.39	186.51	175.67	796.24	175.67	513.80	1,573.46	4,528.74
Total 5420-00 · Mail - USPS	0.00	0.00	0.00	-109.00	0.00	0.00	0.00	-109.00
5510-00 · Insurance/Bonding	115.04	59.84	36.84	59.84	36.84	36.84	115.04	460.28
5520-00 · Supplies	667.13	452.12	105.50	1,012.73	105.50	359.00	3,118.94	5,820.92
5525-00 · Supplies- Computer	309.67	154.27	94.93	354.26	94.93	374.84	4,851.63	4,851.63
5520-00 · Supplies - Other	455.59	418.41	365.11	1,825.72	365.11	781.10	531.22	4,742.26
Total 5520-00 · Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5530-00 · Visitor Communications - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5610-00 · Depreciation	115.04	59.84	36.84	59.84	36.84	36.84	115.04	460.28
5700-00 · Equipment Support & Maintenance	667.13	452.12	105.50	1,012.73	105.50	359.00	3,118.94	5,820.92
5710-00 · Taxes, Licenses & Fees	309.67	154.27	94.93	354.26	94.93	374.84	4,851.63	4,851.63
5740-00 · Equipment Rental/Leasing	455.59	418.41	365.11	1,825.72	365.11	781.10	531.22	4,742.26

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

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Accrual Basis

	11 - Marketing	30 - Conference	41 - Transportation	42-VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
5800-00 - Training Seminars	1,780.61	0.00	0.00	0.00	0.00	882.11	0.00	2,672.72
5815 - Training Video Series	7,534.05	0.00	0.00	0.00	0.00	0.00	0.00	7,534.05
5820 - Sales CRM/CMS	2,373.94	0.00	0.00	0.00	0.00	0.00	0.00	2,373.94
5900-00 - Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	1,060.00	1,060.00
5910-00 - Professional Fees - Attorneys	0.00	0.00	0.00	0.00	0.00	0.00	35,470.00	35,470.00
5920-00 - Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00	1,250.00
5900-00 - Professional Fees - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 5900-00 - Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	37,780.00	37,780.00
5940-00 - Research & Planning Membership	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	3,000.00
5941-00 - Research & Planning	0.00	0.00	1,534.55	0.00	1,534.55	0.00	0.00	3,068.55
5948-00 - Transportation Projects	0.00	0.00	-1,593.65	0.00	0.00	0.00	0.00	-1,593.65
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	2,200.00	0.00	0.00	0.00	0.00	0.00	0.00	2,200.00
6016-00 - Community Marketing Programs	2,200.00	0.00	0.00	0.00	0.00	0.00	0.00	2,200.00
Total 6020-00 - Programs	2,200.00	0.00	0.00	0.00	0.00	0.00	0.00	2,200.00
6023-00 - Autumn Food & Wine	17.88	0.00	0.00	0.00	0.00	0.00	0.00	17.88
6025-00 - AFW- Postage	1,925.00	0.00	0.00	0.00	0.00	0.00	0.00	1,925.00
6028-00 - AFW-Operations	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6030-00 - AFW-Media	24,349.98	0.00	0.00	0.00	0.00	0.00	0.00	24,349.98
6023-00 - Autumn Food & Wine - Other	27,792.86	0.00	0.00	0.00	0.00	0.00	0.00	27,792.86
Total 6023-00 - Autumn Food & Wine	27,792.86	0.00	0.00	0.00	0.00	0.00	0.00	27,792.86
6420-00 - Sponsorship	5,411.88	0.00	0.00	0.00	0.00	0.00	50.00	5,461.88
6421-00 - New Event Development	109.40	0.00	0.00	0.00	0.00	0.00	0.00	109.40
6428-00 - Dues & Subscriptions	194,600.00	0.00	0.00	0.00	0.00	0.00	0.00	194,600.00
6420-00 - Sponsorship - Other	200,121.28	0.00	0.00	0.00	0.00	0.00	50.00	200,171.28
Total 6420-00 - Sponsorship	200,121.28	0.00	0.00	0.00	0.00	0.00	50.00	200,171.28
6423-00 - Membership Activities	0.00	0.00	0.00	0.00	0.00	1,623.43	120.00	1,743.43
6432-00 - Membership - Newsletter	0.00	0.00	0.00	0.00	0.00	36.05	0.00	36.05
6441-00 - Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00	81.00	0.00	81.00
6442-00 - Public Relations/Website	0.00	0.00	0.00	0.00	0.00	2,702.81	0.00	2,702.81
6423-00 - Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 6423-00 - Membership Activities	0.00	0.00	0.00	0.00	0.00	4,443.29	120.00	4,563.29
6437-00 - Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	2,940.00	0.00	2,940.00
6490-00 - Classified Ads	50.00	0.00	0.00	0.00	0.00	0.00	225.00	275.00
6500-00 - Promotions/Giveaways	32.14	0.00	0.00	0.00	0.00	0.00	0.00	32.14
6701-00 - Market Study Reports/Research	317.47	0.00	0.00	0.00	0.00	0.00	0.00	317.47
6730-00 - Marketing Cooperative/Media	342,833.32	36,668.68	0.00	0.00	0.00	0.00	0.00	379,502.00
6742-00 - Non-NLT Co-Op Marketing Program	442.28	0.00	0.00	0.00	0.00	0.00	0.00	442.28
6743-00 - BACC Marketing Programs	-124.00	0.00	0.00	0.00	0.00	0.00	0.00	-124.00
6743-01 - Shop Local	5,373.32	0.00	0.00	0.00	0.00	0.00	0.00	5,373.32
6743-04 - High Notes	976.80	0.00	0.00	0.00	0.00	0.00	0.00	976.80
6743-05 - Peak Your Adventure	6,226.12	0.00	0.00	0.00	0.00	0.00	0.00	6,226.12
Total 6743-00 - BACC Marketing Programs	6,226.12	0.00	0.00	0.00	0.00	0.00	0.00	6,226.12
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	0.00	0.00	0.00	-0.44	0.00	0.00	0.00	-0.44
52500 - Purchase Discounts	0.00	0.00	0.00	304.73	0.00	0.00	0.00	304.73
51100 - Freight and Shipping Costs	0.00	0.00	0.00	182.10	0.00	0.00	0.00	182.10
59900 - POS Inventory Adjustments	0.00	0.00	0.00	19,940.98	0.00	0.00	0.00	19,940.98
8100-00 - Cost of Goods Sold - Other	0.00	0.00	0.00	20,427.37	0.00	0.00	0.00	20,427.37
Total 8100-00 - Cost of Goods Sold	0.00	0.00	0.00	435.76	0.00	0.00	0.00	435.76
8200-00 - Associate Relations	221.49	0.00	0.00	0.00	0.00	0.00	836.75	1,058.24
8300-00 - Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	870.70	870.70
8500-00 - Credit Card Fees	46.02	0.00	0.00	423.90	0.00	1,953.98	85.00	2,505.90
8700-00 - Automobile Expenses	674.08	147.96	236.52	324.52	236.52	192.89	0.00	1,812.49
8750-00 - Meals/Meetings	1,039.50	0.00	48.00	164.86	119.65	177.20	349.96	1,998.17

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

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Accrual Basis

	11 - Marketing	30 - Conference	41 - Transportation	42-VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
8810-00 - Dues & Subscriptions	1,353.81	340.00	0.00	149.97	0.00	1,160.00	1,924.68	4,928.46
8910-00 - Travel	5,766.48	0.00	0.00	0.00	0.00	0.00	0.00	5,766.48
Total Expense	720,765.92	122,418.55	37,916.42	139,554.98	36,582.21	41,854.30	156,599.61	1,255,491.99
Net Ordinary Income	187,794.08	40,019.35	50,155.58	16,346.65	37,605.79	7,261.25	-156,599.61	162,583.09
Other Income/Expense								
Other Expense	75,167.82	17,225.95	17,225.95	15,659.97	17,225.95	14,093.97	-156,599.61	0.00
8990-00 - Allocated	75,167.82	17,225.95	17,225.95	15,659.97	17,225.95	14,093.97	-156,599.61	0.00
Total Other Expense	-75,167.82	-17,225.95	-17,225.95	-15,659.97	-17,225.95	-14,093.97	156,599.61	0.00
Net Other Income	92,626.26	22,793.40	32,929.63	686.68	20,379.84	-6,832.72	0.00	162,583.09
Net Income								



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget vs. Actual

### Total

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,258,660.00	1,258,660.00	0.00	100.0%
4200-00 · Membership Ann/Conf Dues	43,972.55	38,563.36	5,409.19	114.0%
4201-00 · New Member Fees	450.00	1,333.36	-883.36	33.7%
4250-00 · Revenues-Membership Activities				
4250-02 · Tourism Summit	975.00			
4250-00 · Revenues-Membership Activities - Other	3,643.00	13,200.00	-9,557.00	27.6%
Total 4250-00 · Revenues-Membership Activities	4,618.00	13,200.00	-8,582.00	35.0%
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00	3,200.00	-1,025.00	68.0%
4252-00 · Revenue - Sponsorships	1,000.00	1,500.00	-500.00	66.7%
4502-00 · Non-retail VIC Income	4,338.50	2,548.00	1,790.50	170.3%
4503 · Visitor Guide Income	0.00	1,500.00	-1,500.00	0.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	6,966.00	0.00	6,966.00	100.0%
4600-00 · Commissions - other	55,639.90	45,565.00	10,074.90	122.1%
Total 4600-00 · Commissions	62,605.90	45,565.00	17,040.90	137.4%
46000 · Merchandise Sales	40,255.13	53,929.00	-13,673.87	74.6%
Total Income	1,418,075.08	1,419,998.72	-1,923.64	99.9%
Gross Profit	1,418,075.08	1,419,998.72	-1,923.64	99.9%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	13,616.05	8,666.72	4,949.33	157.1%
5020-00 · P/R - Tax Expense	31,486.01	35,006.30	-3,520.29	89.9%
5030-00 · P/R - Health Insurance Expense	39,987.69	53,262.60	-13,274.91	75.1%
5040-00 · P/R - Workmans Comp	1,953.00	4,885.80	-2,932.80	40.0%
5060-00 · 401 (K)	10,139.51	13,802.50	-3,662.99	73.5%
5070-00 · Other Benefits and Expenses	990.63	2,451.98	-1,461.35	40.4%
5000-00 · Salaries & Wages - Other	349,463.42	413,738.70	-64,275.28	84.5%
Total 5000-00 · Salaries & Wages	447,636.31	531,814.60	-84,178.29	84.2%
5100-00 · Rent				
5110-00 · Utilities	2,758.00	5,435.36	-2,677.36	50.7%
5140-00 · Repairs & Maintenance	166.36	2,635.72	-2,469.36	6.3%
5150-00 · Office - Cleaning	2,597.40	3,147.44	-550.04	82.5%
5100-00 · Rent - Other	49,027.44	48,333.24	694.20	101.4%
Total 5100-00 · Rent	54,549.20	59,551.76	-5,002.56	91.6%
5310-00 · Telephone				
5320-00 · Telephone	9,615.94	9,349.16	266.78	102.9%
Total 5310-00 · Telephone	9,615.94	9,349.16	266.78	102.9%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	0.00	1,000.00	100.0%
5480-00 · Mail - Fed Ex	325.22	0.00	325.22	100.0%
5420-00 · Mail - USPS - Other	500.00	1,020.08	-520.08	49.0%
Total 5420-00 · Mail - USPS	1,825.22	1,020.08	805.14	178.9%
5510-00 · Insurance/Bonding	2,550.87	2,866.88	-316.01	89.0%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	1,037.12	0.00	1,037.12	100.0%
5520-00 · Supplies - Other	3,491.62	5,550.08	-2,058.46	62.9%
Total 5520-00 · Supplies	4,528.74	5,550.08	-1,021.34	81.6%
5530-00 · Visitor Communications - Other	-109.00	200.00	-309.00	-54.5%
5610-00 · Depreciation	460.28	2,470.44	-2,010.16	18.6%
5700-00 · Equipment Support & Maintenance	5,820.92	4,307.08	1,513.84	135.1%
5710-00 · Taxes, Licenses & Fees	4,851.63	3,330.88	1,520.75	145.7%
5740-00 · Equipment Rental/Leasing	4,742.26	6,188.96	-1,446.70	76.6%
5800-00 · Training Seminars	2,672.72	5,000.00	-2,327.28	53.5%
5810-00 · Public Outreach	0.00	450.00	-450.00	0.0%

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget vs. Actual

Total

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
5815 · Training Video Series	7,534.05	16,666.67	-9,132.62	45.2%
5820 · Sales CRM/CMS	2,373.94	21,000.00	-18,626.06	11.3%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	1,060.00	0.00	1,060.00	100.0%
5920-00 · Professional Fees - Accountant	35,470.00	0.00	35,470.00	100.0%
5900-00 · Professional Fees - other	1,250.00	0.00	1,250.00	100.0%
Total 5900-00 · Professional Fees	37,780.00	0.00	37,780.00	100.0%
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	3,068.55	30,532.00	-27,463.45	10.1%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	10,000.00	-11,593.65	-15.9%
Total 5948-00 · Transportation Projects	-1,593.65	10,000.00	-11,593.65	-15.9%
6020-00 · Programs				
6016-00 · Community Marketing Programs	2,200.00	40,000.00	-37,800.00	5.5%
Total 6020-00 · Programs	2,200.00	40,000.00	-37,800.00	5.5%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	0.00	17.88	100.0%
6028-00 · AFW-Operations	1,925.00			
6030-00 · AFW-Media	1,500.00			
6023-00 · Autumn Food & Wine - Other	24,349.98	0.00	24,349.98	100.0%
Total 6023-00 · Autumn Food & Wine	27,792.86	0.00	27,792.86	100.0%
6420-00 · Sponsorship				
6421-00 · New Event Development	5,461.88	0.00	5,461.88	100.0%
6428-00 · Dues & Subscriptions	109.40			
6420-00 · Sponsorship - Other	194,600.00	220,000.00	-25,400.00	88.5%
Total 6420-00 · Sponsorship	200,171.28	220,000.00	-19,828.72	91.0%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	1,743.43	0.00	1,743.43	100.0%
6441-00 · Membership - Miscellaneous Exp	36.05	0.00	36.05	100.0%
6442-00 · Public Relations/Website	81.00	0.00	81.00	100.0%
6423-00 · Membership Activities - Other	2,702.81	9,951.00	-7,248.19	27.2%
Total 6423-00 · Membership Activities	4,563.29	9,951.00	-5,387.71	45.9%
6437-00 · Tuesday Morning Breakfast Club	2,940.00	2,833.36	106.64	103.8%
6490-00 · Classified Ads	275.00	250.00	25.00	110.0%
6600-00 · Promotions/Giveaways	32.14			
6701-00 · Market Study Reports/Research	317.47	0.00	317.47	100.0%
6730-00 · Marketing Cooperative/Media	379,500.00	379,500.00	0.00	100.0%
6740-00 · Media/Collateral/Production	0.00	1,666.72	-1,666.72	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	442.28	0.00	442.28	100.0%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	-124.00	0.00	-124.00	100.0%
6743-04 · High Notes	5,373.32	0.00	5,373.32	100.0%
6743-05 · Peak Your Adventure	976.80			
6743-00 · BACC Marketing Programs - Other	0.00	26,800.00	-26,800.00	0.0%
Total 6743-00 · BACC Marketing Programs	6,226.12	26,800.00	-20,573.88	23.2%
7500-00 · Trade Shows/Travel	15.00			
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-0.44	0.00	-0.44	100.0%
51100 · Freight and Shipping Costs	304.73	0.00	304.73	100.0%
59900 · POS Inventory Adjustments	182.10	0.00	182.10	100.0%
8100-00 · Cost of Goods Sold - Other	19,940.98	29,491.00	-9,550.02	67.6%
Total 8100-00 · Cost of Goods Sold	20,427.37	29,491.00	-9,063.63	69.3%
8200-00 · Associate Relations	1,495.00	200.00	1,295.00	747.5%
8300-00 · Board Functions	870.70	1,200.00	-329.30	72.6%
8500-00 · Credit Card Fees	2,508.90	2,040.00	468.90	123.0%
8700-00 · Automobile Expenses	1,812.49	2,643.44	-830.95	68.6%
8750-00 · Meals/Meetings	1,899.17	1,983.52	-84.35	95.7%
8810-00 · Dues & Subscriptions	4,928.46	3,210.08	1,718.38	153.5%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget vs. Actual**  
**Total**

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
8910-00 · Travel	5,766.48	4,299.44	1,467.04	134.1%
Total Expense	1,255,491.99	1,436,367.15	-180,875.16	87.4%
Net Ordinary Income	162,583.09	-16,368.43	178,951.52	-993.3%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	0.00	-13,965.00	13,965.00	0.0%
Total Other Expense	0.00	-13,965.00	13,965.00	0.0%
Net Other Income	0.00	13,965.00	-13,965.00	0.0%
Net Income	162,583.09	-2,403.43	164,986.52	-6,764.6%

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11/23/16

Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Budget vs. Actual

### 11 - Marketing

	Jul - Oct '16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	888,560.00	888,560.00	0.00	100.0%
Total Income	888,560.00	888,560.00	0.00	100.0%
Gross Profit	888,560.00	888,560.00	0.00	100.0%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	2,750.00	12,833.34	-10,083.34	21.4%
5020-00 · P/R - Tax Expense	6,814.88	8,337.70	-1,522.82	81.7%
5030-00 · P/R - Health Insurance Expense	12,995.85	15,012.80	-2,016.95	86.6%
5040-00 · P/R - Workmans Comp	468.72	435.00	33.72	107.8%
5060-00 · 401 (k)	907.58	2,928.70	-2,021.12	31.0%
5070-00 · Other Benefits and Expenses	318.95	903.36	-584.41	35.3%
5000-00 · Salaries & Wages - Other	81,823.78	101,690.40	-19,866.62	80.5%
Total 5000-00 · Salaries & Wages	106,079.76	142,141.30	-36,061.54	74.6%
5100-00 · Rent				
5110-00 · Utilities	403.40	700.00	-296.60	57.6%
5140-00 · Repairs & Maintenance	0.00	500.00	-500.00	0.0%
5150-00 · Office - Cleaning	761.53	1,008.00	-246.47	75.5%
5100-00 · Rent - Other	7,542.36	6,606.72	935.64	114.2%
Total 5100-00 · Rent	8,707.29	8,814.72	-107.43	98.8%
5310-00 · Telephone				
5320-00 · Telephone	1,793.93	1,766.72	27.21	101.5%
Total 5310-00 · Telephone	1,793.93	1,766.72	27.21	101.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	100.00	0.00	100.00	100.0%
5420-00 · Mail - USPS - Other	125.00	250.00	-125.00	50.0%
Total 5420-00 · Mail - USPS	225.00	250.00	-25.00	90.0%
5510-00 · Insurance/Bonding	484.67	666.72	-182.05	72.7%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	177.14	0.00	177.14	100.0%
5520-00 · Supplies - Other	930.25	1,000.00	-69.75	93.0%
Total 5520-00 · Supplies	1,107.39	1,000.00	107.39	110.7%
5610-00 · Depreciation	115.04	653.00	-537.96	17.6%
5700-00 · Equipment Support & Maintenance	667.13	1,244.00	-576.87	53.6%
5710-00 · Taxes, Licenses & Fees	309.67	166.72	142.95	185.7%
5740-00 · Equipment Rental/Leasing	455.59	666.72	-211.13	68.3%
5800-00 · Training Seminars	1,780.61	0.00	1,780.61	100.0%
5815 · Training Video Series	7,534.05	15,000.00	-7,465.95	50.2%
5820 · Sales CRM/CMS	2,373.94	21,000.00	-18,626.06	11.3%
5941-00 · Research & Planning	0.00	5,000.00	-5,000.00	0.0%
6020-00 · Programs				
6016-00 · Community Marketing Programs	2,200.00	40,000.00	-37,800.00	5.5%
Total 6020-00 · Programs	2,200.00	40,000.00	-37,800.00	5.5%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	0.00	17.88	100.0%
6028-00 · AFW-Operations	1,925.00			
6030-00 · AFW-Media	1,500.00			
6023-00 · Autumn Food & Wine - Other	24,349.98	0.00	24,349.98	100.0%
Total 6023-00 · Autumn Food & Wine	27,792.86	0.00	27,792.86	100.0%
6420-00 · Sponsorship				
6421-00 · New Event Development	5,411.88	0.00	5,411.88	100.0%
6428-00 · Dues & Subscriptions	109.40			
6420-00 · Sponsorship - Other	194,600.00	220,000.00	-25,400.00	88.5%
Total 6420-00 · Sponsorship	200,121.28	220,000.00	-19,878.72	91.0%
6490-00 · Classified Ads	50.00			



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Accrual Basis

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

	Jul - Oct '16	Budget	\$ Over Budget	% of Budget
6600-00 · Promotions/Giveaways	32.14			
6701-00 · Market Study Reports/Research	317.47	0.00	317.47	100.0%
6730-00 · Marketing Cooperative/Media	342,833.32	342,833.32	0.00	100.0%
6742-00 · Non-NLT Co-Op Marketing Program	442.28	0.00	442.28	100.0%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	-124.00	0.00	-124.00	100.0%
6743-04 · High Notes	5,373.32	0.00	5,373.32	100.0%
6743-05 · Peak Your Adventure	976.80			
6743-00 · BACC Marketing Programs - Other	0.00	26,800.00	-26,800.00	0.0%
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>6,226.12</b>	<b>26,800.00</b>	<b>-20,573.88</b>	<b>23.2%</b>
7500-00 · Trade Shows/Travel	15.00			
8200-00 · Associate Relations	221.49	0.00	221.49	100.0%
8500-00 · Credit Card Fees	46.02	0.00	46.02	100.0%
8700-00 · Automobile Expenses	674.08	666.72	7.36	101.1%
8750-00 · Meals/Meetings	1,039.50	1,166.72	-127.22	89.1%
8810-00 · Dues & Subscriptions	1,353.81	1,666.72	-312.91	81.2%
8910-00 · Travel	5,766.48	2,666.72	3,099.76	216.2%
<b>Total Expense</b>	<b>720,765.92</b>	<b>834,170.10</b>	<b>-113,404.18</b>	<b>86.4%</b>
<b>Net Ordinary Income</b>	<b>167,794.08</b>	<b>54,389.90</b>	<b>113,404.18</b>	<b>308.5%</b>
Other Income/Expense				
Other Expense				
8990-00 · Allocated	75,167.82	60,128.00	15,039.82	125.0%
<b>Total Other Expense</b>	<b>75,167.82</b>	<b>60,128.00</b>	<b>15,039.82</b>	<b>125.0%</b>
<b>Net Other Income</b>	<b>-75,167.82</b>	<b>-60,128.00</b>	<b>-15,039.82</b>	<b>125.0%</b>
<b>Net Income</b>	<b>92,626.26</b>	<b>-5,738.10</b>	<b>98,364.36</b>	<b>-1,614.2%</b>

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Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	96,532.00	96,532.00	0.00	100.0%
4200-00 · Membership Ann/Cont Dues	3,300.00	2,563.36	736.64	128.7%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	6,966.00	0.00	6,966.00	100.0%
4600-00 · Commissions - Other	55,639.90	45,565.00	10,074.90	122.1%
Total 4600-00 · Commissions	62,605.90	45,565.00	17,040.90	137.4%
Total Income	162,437.90	144,660.36	17,777.54	112.3%
Gross Profit	162,437.90	144,660.36	17,777.54	112.3%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	13,616.05	8,666.72	4,949.33	157.1%
5020-00 · P/R - Tax Expense	5,466.58	4,872.10	594.48	112.2%
5030-00 · P/R - Health Insurance Expense	5,316.06	5,183.10	132.96	102.6%
5040-00 · P/R - Workmans Comp	332.02	300.00	32.02	110.7%
5060-00 · 401 (k)	2,909.19	2,686.70	222.49	108.3%
5070-00 · Other Benefits and Expenses	192.92	148.72	44.20	129.7%
5000-00 · Salaries & Wages - Other	50,381.87	59,312.50	-8,930.63	84.9%
Total 5000-00 · Salaries & Wages	78,214.69	81,169.84	-2,955.15	96.4%
5100-00 · Rent				
5110-00 · Utilities	203.59	350.00	-146.41	58.2%
5140-00 · Repairs & Maintenance	0.00	260.00	-260.00	0.0%
5150-00 · Office - Cleaning	380.78	504.00	-123.22	75.6%
5100-00 · Rent - Other	3,611.20	3,303.36	307.84	109.3%
Total 5100-00 · Rent	4,195.57	4,417.36	-221.79	95.0%
5310-00 · Telephone				
5320-00 · Telephone	932.84	1,024.00	-91.16	91.1%
Total 5310-00 · Telephone	932.84	1,024.00	-91.16	91.1%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	100.00			
5420-00 · Mail - USPS - Other	65.00	70.00	-5.00	92.9%
Total 5420-00 · Mail - USPS	165.00	70.00	95.00	235.7%
5510-00 · Insurance/Bonding	484.66	500.00	-15.34	96.9%
5520-00 · Supplies	186.51	250.00	-63.49	74.6%
5610-00 · Depreciation	59.84	339.72	-279.88	17.6%
5700-00 · Equipment Support & Maintenance	452.12	552.00	-99.88	81.9%
5710-00 · Taxes, Licenses & Fees	154.27	66.72	87.55	231.2%
5740-00 · Equipment Rental/Leasing	418.41	666.72	-248.31	62.8%
6730-00 · Marketing Cooperative/Media	36,666.68	36,666.68	0.00	100.0%
8700-00 · Automobile Expenses	147.96	133.36	14.60	110.9%
8750-00 · Meals/Meetings	0.00	133.36	-133.36	0.0%
8810-00 · Dues & Subscriptions	340.00	100.00	240.00	340.0%
Total Expense	122,418.55	126,089.76	-3,671.21	97.1%
Net Ordinary Income	40,019.35	18,570.60	21,448.75	215.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	15,239.00	1,986.95	113.0%
Total Other Expense	17,225.95	15,239.00	1,986.95	113.0%
Net Other Income	-17,225.95	-15,239.00	-1,986.95	113.0%
Net Income	22,793.40	3,331.60	19,461.80	684.2%

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Accrual Basis

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

	Jul - Oct '6	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	88,072.00	88,072.00	0.00	100.0%
Total Income	88,072.00	88,072.00	0.00	100.0%
Gross Profit	88,072.00	88,072.00	0.00	100.0%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	2,235.86	2,920.70	-684.84	76.6%
5030-00 · P/R - Health Insurance Expense	1,302.60	1,943.70	-641.10	67.0%
5040-00 · P/R - Workmans Comp	117.18	688.00	-570.82	17.0%
5060-00 · 401 (k)	1,098.83	1,388.80	-289.97	79.1%
5070-00 · Other Benefits and Expenses	27.16	242.10	-214.94	11.2%
5000-00 · Salaries & Wages - Other	26,439.06	29,697.20	-3,258.14	89.0%
Total 5000-00 · Salaries & Wages	31,220.69	36,880.50	-5,659.81	84.7%
5100-00 · Rent				
5110-00 · Utilities	91.92	335.36	-243.44	27.4%
5140-00 · Repairs & Maintenance	0.00	152.36	-152.36	0.0%
5150-00 · Office - Cleaning	152.32	66.72	85.60	228.3%
5100-00 · Rent - Other	1,444.48	2,465.36	-1,020.88	58.6%
Total 5100-00 · Rent	1,688.72	3,019.80	-1,331.08	55.9%
5310-00 · Telephone				
5320-00 · Telephone	837.56	425.00	412.56	197.1%
Total 5310-00 · Telephone	837.56	425.00	412.56	197.1%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5420-00 · Mail - USPS - other	40.00	50.00	-10.00	80.0%
Total 5420-00 · Mail - USPS	90.00	50.00	40.00	180.0%
5510-00 · Insurance/Bonding	76.53	100.00	-23.47	76.5%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	129.00			
5520-00 · Supplies - Other	46.67	100.00	-53.33	46.7%
Total 5520-00 · Supplies	175.67	100.00	75.67	175.7%
5610-00 · Depreciation	36.84	138.00	-101.16	26.7%
5700-00 · Equipment Support & Maintenance	105.50	160.00	-54.50	65.9%
5710-00 · Taxes, Licenses & Fees	94.93	40.00	54.93	237.3%
5740-00 · Equipment Rental/Leasing	365.11	106.72	258.39	342.1%
5810-00 · Public Outreach	0.00	450.00	-450.00	0.0%
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	1,534.00	14,751.00	-13,217.00	10.4%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	10,000.00	-11,593.65	-15.9%
Total 5948-00 · Transportation Projects	-1,593.65	10,000.00	-11,593.65	-15.9%
8700-00 · Automobile Expenses	236.52	400.00	-163.48	59.1%
8750-00 · Meals/Meetings	48.00	100.00	-52.00	48.0%
Total Expense	37,916.42	66,721.02	-28,804.60	56.8%
Net Ordinary Income	50,155.58	21,350.98	28,804.60	234.9%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	21,348.00	-4,122.05	80.7%
Total Other Expense	17,225.95	21,348.00	-4,122.05	80.7%
Net Other Income	-17,225.95	-21,348.00	4,122.05	80.7%
Net Income	32,929.63	2.98	32,926.65	1,105,021.1%

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11/23/16  
Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	111,308.00	111,308.00	0.00	100.0%
4502-00 · Non-retail VIC income	4,338.50	2,548.00	1,790.50	170.3%
4503 · Visitor Guide Income	0.00	1,500.00	-1,500.00	0.0%
46000 · Merchandise Sales	40,255.13	53,929.00	-13,673.87	74.6%
Total Income	155,901.63	169,285.00	-13,383.37	92.1%
Gross Profit	155,901.63	169,285.00	-13,383.37	92.1%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	6,686.23	5,382.00	1,304.23	124.2%
5030-00 · P/R - Health Insurance Expense	7,854.94	9,146.00	-1,291.06	85.9%
5040-00 · P/R - Workmans Comp	371.08	836.00	-464.92	44.4%
5060-00 · 401 (k)	2,580.95	2,036.00	544.95	126.8%
5070-00 · other Benefits and Expenses	217.92	202.36	15.56	107.7%
5000-00 · Salaries & Wages - Other	66,032.52	58,926.00	7,106.52	112.1%
Total 5000-00 · Salaries & Wages	83,743.64	76,528.36	7,215.28	109.4%
5100-00 · Rent				
5110-00 · Utilities	1,502.79	2,500.00	-997.21	60.1%
5140-00 · Repairs & Maintenance	112.04	603.36	-491.32	18.6%
5150-00 · Office - Cleaning	190.39	0.00	190.39	100.0%
5100-00 · Rent - Other	25,808.28	23,595.36	2,212.92	109.4%
Total 5100-00 · Rent	27,613.50	26,698.72	914.78	103.4%
5310-00 · Telephone				
5320-00 · Telephone	1,252.71	1,166.72	85.99	107.4%
Total 5310-00 · Telephone	1,252.71	1,166.72	85.99	107.4%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5480-00 · Mail - Fed Ex	325.22	0.00	325.22	100.0%
5420-00 · Mail - USPS - Other	65.00	166.72	-101.72	39.0%
Total 5420-00 · Mail · USPS	440.22	166.72	273.50	264.0%
5510-00 · Insurance/Bonding	637.74	666.72	-28.98	95.7%
5520-00 · Supplies	796.24	1,333.36	-537.12	59.7%
5530-00 · Visitor Communications - Other	-109.00	200.00	-309.00	-54.5%
5610-00 · Depreciation	59.84	339.72	-279.88	17.6%
5700-00 · Equipment Support & Maintenance	1,012.73	700.00	312.73	144.7%
5710-00 · Taxes, Licenses & Fees	354.26	100.00	254.26	354.3%
5740-00 · Equipment Rental/Leasing	1,825.72	1,976.00	-150.28	92.4%
5800-00 · Training Seminars	0.00	2,000.00	-2,000.00	0.0%
5815 · Training Video Series	0.00	1,666.67	-1,666.67	0.0%
6740-00 · Media/Collateral/Production	0.00	1,666.72	-1,666.72	0.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-0.44	0.00	-0.44	100.0%
51100 · Freight and Shipping Costs	304.73	0.00	304.73	100.0%
59900 · POS Inventory Adjustments	182.10	0.00	182.10	100.0%
8100-00 · Cost of Goods Sold - Other	19,940.98	29,491.00	-9,550.02	67.6%
Total 8100-00 · Cost of Goods Sold	20,427.37	29,491.00	-9,063.63	69.3%
8200-00 · Associate Relations	436.76	0.00	436.76	100.0%
8500-00 · Credit Card Fees	423.90	1,200.00	-776.10	35.3%
8700-00 · Automobile Expenses	324.52	400.00	-75.48	81.1%
8750-00 · Meals/Meetings	164.86	133.36	31.50	123.6%
8810-00 · Dues & Subscriptions	149.97	400.00	-250.03	37.5%
8910-00 · Travel	0.00	1,632.72	-1,632.72	0.0%
Total Expense	139,554.98	148,466.79	-8,911.81	94.0%
Net Ordinary Income	16,346.65	20,818.21	-4,471.56	78.5%
Other Income/Expense				
Other Expense				



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 11/23/16  
 Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
8990-00 - Allocated	15,659.97	20,818.00	-5,158.03	75.2%
Total Other Expense	15,659.97	20,818.00	-5,158.03	75.2%
Net Other Income	-15,659.97	-20,818.00	5,158.03	75.2%
Net Income	686.68	0.21	686.47	326,990.5%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget vs. Actual**  
**50 - Infrastructure**

	Jul - Oct '16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	74,188.00	74,188.00	0.00	100.0%
Total Income	74,188.00	74,188.00	0.00	100.0%
Gross Profit	74,188.00	74,188.00	0.00	100.0%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	2,235.88	3,018.10	-782.22	74.1%
5030-00 · P/R - Health Insurance Expense	1,302.58	1,871.10	-568.52	69.6%
5040-00 · P/R - Workmans Comp	117.18	666.72	-549.54	17.6%
5060-00 · 401 (k)	1,098.83	1,391.60	-292.77	79.0%
5070-00 · Other Benefits and Expenses	27.12	230.00	-202.88	11.8%
5000-00 · Salaries & Wages - Other	26,439.05	29,697.20	-3,258.15	89.0%
Total 5000-00 · Salaries & Wages	31,220.64	36,874.72	-5,654.08	84.7%
5100-00 · Rent				
5110-00 · Utilities	91.92	500.00	-408.08	18.4%
5140-00 · Repairs & Maintenance	0.00	160.00	-160.00	0.0%
5150-00 · Office - Cleaning	152.32	200.72	-48.40	75.9%
5100-00 · Rent - Other	1,444.48	2,342.36	-897.88	61.7%
Total 5100-00 · Rent	1,688.72	3,203.08	-1,514.36	52.7%
5310-00 · Telephone				
5320-00 · Telephone	837.55	1,200.00	-362.45	69.8%
Total 5310-00 · Telephone	837.55	1,200.00	-362.45	69.8%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5420-00 · Mail - USPS - Other	40.00	50.00	-10.00	80.0%
Total 5420-00 · Mail - USPS	90.00	50.00	40.00	180.0%
5510-00 · Insurance/Bonding	76.53	100.00	-23.47	76.5%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	129.00			
5520-00 · Supplies - Other	46.67	100.00	-53.33	46.7%
Total 5520-00 · Supplies	175.67	100.00	75.67	175.7%
5610-00 · Depreciation	36.84	138.00	-101.16	26.7%
5700-00 · Equipment Support & Maintenance	105.50	220.00	-114.50	48.0%
5710-00 · Taxes, Licenses & Fees	94.93	124.00	-29.07	76.6%
5740-00 · Equipment Rental/Leasing	365.11	850.72	-485.61	42.9%
5941-00 · Research & Planning	1,534.55	10,781.00	-9,246.45	14.2%
8700-00 · Automobile Expenses	236.52	460.00	-223.48	51.4%
8750-00 · Meals/Meetings	119.65	133.36	-13.71	89.7%
Total Expense	36,582.21	54,234.88	-17,652.67	67.5%
Net Ordinary Income	37,605.79	19,953.12	17,652.67	188.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	19,956.00	-2,730.05	86.3%
Total Other Expense	17,225.95	19,956.00	-2,730.05	86.3%
Net Other Income	-17,225.95	-19,956.00	2,730.05	86.3%
Net Income	20,379.84	-2.88	20,382.72	-707,633.3%

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Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
Income				
4200-00 · Membership Ann/Conf Dues	40,672.55	36,000.00	4,672.55	113.0%
4201-00 · New Member Fees	450.00	1,333.36	-883.36	33.7%
4250-00 · Revenues-Membership Activities				
4250-02 · Tourism Summit	975.00			
4250-00 · Revenues-Membership Activities - Other	3,643.00	13,200.00	-9,557.00	27.6%
Total 4250-00 · Revenues-Membership Activities	4,618.00	13,200.00	-8,582.00	35.0%
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00	3,200.00	-1,025.00	68.0%
4252-00 · Revenue - Sponsorships	1,000.00	1,500.00	-500.00	66.7%
Total Income	48,915.55	55,233.36	-6,317.81	88.6%
Gross Profit	48,915.55	55,233.36	-6,317.81	88.6%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	-2,750.00	-12,833.34	10,083.34	21.4%
5020-00 · P/R - Tax Expense	1,607.60	2,586.10	-978.50	62.2%
5030-00 · P/R - Health Insurance Expense	5,074.74	6,049.10	-974.36	83.9%
5040-00 · P/R - Workmans Comp	136.72	357.36	-220.64	38.3%
5060-00 · 401 (k)	89.42	224.40	-134.98	39.8%
5070-00 · Other Benefits and Expenses	47.56	351.72	-304.16	13.5%
5000-00 · Salaries & Wages - Other	19,153.73	28,021.70	-8,867.97	68.4%
Total 5000-00 · Salaries & Wages	23,359.77	24,757.04	-1,397.27	94.4%
5100-00 · Rent				
5110-00 · Utilities	138.38	250.00	-111.62	55.4%
5140-00 · Repairs & Maintenance	0.00	160.00	-160.00	0.0%
5150-00 · Office - Cleaning	266.53	360.00	-93.47	74.0%
5100-00 · Rent - Other	2,767.84	2,359.72	408.12	117.3%
Total 5100-00 · Rent	3,172.75	3,129.72	43.03	101.4%
5310-00 · Telephone				
5320-00 · Telephone	907.07	900.00	7.07	100.8%
Total 5310-00 · Telephone	907.07	900.00	7.07	100.8%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	400.00			
5420-00 · Mail - USPS - Other	40.00	200.00	-160.00	20.0%
Total 5420-00 · Mail - USPS	440.00	200.00	240.00	220.0%
5510-00 · Insurance/Bonding	229.57	266.72	-37.15	86.1%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	343.99	0.00	343.99	100.0%
5520-00 · Supplies - Other	169.81	433.36	-263.55	39.2%
Total 5520-00 · Supplies	513.80	433.36	80.44	118.6%
5610-00 · Depreciation	36.84	209.00	-172.16	17.6%
5700-00 · Equipment Support & Maintenance	359.00	188.36	170.64	190.6%
5710-00 · Taxes, Licenses & Fees	94.93	166.72	-71.79	56.9%
5740-00 · Equipment Rental/Leasing	781.10	1,088.72	-307.62	71.7%
5800-00 · Training Seminars	892.11	1,500.00	-607.89	59.5%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	1,623.43	0.00	1,623.43	100.0%
6441-00 · Membership - Miscellaneous Exp	36.05	0.00	36.05	100.0%
6442-00 · Public Relations/Website	81.00	0.00	81.00	100.0%
6423-00 · Membership Activities - Other	2,702.81	9,951.00	-7,248.19	27.2%
Total 6423-00 · Membership Activities	4,443.29	9,951.00	-5,507.71	44.7%
6437-00 · Tuesday Morning Breakfast Club	2,940.00	2,833.36	106.64	103.8%
8500-00 · Credit Card Fees	1,953.98	840.00	1,113.98	232.6%
8700-00 · Automobile Expenses	192.89	250.00	-57.11	77.2%
8750-00 · Meals/Meetings	177.20	166.72	10.48	106.3%
8810-00 · Dues & Subscriptions	1,160.00	333.36	826.64	348.0%

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Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
Total Expense	41,654.30	47,214.08	-5,559.78	88.2%
Net Ordinary Income	7,261.25	8,019.28	-758.03	90.5%
Other Income/Expense				
Other Expense				
8990-00 - Allocated	14,093.97	8,019.00	6,074.97	175.8%
Total Other Expense	14,093.97	8,019.00	6,074.97	175.8%
Net Other Income	-14,093.97	-8,019.00	-6,074.97	175.8%
Net Income	-6,832.72	0.28	-6,833.00	-2,440,257.1 %

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Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	6,438.98	7,889.60	-1,450.62	81.6%
5030-00 · P/R - Health Insurance Expense	6,140.92	14,056.80	-7,915.88	43.7%
5040-00 · P/R - Workmans Comp	410.10	1,602.72	-1,192.62	25.6%
5060-00 · 401 (k)	1,454.71	3,146.30	-1,691.59	46.2%
5070-00 · Other Benefits and Expenses	159.00	373.72	-214.72	42.5%
5000-00 · Salaries & Wages - Other	79,193.41	106,393.70	-27,200.29	74.4%
Total 5000-00 · Salaries & Wages	93,797.12	133,462.84	-39,665.72	70.3%
5100-00 · Rent				
5110-00 · Utilities	326.00	800.00	-474.00	40.8%
5140-00 · Repairs & Maintenance	54.32	800.00	-745.68	6.8%
5150-00 · Office - Cleaning	693.53	1,008.00	-314.47	68.8%
5100-00 · Rent - Other	6,408.80	7,660.36	-1,251.56	83.7%
Total 5100-00 · Rent	7,482.65	10,268.36	-2,785.71	72.9%
5310-00 · Telephone				
5320-00 · Telephone	3,054.28	2,866.72	187.56	106.5%
Total 5310-00 · Telephone	3,054.28	2,866.72	187.56	106.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	250.00	0.00	250.00	100.0%
5420-00 · Mail - USPS - Other	125.00	233.36	-108.36	53.6%
Total 5420-00 · Mail - USPS	375.00	233.36	141.64	160.7%
5510-00 · Insurance/Bonding	561.17	566.72	-5.55	99.0%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	257.99			
5520-00 · Supplies - Other	1,315.47	2,333.36	-1,017.89	56.4%
Total 5520-00 · Supplies	1,573.46	2,333.36	-759.90	67.4%
5610-00 · Depreciation	115.04	653.00	-537.96	17.6%
5700-00 · Equipment Support & Maintenance	3,118.94	1,242.72	1,876.22	251.0%
5710-00 · Taxes, Licenses & Fees	3,748.64	2,666.72	1,081.92	140.6%
5740-00 · Equipment Rental/Leasing	531.22	833.36	-302.14	63.7%
5800-00 · Training Seminars	0.00	1,500.00	-1,500.00	0.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	1,060.00	0.00	1,060.00	100.0%
5920-00 · Professional Fees - Accountant	35,470.00	0.00	35,470.00	100.0%
5900-00 · Professional Fees - Other	1,250.00	0.00	1,250.00	100.0%
Total 5900-00 · Professional Fees	37,780.00	0.00	37,780.00	100.0%
6420-00 · Sponsorship				
6421-00 · New Event Development	50.00			
Total 6420-00 · Sponsorship	50.00			
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	120.00			
Total 6423-00 · Membership Activities	120.00			
6490-00 · Classified Ads	225.00	250.00	-25.00	90.0%
8200-00 · Associate Relations	836.75	200.00	636.75	418.4%
8300-00 · Board Functions	870.70	1,200.00	-329.30	72.6%
8500-00 · Credit Card Fees	85.00	0.00	85.00	100.0%
8700-00 · Automobile Expenses	0.00	333.36	-333.36	0.0%
8750-00 · Meals/Meetings	349.96	150.00	199.96	233.3%
8810-00 · Dues & Subscriptions	1,924.68	710.00	1,214.68	271.1%
Total Expense	156,599.61	159,470.52	-2,870.91	98.2%
Net Ordinary Income	-156,599.61	-159,470.52	2,870.91	98.2%
Other Income/Expense				
Other Expense				



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Accrual Basis

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

	Jul - Oct 16	Budget	\$ Over Budget	% of Budget
8990-00 - Allocated	-156,599.61	-159,473.00	2,873.39	98.2%
Total Other Expense	-156,599.61	-159,473.00	2,873.39	98.2%
Net Other Income	156,599.61	159,473.00	-2,873.39	98.2%
Net Income	0.00	2.48	-2.48	0.0%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**Total**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	1,258,660.00	1,085,360.00	173,300.00	16.0%
4200-00 · Membership Ann/Conf Dues	43,972.55	55,351.08	-11,378.53	-20.6%
4201-00 · New Member Fees	450.00	375.00	75.00	20.0%
4250-00 · Revenues-Membership Activities				
4250-02 · Tourism Summit	975.00	0.00	975.00	100.0%
4250-00 · Revenues-Membership Activities - Other	3,643.00	7,768.43	-4,125.43	-53.1%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>4,618.00</b>	<b>7,768.43</b>	<b>-3,150.43</b>	<b>-40.6%</b>
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00	2,820.00	-645.00	-22.9%
4252-00 · Revenue - Sponsorships	1,000.00	500.00	500.00	100.0%
4350-00 · Special Events (Marketing)	0.00	15,000.00	-15,000.00	-100.0%
4502-00 · Non-retail VIC income	4,338.50	3,175.00	1,163.50	36.7%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	6,966.00	-1,426.06	8,392.06	588.5%
4600-00 · Commissions - Other	55,639.90	131,702.57	-76,062.67	-57.8%
<b>Total 4600-00 · Commissions</b>	<b>62,605.90</b>	<b>130,276.51</b>	<b>-67,670.61</b>	<b>-51.9%</b>
4600 · Merchandise Sales	40,255.13	40,255.95	-0.82	0.0%
<b>Total Income</b>	<b>1,418,075.08</b>	<b>1,340,881.97</b>	<b>77,193.11</b>	<b>5.8%</b>
<b>Gross Profit</b>	<b>1,418,075.08</b>	<b>1,340,881.97</b>	<b>77,193.11</b>	<b>5.8%</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	13,616.05	3,570.02	10,046.03	281.4%
5020-00 · P/R - Tax Expense	31,486.01	28,815.43	2,670.58	9.3%
5030-00 · P/R - Health Insurance Expense	39,987.69	41,384.74	-1,397.05	-3.4%
5040-00 · P/R - Workmans Comp	1,953.00	1,571.85	381.15	24.3%
5060-00 · 401 (k)	10,139.51	13,631.05	-3,491.54	-25.6%
5070-00 · Other Benefits and Expenses	990.63	2,694.27	-1,703.64	-63.2%
5000-00 · Salaries & Wages - Other	349,463.42	363,294.05	-13,830.63	-3.8%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>447,636.31</b>	<b>454,961.41</b>	<b>-7,325.10</b>	<b>-1.6%</b>
5100-00 · Rent				
5110-00 · Utilities	2,758.00	3,736.93	-978.93	-26.2%
5140-00 · Repairs & Maintenance	166.36	459.89	-293.53	-63.8%
5150-00 · Office - Cleaning	2,597.40	2,320.00	277.40	12.0%
5100-00 · Rent - Other	49,027.44	45,692.31	3,335.13	7.3%
<b>Total 5100-00 · Rent</b>	<b>54,549.20</b>	<b>52,209.13</b>	<b>2,340.07</b>	<b>4.5%</b>
5310-00 · Telephone				
5320-00 · Telephone	9,615.94	9,748.35	-132.41	-1.4%
5350-00 · Internet	0.00	170.00	-170.00	-100.0%
<b>Total 5310-00 · Telephone</b>	<b>9,615.94</b>	<b>9,918.35</b>	<b>-302.41</b>	<b>-3.1%</b>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	0.00	1,000.00	100.0%
5480-00 · Mail - Fed Ex	325.22	552.45	-227.23	-41.1%
5420-00 · Mail - USPS - Other	500.00	417.94	82.06	19.6%
<b>Total 5420-00 · Mail - USPS</b>	<b>1,825.22</b>	<b>970.39</b>	<b>854.83</b>	<b>88.1%</b>
5510-00 · Insurance/Bonding	2,550.87	1,430.11	1,120.76	78.4%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	1,037.12	2,179.64	-1,142.52	-52.4%
5520-00 · Supplies - Other	3,491.62	4,258.35	-766.73	-18.0%
<b>Total 5520-00 · Supplies</b>	<b>4,528.74</b>	<b>6,437.99</b>	<b>-1,909.25</b>	<b>-29.7%</b>
5530-00 · Visitor Communications - Other	-109.00	35.44	-144.44	-407.6%
5610-00 · Depreciation	460.28	2,075.20	-1,614.92	-77.8%
5700-00 · Equipment Support & Maintenance	5,820.92	1,627.23	4,193.69	257.7%
5710-00 · Taxes, Licenses & Fees	4,851.63	3,681.48	1,170.15	31.8%
5740-00 · Equipment Rental/Leasing	4,742.26	5,500.52	-758.26	-13.8%
5800-00 · Training Seminars	2,672.72	1,249.12	1,423.60	114.0%
5815 · Training Video Series	7,534.05	0.00	7,534.05	100.0%
5820 · Sales CRM/CMS	2,373.94	0.00	2,373.94	100.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	1,060.00	2,300.00	-1,240.00	-53.9%
5920-00 · Professional Fees - Accountant	35,470.00	14,345.37	21,124.63	147.3%
5900-00 · Professional Fees - Other	1,250.00	0.00	1,250.00	100.0%
<b>Total 5900-00 · Professional Fees</b>	<b>37,780.00</b>	<b>16,645.37</b>	<b>21,134.63</b>	<b>127.0%</b>
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	3,068.55	25,260.20	-22,191.65	-87.9%

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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Prev Year Comparison

Total

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
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 · Community Marketing Programs	2,200.00	494.90	1,705.10	344.5%
Total 6020-00 · Programs	2,200.00	494.90	1,705.10	344.5%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	17.69	0.19	1.1%
6028-00 · AFW-Operations	1,925.00	0.00	1,925.00	100.0%
6030-00 · AFW-Media	1,500.00	0.00	1,500.00	100.0%
6023-00 · Autumn Food & Wine - Other	24,349.98	-85,775.11	110,125.09	128.4%
Total 6023-00 · Autumn Food & Wine	27,792.86	-85,757.42	113,550.28	132.4%
6420-00 · Sponsorship				
6421-00 · New Event Development	5,461.88	1,155.15	4,306.73	372.8%
6422-00 · IronMan Lake Tahoe	0.00	409,457.94	-409,457.94	-100.0%
6427-00 · USA Cycling	0.00	5,542.32	-5,542.32	-100.0%
6428-00 · Dues & Subscriptions	109.40	0.00	109.40	100.0%
6420-00 · Sponsorship - Other	194,600.00	7,225.00	187,375.00	2,593.4%
Total 6420-00 · Sponsorship	200,171.28	423,380.41	-223,209.13	-52.7%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	1,743.43	1,128.75	614.68	54.5%
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	64.83	-64.83	-100.0%
6441-00 · Membership - Miscellaneous Exp	36.05	54.09	-18.04	-33.4%
6442-00 · Public Relations/Website	81.00	1,582.50	-1,501.50	-94.9%
6443-00 · Membership - Bridal Faire	0.00	1,242.42	-1,242.42	-100.0%
6423-00 · Membership Activities - Other	2,702.81	6,981.22	-4,278.41	-61.3%
Total 6423-00 · Membership Activities	4,563.29	11,053.81	-6,490.52	-58.7%
6437-00 · Tuesday Morning Breakfast Club	2,940.00	1,394.00	1,546.00	110.9%
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	317.47	272.15	45.32	16.7%
6730-00 · Marketing Cooperative/Media	379,500.00	242,500.00	137,000.00	56.5%
6742-00 · Non-NLT Co-Op Marketing Program	442.28	8,239.41	-7,797.13	-94.6%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	-124.00	4,937.99	-5,061.99	-102.5%
6743-04 · High Notes	5,373.32	16,000.00	-10,626.68	-66.4%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
Total 6743-00 · BACC Marketing Programs	6,226.12	20,937.99	-14,711.87	-70.3%
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-0.44	-7.22	6.78	93.9%
51100 · Freight and Shipping Costs	304.73	602.73	-298.00	-49.4%
59900 · PQS Inventory Adjustments	182.10	-770.93	953.03	123.6%
8100-00 · Cost of Goods Sold - Other	19,940.98	19,363.37	577.61	3.0%
Total 8100-00 · Cost of Goods Sold	20,427.37	19,187.95	1,239.42	6.5%
8200-00 · Associate Relations	1,495.00	1,880.83	-385.83	-20.5%
8300-00 · Board Functions	870.70	339.65	531.05	156.4%
8500-00 · Credit Card Fees	2,508.90	2,296.90	212.00	9.2%
8700-00 · Automobile Expenses	1,812.49	2,744.77	-932.28	-34.0%
8750-00 · Meals/Meetings	1,899.17	1,368.60	530.57	38.8%
8810-00 · Dues & Subscriptions	4,928.46	2,713.57	2,214.89	81.6%
8910-00 · Travel	5,766.48	2,368.49	3,397.99	143.5%
8930-00 · Prior Period Adjustments	0.00	-7,080.12	7,080.12	100.0%
Total Expense	1,255,491.99	1,230,337.83	25,154.16	2.0%
Net Ordinary Income	162,583.09	110,544.14	52,038.95	47.1%
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	162,583.09	110,544.14	52,038.95	47.1%

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss Prev Year Comparison

### 11 - Marketing

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	888,560.00	734,899.00	153,661.00	20.9%
4350-00 · Special Events (Marketing)	0.00	15,000.00	-15,000.00	-100.0%
<b>Total Income</b>	<b>888,560.00</b>	<b>749,899.00</b>	<b>138,661.00</b>	<b>18.5%</b>
<b>Gross Profit</b>	<b>888,560.00</b>	<b>749,899.00</b>	<b>138,661.00</b>	<b>18.5%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	2,750.00	4,833.32	-2,083.32	-43.1%
5020-00 · P/R - Tax Expense	6,814.88	6,058.53	756.35	12.5%
5030-00 · P/R - Health Insurance Expense	12,995.85	9,647.60	3,348.25	34.7%
5040-00 · P/R - Workmans Comp	468.72	141.47	327.25	231.3%
5060-00 · 401 (k)	907.58	1,899.77	-992.19	-52.2%
5070-00 · other Benefits and Expenses	318.95	934.94	-615.99	-65.9%
5000-00 · Salaries & Wages - Other	81,823.78	77,804.17	4,019.61	5.2%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>106,079.76</b>	<b>101,319.80</b>	<b>4,759.96</b>	<b>4.7%</b>
5100-00 · Rent				
5110-00 · Utilities	403.40	520.18	-116.78	-22.5%
5140-00 · Repairs & Maintenance	0.00	100.00	-100.00	-100.0%
5150-00 · Office - Cleaning	761.53	483.00	278.53	57.7%
5100-00 · Rent - Other	7,542.36	6,265.64	1,276.72	20.4%
<b>Total 5100-00 · Rent</b>	<b>8,707.29</b>	<b>7,368.82</b>	<b>1,338.47</b>	<b>18.2%</b>
5310-00 · Telephone				
5320-00 · Telephone	1,793.93	2,294.14	-500.21	-21.8%
5350-00 · Internet	0.00	170.00	-170.00	-100.0%
<b>Total 5310-00 · Telephone</b>	<b>1,793.93</b>	<b>2,464.14</b>	<b>-670.21</b>	<b>-27.2%</b>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	100.00	0.00	100.00	100.0%
5480-00 · Mail - Fed Ex	0.00	442.68	-442.68	-100.0%
5420-00 · Mail - USPS - other	125.00	5.53	119.47	2,160.4%
<b>Total 5420-00 · Mail - USPS</b>	<b>225.00</b>	<b>448.21</b>	<b>-223.21</b>	<b>-49.8%</b>
5510-00 · Insurance/Bonding	484.67	271.72	212.95	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	177.14	2,084.65	-1,907.51	-91.5%
5520-00 · Supplies - Other	930.25	921.34	8.91	1.0%
<b>Total 5520-00 · Supplies</b>	<b>1,107.39</b>	<b>3,005.99</b>	<b>-1,898.60</b>	<b>-63.2%</b>
5610-00 · Depreciation	115.04	518.84	-403.80	-77.8%
5700-00 · Equipment Support & Maintenance	667.13	-53.00	720.13	1,358.7%
5710-00 · Taxes, Licenses & Fees	309.67	262.15	47.52	18.1%
5740-00 · Equipment Rental/Leasing	455.59	534.19	-78.60	-14.7%
5800-00 · Training Seminars	1,780.61	0.00	1,780.61	100.0%
5815 · Training Video Series	7,534.05	0.00	7,534.05	100.0%
5820 · Sales CRM/CMS	2,373.94	0.00	2,373.94	100.0%
6020-00 · Programs				
6016-00 · Community Marketing Programs	2,200.00	494.90	1,705.10	344.5%
<b>Total 6020-00 · Programs</b>	<b>2,200.00</b>	<b>494.90</b>	<b>1,705.10</b>	<b>344.5%</b>
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	17.69	0.19	1.1%
6028-00 · AFW-Operations	1,925.00	0.00	1,925.00	100.0%
6030-00 · AFW-Media	1,500.00	0.00	1,500.00	100.0%
6023-00 · Autumn Food & Wine - Other	24,349.98	-85,775.11	110,125.09	128.4%
<b>Total 6023-00 · Autumn Food &amp; Wine</b>	<b>27,792.86</b>	<b>-85,757.42</b>	<b>113,550.28</b>	<b>132.4%</b>
6420-00 · Sponsorship				
6421-00 · New Event Development	5,411.88	1,155.15	4,256.73	368.5%
6422-00 · IronMan Lake Tahoe	0.00	409,457.94	-409,457.94	-100.0%
6427-00 · USA Cycling	0.00	5,542.32	-5,542.32	-100.0%
6428-00 · Dues & Subscriptions	109.40	0.00	109.40	100.0%
6420-00 · Sponsorship - Other	194,600.00	7,125.00	187,475.00	2,631.2%
<b>Total 6420-00 · Sponsorship</b>	<b>200,121.28</b>	<b>423,280.41</b>	<b>-223,159.13</b>	<b>-52.7%</b>
6490-00 · Classified Ads	50.00	0.00	50.00	100.0%
6600-00 · Promotions/Giveaways	32.14	0.00	32.14	100.0%
6701-00 · Market Study Reports/Research	317.47	272.15	45.32	16.7%
6730-00 · Marketing Cooperative/Media	342,833.32	213,100.00	129,733.32	60.9%
6742-00 · Non-NLT Co-Op Marketing Program	442.28	8,089.41	-7,647.13	-94.5%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	-124.00	4,937.99	-5,061.99	-102.5%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**11 - Marketing**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
6743-04 · High Notes	5,373.32	16,000.00	-10,626.68	-66.4%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>6,226.12</b>	<b>20,937.99</b>	<b>-14,711.87</b>	<b>-70.3%</b>
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8200-00 · Associate Relations	221.49	271.19	-49.70	-18.3%
8500-00 · Credit Card Fees	46.02	0.00	46.02	100.0%
8700-00 · Automobile Expenses	674.08	320.05	354.03	110.6%
8750-00 · Meals/Meetings	1,039.50	884.72	154.78	17.5%
8810-00 · Dues & Subscriptions	1,353.81	1,424.67	-70.86	-5.0%
8910-00 · Travel	5,766.48	62.97	5,703.51	9,057.5%
8930-00 · Prior Period Adjustments	0.00	6,489.85	-6,489.85	-100.0%
<b>Total Expense</b>	<b>720,765.92</b>	<b>706,011.75</b>	<b>14,754.17</b>	<b>2.1%</b>
<b>Net Ordinary Income</b>	<b>167,794.08</b>	<b>43,887.25</b>	<b>123,906.83</b>	<b>282.3%</b>
<b>Other Income/Expense</b>				
Other Expense				
8990-00 · Allocated	75,167.82	72,878.63	2,289.19	3.1%
<b>Total Other Expense</b>	<b>75,167.82</b>	<b>72,878.63</b>	<b>2,289.19</b>	<b>3.1%</b>
<b>Net Other Income</b>	<b>-75,167.82</b>	<b>-72,878.63</b>	<b>-2,289.19</b>	<b>-3.1%</b>
<b>Net Income</b>	<b>92,626.26</b>	<b>-28,991.38</b>	<b>121,617.64</b>	<b>419.5%</b>



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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Prev Year Comparison

30 - Conference

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	96,532.00	111,249.00	-14,717.00	-13.2%
4200-00 · Membership Ann/Conf Dues	3,300.00	0.00	3,300.00	100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	6,966.00	-1,426.06	8,392.06	588.5%
4600-00 · Commissions - Other	55,639.90	131,702.57	-76,062.67	-57.8%
Total 4600-00 · Commissions	62,605.90	130,276.51	-67,670.61	-51.9%
Total Income	162,437.90	241,525.51	-79,087.61	-32.8%
Gross Profit	162,437.90	241,525.51	-79,087.61	-32.8%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	13,616.05	3,570.02	10,046.03	281.4%
5020-00 · P/R - Tax Expense	5,466.58	4,844.27	622.31	12.9%
5030-00 · P/R - Health Insurance Expense	5,316.06	4,917.44	398.62	8.1%
5040-00 · P/R - Workmans Comp	332.02	141.47	190.55	134.7%
5060-00 · 401 (k)	2,909.19	3,254.72	-345.53	-10.6%
5070-00 · Other Benefits and Expenses	192.92	33.96	158.96	468.1%
5000-00 · Salaries & Wages - Other	50,381.87	58,936.58	-8,554.71	-14.5%
Total 5000-00 · Salaries & Wages	78,214.69	75,698.46	2,516.23	3.3%
5100-00 · Rent				
5110-00 · Utilities	203.59	263.98	-60.39	-22.9%
5140-00 · Repairs & Maintenance	0.00	52.00	-52.00	-100.0%
5150-00 · Office - Cleaning	380.78	245.00	135.78	55.4%
5100-00 · Rent - Other	3,611.20	3,133.11	478.09	15.3%
Total 5100-00 · Rent	4,195.57	3,694.09	501.48	13.6%
5310-00 · Telephone				
5320-00 · Telephone	932.84	862.41	70.43	8.2%
Total 5310-00 · Telephone	932.84	862.41	70.43	8.2%
5420-00 · Mail · USPS				
5470-00 · Mail - UPS	100.00	0.00	100.00	100.0%
5480-00 · Mail - Fed Ex	0.00	0.00	0.00	0.0%
5420-00 · Mail - USPS - Other	65.00	78.75	-13.75	-17.5%
Total 5420-00 · Mail - USPS	165.00	78.75	86.25	109.5%
5510-00 · Insurance/Bonding	484.66	271.72	212.94	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	0.00	94.99	-94.99	-100.0%
5520-00 · Supplies - Other	186.51	186.93	-0.42	-0.2%
Total 5520-00 · Supplies	186.51	281.92	-95.41	-33.8%
5610-00 · Depreciation	59.84	269.76	-209.92	-77.8%
5700-00 · Equipment Support & Maintenance	452.12	-108.80	560.92	515.6%
5710-00 · Taxes, Licenses & Fees	154.27	136.32	17.95	13.2%
5740-00 · Equipment Rental/Leasing	418.41	505.96	-87.55	-17.3%
6730-00 · Marketing Cooperative/Media	36,666.68	29,400.00	7,266.68	24.7%
8200-00 · Associate Relations	0.00	90.00	-90.00	-100.0%
8500-00 · Credit Card Fees	0.00	45.00	-45.00	-100.0%
8700-00 · Automobile Expenses	147.96	115.57	32.39	28.0%
8810-00 · Dues & Subscriptions	340.00	0.00	340.00	100.0%
8930-00 · Prior Period Adjustments	0.00	-4,699.23	4,699.23	100.0%
Total Expense	122,418.55	106,641.93	15,776.62	14.8%
Net Ordinary Income	40,019.35	134,883.58	-94,864.23	-70.3%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	16,701.36	524.59	3.1%
Total Other Expense	17,225.95	16,701.36	524.59	3.1%

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Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Prev Year Comparison  
30 - Conference

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Net Other Income	-17,225.95	-16,701.36	-524.59	-3.1%
Net Income	22,793.40	118,182.22	-95,388.82	-80.7%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**41 - Transportation**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	88,072.00	66,965.00	21,107.00	31.5%
Total Income	88,072.00	66,965.00	21,107.00	31.5%
Gross Profit	88,072.00	66,965.00	21,107.00	31.5%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	2,235.86	2,668.77	-432.91	-16.2%
5030-00 · P/R - Health Insurance Expense	1,302.60	1,227.76	74.84	6.1%
5040-00 · P/R - Workmans Comp	117.18	157.19	-40.01	-25.5%
5060-00 · 401 (k)	1,098.83	1,419.70	-320.87	-22.6%
5070-00 · Other Benefits and Expenses	27.16	88.58	-61.42	-69.3%
5000-00 · Salaries & Wages - Other	26,439.06	29,459.61	-3,020.55	-10.3%
Total 5000-00 · Salaries & Wages	31,220.69	35,021.61	-3,800.92	-10.9%
5100-00 · Rent				
5110-00 · Utilities	91.92	185.97	-94.05	-50.6%
5140-00 · Repairs & Maintenance	0.00	32.00	-32.00	-100.0%
5150-00 · Office - Cleaning	152.32	166.00	-13.68	-8.2%
5100-00 · Rent - Other	1,444.48	2,237.93	-793.45	-35.5%
Total 5100-00 · Rent	1,688.72	2,621.90	-933.18	-35.6%
5310-00 · Telephone				
5320-00 · Telephone	837.56	636.41	201.15	31.6%
Total 5310-00 · Telephone	837.56	636.41	201.15	31.6%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00	0.00	50.00	100.0%
5420-00 · Mail - USPS - Other	40.00	25.00	15.00	60.0%
Total 5420-00 · Mail - USPS	90.00	25.00	65.00	260.0%
5510-00 · Insurance/Bonding	76.53	42.90	33.63	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	129.00	0.00	129.00	100.0%
5520-00 · Supplies - Other	46.67	184.61	-137.94	-74.7%
Total 5520-00 · Supplies	175.67	184.61	-8.94	-4.8%
5610-00 · Depreciation	36.84	166.00	-129.16	-77.8%
5700-00 · Equipment Support & Maintenance	105.50	100.80	4.70	4.7%
5710-00 · Taxes, Licenses & Fees	94.93	83.89	11.04	13.2%
5740-00 · Equipment Rental/Leasing	365.11	450.74	-85.63	-19.0%
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	1,534.00	10,063.25	-8,529.25	-84.8%
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%
6420-00 · Sponsorship	0.00	100.00	-100.00	-100.0%
8200-00 · Associate Relations	0.00	75.00	-75.00	-100.0%
8700-00 · Automobile Expenses	236.52	660.18	-423.66	-64.2%
8750-00 · Meals/Meetings	48.00	84.00	-36.00	-42.9%
8930-00 · Prior Period Adjustments	0.00	-2,035.00	2,035.00	100.0%
Total Expense	37,916.42	48,281.29	-10,364.87	-21.5%
Net Ordinary Income	50,155.58	18,683.71	31,471.87	168.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	16,701.36	524.59	3.1%
Total Other Expense	17,225.95	16,701.36	524.59	3.1%
Net Other Income	-17,225.95	-16,701.36	-524.59	-3.1%

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Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Prev Year Comparison  
41 - Transportation

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Net Income	32,929.63	1,982.35	30,947.28	1,561.1%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**42 - Visitor Center**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
Income				
4050-00 · County of Placer TOT Funding	111,308.00	97,682.00	13,626.00	14.0%
4502-00 · Non-retail VIC income	4,338.50	2,800.00	1,538.50	55.0%
46000 · Merchandise Sales	40,255.13	40,255.95	-0.82	0.0%
<b>Total Income</b>	<b>155,901.63</b>	<b>140,737.95</b>	<b>15,163.68</b>	<b>10.8%</b>
<b>Gross Profit</b>	<b>155,901.63</b>	<b>140,737.95</b>	<b>15,163.68</b>	<b>10.8%</b>
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	6,686.23	4,979.72	1,706.51	34.3%
5030-00 · P/R - Health Insurance Expense	7,854.94	5,938.82	1,916.12	32.3%
5040-00 · P/R - Workmans Comp	371.08	298.65	72.43	24.3%
5060-00 · 401 (k)	2,580.95	1,666.60	914.35	54.9%
5070-00 · Other Benefits and Expenses	217.92	158.96	58.96	37.1%
5000-00 · Salaries & Wages - Other	66,032.52	53,216.60	12,815.92	24.1%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>83,743.64</b>	<b>66,259.35</b>	<b>17,484.29</b>	<b>26.4%</b>
5100-00 · Rent				
5110-00 · Utilities	1,502.79	1,605.31	-102.52	-6.4%
5140-00 · Repairs & Maintenance	112.04	111.89	0.15	0.1%
5150-00 · Office - Cleaning	190.39	611.00	-420.61	-68.8%
5100-00 · Rent - Other	25,808.28	22,379.30	3,428.98	15.3%
<b>Total 5100-00 · Rent</b>	<b>27,613.50</b>	<b>24,707.50</b>	<b>2,906.00</b>	<b>11.8%</b>
5310-00 · Telephone				
5320-00 · Telephone	1,252.71	1,134.74	117.97	10.4%
<b>Total 5310-00 · Telephone</b>	<b>1,252.71</b>	<b>1,134.74</b>	<b>117.97</b>	<b>10.4%</b>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00	0.00	50.00	100.0%
5480-00 · Mail - Fed Ex	325.22	109.77	215.45	196.3%
5420-00 · Mail - USPS - Other	65.00	125.62	-60.62	-48.3%
<b>Total 5420-00 · Mail - USPS</b>	<b>440.22</b>	<b>235.39</b>	<b>204.83</b>	<b>87.0%</b>
5510-00 · Insurance/Bonding	637.74	357.53	280.21	78.4%
5520-00 · Supplies	796.24	876.98	-80.74	-9.2%
5530-00 · Visitor Communications - Other	-109.00	0.00	-109.00	-100.0%
5610-00 · Depreciation	59.84	269.76	-209.92	-77.8%
5700-00 · Equipment Support & Maintenance	1,012.73	588.20	424.53	72.2%
5710-00 · Taxes, Licenses & Fees	354.26	136.32	217.94	159.9%
5740-00 · Equipment Rental/Leasing	1,825.72	1,939.41	-113.69	-5.9%
6742-00 · Non-NLT Co-Op Marketing Program	0.00	150.00	-150.00	-100.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-0.44	-7.22	6.78	93.9%
51100 · Freight and Shipping Costs	304.73	584.77	-280.04	-47.9%
59900 · POS Inventory Adjustments	182.10	-770.93	953.03	123.6%
8100-00 · Cost of Goods Sold - Other	19,940.98	19,364.37	576.61	3.0%
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>20,427.37</b>	<b>19,170.99</b>	<b>1,256.38</b>	<b>6.6%</b>
8200-00 · Associate Relations	436.76	127.53	309.23	242.5%
8500-00 · Credit Card Fees	423.90	1,150.78	-726.88	-63.2%
8700-00 · Automobile Expenses	324.52	70.73	253.79	358.8%
8750-00 · Meals/Meetings	164.86	0.00	164.86	100.0%
8810-00 · Dues & Subscriptions	149.97	139.96	10.01	7.2%
<b>Total Expense</b>	<b>139,554.98</b>	<b>117,315.17</b>	<b>22,239.81</b>	<b>19.0%</b>
<b>Net Ordinary Income</b>	<b>16,346.65</b>	<b>23,422.78</b>	<b>-7,076.13</b>	<b>-30.2%</b>
<b>Other Income/Expense</b>				
Other Expense				
8990-00 · Allocated	15,659.97	15,183.06	476.91	3.1%
<b>Total Other Expense</b>	<b>15,659.97</b>	<b>15,183.06</b>	<b>476.91</b>	<b>3.1%</b>



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Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Prev Year Comparison  
42 - Visitor Center

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Net Other Income	-15,659.97	-15,183.06	-476.91	-3.1%
Net Income	686.68	8,239.72	-7,553.04	-91.7%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**50 - Infrastructure**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	74,188.00	74,565.00	-377.00	-0.5%
Total Income	74,188.00	74,565.00	-377.00	-0.5%
Gross Profit	74,188.00	74,565.00	-377.00	-0.5%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	2,235.88	2,317.16	-81.28	-3.5%
5030-00 · P/R - Health Insurance Expense	1,302.58	1,386.78	-84.20	-6.1%
5040-00 · P/R - Workmans Comp	117.18	157.19	-40.01	-25.5%
5060-00 · 401 (k)	1,098.83	993.51	105.32	10.6%
5070-00 · Other Benefits and Expenses	27.12	88.56	-61.44	-69.4%
5000-00 · Salaries & Wages - Other	26,439.05	22,194.31	4,244.74	19.1%
Total 5000-00 · Salaries & Wages	31,220.64	27,137.51	4,083.13	15.1%
5100-00 · Rent				
5110-00 · Utilities	91.92	185.97	-94.05	-50.6%
5140-00 · Repairs & Maintenance	0.00	32.00	-32.00	-100.0%
5150-00 · Office - Cleaning	152.32	166.00	-13.68	-8.2%
5100-00 · Rent - Other	1,444.48	2,237.93	-793.45	-35.5%
Total 5100-00 · Rent	1,688.72	2,621.90	-933.18	-35.6%
5310-00 · Telephone				
5320-00 · Telephone	837.55	636.41	201.14	31.6%
Total 5310-00 · Telephone	837.55	636.41	201.14	31.6%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00	0.00	50.00	100.0%
5420-00 · Mail - USPS - Other	40.00	40.00	0.00	0.0%
Total 5420-00 · Mail - USPS	90.00	40.00	50.00	125.0%
5510-00 · Insurance/Bonding	76.53	42.90	33.63	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	129.00	0.00	129.00	100.0%
5520-00 · Supplies - Other	46.67	122.02	-75.35	-61.8%
Total 5520-00 · Supplies	175.67	122.02	53.65	44.0%
5610-00 · Depreciation	36.84	166.00	-129.16	-77.8%
5700-00 · Equipment Support & Maintenance	105.50	100.80	4.70	4.7%
5710-00 · Taxes, Licenses & Fees	94.93	83.89	11.04	13.2%
5740-00 · Equipment Rental/Leasing	365.11	450.74	-85.63	-19.0%
5941-00 · Research & Planning	1,534.55	15,196.95	-13,662.40	-89.9%
8200-00 · Associate Relations	0.00	75.00	-75.00	-100.0%
8700-00 · Automobile Expenses	236.52	661.07	-424.55	-64.2%
8750-00 · Meals/Meetings	119.65	166.21	-46.56	-28.0%
8930-00 · Prior Period Adjustments	0.00	-2,035.00	2,035.00	100.0%
Total Expense	36,582.21	45,466.40	-8,884.19	-19.5%
Net Ordinary Income	37,605.79	29,098.60	8,507.19	29.2%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	17,225.95	16,701.36	524.59	3.1%
Total Other Expense	17,225.95	16,701.36	524.59	3.1%
Net Other Income	-17,225.95	-16,701.36	-524.59	-3.1%
Net Income	20,379.84	12,397.24	7,982.60	64.4%

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Accrual Basis

# North Lake Tahoe Resort Association Profit & Loss Prev Year Comparison 60 - Membership

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4200-00 · Membership Ann/Cont Dues	40,672.55	55,351.08	-14,678.53	-26.5%
4201-00 · New Member Fees	450.00	375.00	75.00	20.0%
4250-00 · Revenues-Membership Activities				
4250-02 · Tourism Summit	975.00	0.00	975.00	100.0%
4250-00 · Revenues-Membership Activities - Other	3,643.00	7,768.43	-4,125.43	-53.1%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>4,618.00</b>	<b>7,768.43</b>	<b>-3,150.43</b>	<b>-40.6%</b>
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00	2,820.00	-645.00	-22.9%
4252-00 · Revenue - Sponsorships	1,000.00	500.00	500.00	100.0%
4502-00 · Non-retail VIC income	0.00	375.00	-375.00	-100.0%
<b>Total Income</b>	<b>48,915.55</b>	<b>67,189.51</b>	<b>-18,273.96</b>	<b>-27.2%</b>
<b>Gross Profit</b>	<b>48,915.55</b>	<b>67,189.51</b>	<b>-18,273.96</b>	<b>-27.2%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	-2,750.00	-4,833.32	2,083.32	43.1%
5020-00 · P/R - Tax Expense	1,607.60	2,836.54	-1,228.94	-43.3%
5030-00 · P/R - Health Insurance Expense	5,074.74	4,419.39	655.35	14.8%
5040-00 · P/R - Workmans Comp	136.72	141.47	-4.75	-3.4%
5060-00 · 401 (k)	89.42	98.83	-9.41	-9.5%
5070-00 · Other Benefits and Expenses	47.56	1,013.31	-965.75	-95.3%
5000-00 · Salaries & Wages - Other	19,153.73	30,804.40	-11,650.67	-37.8%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>23,359.77</b>	<b>34,480.62</b>	<b>-11,120.85</b>	<b>-32.3%</b>
5100-00 · Rent				
5110-00 · Utilities	138.38	178.69	-40.31	-22.6%
5140-00 · Repairs & Maintenance	0.00	32.00	-32.00	-100.0%
5150-00 · Office - Cleaning	266.53	166.00	100.53	60.6%
5100-00 · Rent - other	2,767.84	2,237.93	529.91	23.7%
<b>Total 5100-00 · Rent</b>	<b>3,172.75</b>	<b>2,614.62</b>	<b>558.13</b>	<b>21.4%</b>
5310-00 · Telephone				
5320-00 · Telephone	907.07	918.04	-10.97	-1.2%
<b>Total 5310-00 · Telephone</b>	<b>907.07</b>	<b>918.04</b>	<b>-10.97</b>	<b>-1.2%</b>
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	400.00	0.00	400.00	100.0%
5420-00 · Mail - USPS - Other	40.00	51.19	-11.19	-21.9%
<b>Total 5420-00 · Mail - USPS</b>	<b>440.00</b>	<b>51.19</b>	<b>388.81</b>	<b>759.5%</b>
5510-00 · Insurance/Bonding	229.57	128.71	100.86	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	343.99	0.00	343.99	100.0%
5520-00 · Supplies - Other	169.81	432.98	-263.17	-60.8%
<b>Total 5520-00 · Supplies</b>	<b>513.80</b>	<b>432.98</b>	<b>80.82</b>	<b>18.7%</b>
5530-00 · Visitor Communications - Other	0.00	35.44	-35.44	-100.0%
5610-00 · Depreciation	36.84	166.00	-129.16	-77.8%
5700-00 · Equipment Support & Maintenance	359.00	106.77	252.23	236.2%
5710-00 · Taxes, Licenses & Fees	94.93	83.89	11.04	13.2%
5740-00 · Equipment Rental/Leasing	781.10	974.56	-193.46	-19.9%
5800-00 · Training Seminars	892.11	1,049.12	-157.01	-15.0%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	1,623.43	1,128.75	494.68	43.8%
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	64.83	-64.83	-100.0%
6441-00 · Membership - Miscellaneous Exp	36.05	54.09	-18.04	-33.4%
6442-00 · Public Relations/Website	81.00	1,582.50	-1,501.50	-94.9%
6443-00 · Membership - Bridal Faire	0.00	1,242.42	-1,242.42	-100.0%
6423-00 · Membership Activities - Other	2,702.81	6,981.22	-4,278.41	-61.3%
<b>Total 6423-00 · Membership Activities</b>	<b>4,443.29</b>	<b>11,053.81</b>	<b>-6,610.52</b>	<b>-59.8%</b>
6437-00 · Tuesday Morning Breakfast Club	2,940.00	1,394.00	1,546.00	110.9%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	0.00	17.96	-17.96	-100.0%
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>0.00</b>	<b>17.96</b>	<b>-17.96</b>	<b>-100.0%</b>
8200-00 · Associate Relations	0.00	357.70	-357.70	-100.0%
8500-00 · Credit Card Fees	1,953.98	1,016.12	937.86	92.3%
8700-00 · Automobile Expenses	192.89	271.47	-78.58	-29.0%
8750-00 · Meals/Meetings	177.20	89.27	87.93	98.5%
8810-00 · Dues & Subscriptions	1,160.00	564.94	595.06	105.3%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**60 - Membership**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Total Expense	41,654.30	55,807.21	-14,152.91	--- -25.4%
Net Ordinary Income	7,261.25	11,382.30	-4,121.05	-36.2%
Other Income/Expense				
Other Expense				
8990-00 - Allocated	14,093.97	13,664.75	429.22	3.1%
Total Other Expense	14,093.97	13,664.75	429.22	3.1%
Net Other Income	-14,093.97	-13,664.75	-429.22	-3.1%
Net Income	-6,832.72	-2,282.45	-4,550.27	-199.4%

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11/23/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Prev Year Comparison**  
**70 - Administration**

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	6,438.98	5,110.44	1,328.54	26.0%
5030-00 · P/R - Health Insurance Expense	6,140.92	13,846.95	-7,706.03	-55.7%
5040-00 · P/R - Workmans Comp	410.10	534.41	-124.31	-23.3%
5060-00 · 401 (k)	1,454.71	4,297.92	-2,843.21	-66.2%
5070-00 · Other Benefits and Expenses	159.00	375.96	-216.96	-57.7%
5000-00 · Salaries & Wages - Other	79,193.41	90,878.38	-11,684.97	-12.9%
Total 5000-00 · Salaries & Wages	93,797.12	115,044.06	-21,246.94	-18.5%
5100-00 · Rent				
5110-00 · Utilities	326.00	796.83	-470.83	-59.1%
5140-00 · Repairs & Maintenance	54.32	100.00	-45.68	-45.7%
5150-00 · Office - Cleaning	693.53	483.00	210.53	43.6%
5100-00 · Rent - Other	6,408.80	7,200.47	-791.67	-11.0%
Total 5100-00 · Rent	7,482.65	8,580.30	-1,097.65	-12.8%
5310-00 · Telephone				
5320-00 · Telephone	3,054.28	3,266.20	-211.92	-6.5%
Total 5310-00 · Telephone	3,054.28	3,266.20	-211.92	-6.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	250.00	0.00	250.00	100.0%
5420-00 · Mail - USPS - Other	125.00	91.85	33.15	36.1%
Total 5420-00 · Mail - USPS	375.00	91.85	283.15	308.3%
5510-00 · Insurance/Bonding	561.17	314.63	246.54	78.4%
5520-00 · Supplies				
5525-00 · Supplies-Computer <\$1000	257.99	0.00	257.99	100.0%
5520-00 · Supplies - Other	1,315.47	1,533.49	-218.02	-14.2%
Total 5520-00 · Supplies	1,573.46	1,533.49	39.97	2.6%
5610-00 · Depreciation	115.04	518.84	-403.80	-77.8%
5700-00 · Equipment Support & Maintenance	3,118.94	892.46	2,226.48	249.5%
5710-00 · Taxes, Licenses & Fees	3,748.64	2,895.02	853.62	29.5%
5740-00 · Equipment Rental/Leasing	531.22	644.92	-113.70	-17.6%
5800-00 · Training Seminars	0.00	200.00	-200.00	-100.0%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	1,060.00	2,300.00	-1,240.00	-53.9%
5920-00 · Professional Fees - Accountant	35,470.00	14,345.37	21,124.63	147.3%
5900-00 · Professional Fees - Other	1,250.00	0.00	1,250.00	100.0%
Total 5900-00 · Professional Fees	37,780.00	16,645.37	21,134.63	127.0%
6420-00 · Sponsorship				
6421-00 · New Event Development	50.00	0.00	50.00	100.0%
Total 6420-00 · Sponsorship	50.00	0.00	50.00	100.0%
6423-00 · Membership Activities				
6432-00 · Membership - Newsletter	120.00	0.00	120.00	100.0%
Total 6423-00 · Membership Activities	120.00	0.00	120.00	100.0%
6490-00 · Classified Ads	225.00	0.00	225.00	100.0%
8200-00 · Associate Relations	836.75	884.41	-47.66	-5.4%
8300-00 · Board Functions	870.70	339.65	531.05	156.4%
8500-00 · Credit Card Fees	85.00	85.00	0.00	0.0%
8700-00 · Automobile Expenses	0.00	645.70	-645.70	-100.0%
8750-00 · Meals/Meetings	349.96	144.40	205.56	142.4%
8810-00 · Dues & Subscriptions	1,924.68	584.00	1,340.68	229.6%
8910-00 · Travel	0.00	2,305.52	-2,305.52	-100.0%
8930-00 · Prior Period Adjustments	0.00	-4,800.74	4,800.74	100.0%
Total Expense	156,599.61	150,815.08	5,784.53	3.8%
Net Ordinary Income	-156,599.61	-150,815.08	-5,784.53	-3.8%
Other Income/Expense				



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11/23/16  
Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Prev Year Comparison  
70 - Administration

	Jul - Oct 16	Jul - Oct 15	\$ Change	% Change
Other Expense				
8990-00 - Allocated	-156,599.61	-151,830.52	-4,769.09	-3.1%
Total Other Expense	-156,599.61	-151,830.52	-4,769.09	-3.1%
Net Other Income	156,599.61	151,830.52	4,769.09	3.1%
Net Income	0.00	1,015.44	-1,015.44	-100.0%

**Staff Report for Board**

**Subject:** Statement of Consistency Tahoe City Lodge Project

**From:** Sandy Evans Hall – December 7, 2016

**Decision Considerations:**

- Attached is the proposed Statement of Consistency with the Tahoe City Golf Course MOU for the proposed Tahoe City Lodge Project, which was shared with the MOU partners at the Golf Course Oversight committee on November 7, 2016.
- The purpose of this Statement of Consistency is to provide justification for the contribution of assets to this development and to establish a process for other potential requests for development assets.
- The Resort Association has recommended use of \$2.5 million for the purchase of the Golf Course primarily for providing a potential site for the construction of visitor amenity capital improvements within walking distance of the downtown Tahoe City businesses, services and recreational amenities.

**Staff Recommendation:** Review and approve the Statement of Consistency with the Tahoe City Golf Course MOU for the proposed Tahoe City Lodge Project.

## STATEMENT OF CONSISTENCY WITH TAHOE CITY GOLF COURSE ACQUISITION MEMORANDUM OF UNDERSTANDING FOR THE PROPOSED TAHOE CITY LODGE PROJECT

### Background and History

In 2011, the owners of the Tahoe City Golf Course offered for sale the 46-acre property located in downtown Tahoe City. They immediately received multiple offers, one from a partnership of public agencies and organizations, and another competing offer from a private party.

Understanding the potential for broad public benefit if acquired, and the potential public detriment if privately acquired, the Tahoe City Public Utility District, North Lake Tahoe Resort Association, Placer County and the Truckee Tahoe Airport District (the Partners) came together to consider the purchase the 46-acre Tahoe City Golf Course.

The Partners conducted the due diligence, including a commercial appraisal of the property. The appraisal indicated that the highest and best use of the property was for private development of the individual parcels. This contradicted the overwhelming public response which favored acquisition of the property by the public agencies to ensure continued recreation uses. Understanding that the recreational value of the property was far less than the sellers were offering, the Partners worked to establish the value of the property through the achievement of multiple goals including a combination of recreation, environmental restoration, other public purposes, and private re-investment in the community.

In March of 2012, the purchase was completed subject to the conditions of a Memorandum of Understanding (MOU) between the Partners. In addition to the benefits outlined in the LOI, the MOU outlined each of the Partners' specific reasons for participating in the purchase as follows:

#### TCPUD

- Provide for public recreation and open space to help maintain the Lake Tahoe region's high quality of life and promote economic vitality.
- Provide opportunity for a potential site for a domestic water treatment facility.
- Provide the community with additional publicly-held water rights.

#### Placer County and North Lake Tahoe Resort Association

- Improve parking and traffic circulation in the downtown Tahoe City area, which will benefit the public generally and promote the economic vitality and redevelopment of the area.
- Provide a potential site for the construction of visitor amenity capital improvements within walking distance of the downtown Tahoe City businesses, services and recreational amenities.
- Address water quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.
- Address air quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.

#### Truckee Tahoe Airport District

- Provide an opportunity for a permanent easement for an emergency-services helipad available 24 hours a day, seven days a week, year-round for public health and safety including: medical, fire, law enforcement, search and rescue and other emergency service provider operations.

The MOU also indicates the commitments the Partners would make to each other and to the community for funding, oversight, planning, future improvements, use and operation of the property, and dispute resolution. A critical component to the partnership outlined in the MOU is that all Partners' goals must be addressed or a partner may request to be paid back for its contribution to the funding of the acquisition.

### **Progress to Date**

The Partners established an Oversight Committee and have met quarterly to ensure public input, mutual cooperation, and planning. A planning process was conducted in the spring of 2013 that involved nearly 500 community members through workshops, surveys and meetings. Each of the partners presented their plans and goals and received public input.

TCPUD continues to operate the property as a golf course and has significantly expanded recreational activities to include: bocce courts and a winter sports park with sledding, Nordic skiing, and ice skating.

Truckee Tahoe Airport District continues to pursue the design, permitting, and construction of an emergency-services helipad.

Placer County continues its overall planning efforts with the Placer County Area Plan and the Tahoe City Mobility Study. The Area Plan has proposed changes to the boundaries of the current town center boundary to facilitate the goals of redevelopment and visitor amenity capital improvements.

North Lake Tahoe Resort Association continues to advocate for expanded visitor amenities, economic vitality and redevelopment through recommending financial investment in the ice rink and the priorities included in the Placer County Area Plan.

### **Tahoe City Lodge Project Proposal**

Kila Tahoe LLC has proposed the Tahoe City Lodge Project for a site adjacent to the Tahoe City Golf Course. The Lodge Project is included in both the Placer County Area Plan and the associated EIR/EIS. The specific Project Area for the Lodge includes 1.7 acres of land of the TCGC property and the development rights gained through a proposed Town Center boundary adjustment. These rights include: density, coverage, and shared parking.

The proposed Tahoe City Lodge Project includes the removal of the existing buildings and structures on the existing site and construction of new buildings that will include:

- 118 total units, comprised of 40 hotel units and 78 one-bedroom and two-bedroom hotel suites
- Roof-top deck, bar and restaurant
- New golf course Club house and restaurant with addition of conference meeting space
- On-site recreational amenities (pool, rec room and hot tub)
- Environmental restoration work in Stream Environment Zones
- Expanded parking through partnership with Tahoe City Public Utility District

Throughout the Placer County Area Plan process, staff and Kila Tahoe have involved the TCGC Oversight Committee, other agency staff, and the public, to ensure that the final project proposal is consistent with the stated objectives of the TCGC Partners as stated below.

### **Findings of Consistency**

<b>Organization</b>	<b>Goal</b>	<b>Consistency</b>	<b>Comments</b>
TCPUD	Recreation and open space	Achieves	
	Water treatment facility	No impact	
	Water rights	No impact	



NLTRA & Placer County	Improve parking and traffic circulation	No impact	See Placer County Mobility Study
	Provide a site for visitor amenity capital improvements	Achieves	
	Water quality improvements	Achieves	
	Air quality improvements	Achieves	
TTAD	Emergency services helipad	No impact	
	Provide emergency landing areas	No impact	
All Parties	Maintain single ownership	Achieves	
	Provide public input into planning	Achieves	
	Consolidate landholdings with other public properties	No impact	

### Other Benefits / Considerations

- Redevelopment of the current golf course clubhouse including creation of event space upstairs, improvements to the kitchen, bar, exterior as a joint use facility.
- Construction of shared parking infrastructure on the TCGC property which will provide additional parking during off-peak hours for public recreation and events.
- Environmental restoration components including restoration of 1.7 acres of impaired SEZ lands
- Potential for joint development/use agreements for installation of BMP's serving the TCGC property.
- Potential for development of entrance signage for the TCGC property.
- Increased revenues through increased visitation and patrons for TCGC, food and beverage facilities and Winter Sports Park.
- Increased economic vitality for the Tahoe City community

### Conclusion

The project is consistent with the identified goals of partner organizations related to the acquisition and management of the Golf Course.



**north lake tahoe**

Chamber | CVB | Resort Association

### Marketing Staff Report

**Date:** December 2, 2016

**To:** Board of Directors

**From:** JT Thompson, Tourism Director

**RE:** Marketing Update

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#### DestiMetrics:

Attached you will find our Executive Summary for October 2016. The month of October as a whole saw a slight decrease in occupancy (-10.5%). We also saw a slight dip in revenue per available room (-1.9%), followed by a significant increase in average daily rate (+9.6%).

We are still seeing strong *on the books* reservations for the next six months rising by almost 19%, and incremental pacing for the months of Nov. and Jan. vs. previous year are very strong with 22% and 21% increases respectively. We are continuing our forecast for a strong Winter Season.

I have also attached a report on the variance in YTD Occupancy and ADR. It also includes the reservation activity for the coming six months. We are seeing strong growth across all months, with only a shift YOY in March and April with the Easter holiday moving into April 2017.

#### Content is King:

We have set up a dropbox folder with our new winter video series for you to view at your convenience. You can access this folder at <http://bit.ly/2gisbXP>

These videos are primarily used on all of our social media channels, but also used in our conference and leisure sales efforts. They are very well received.

We hope you enjoy them.

# Executive Summary

## Res Activity Outlook as of Oct 31, 2016

### Executive Summary

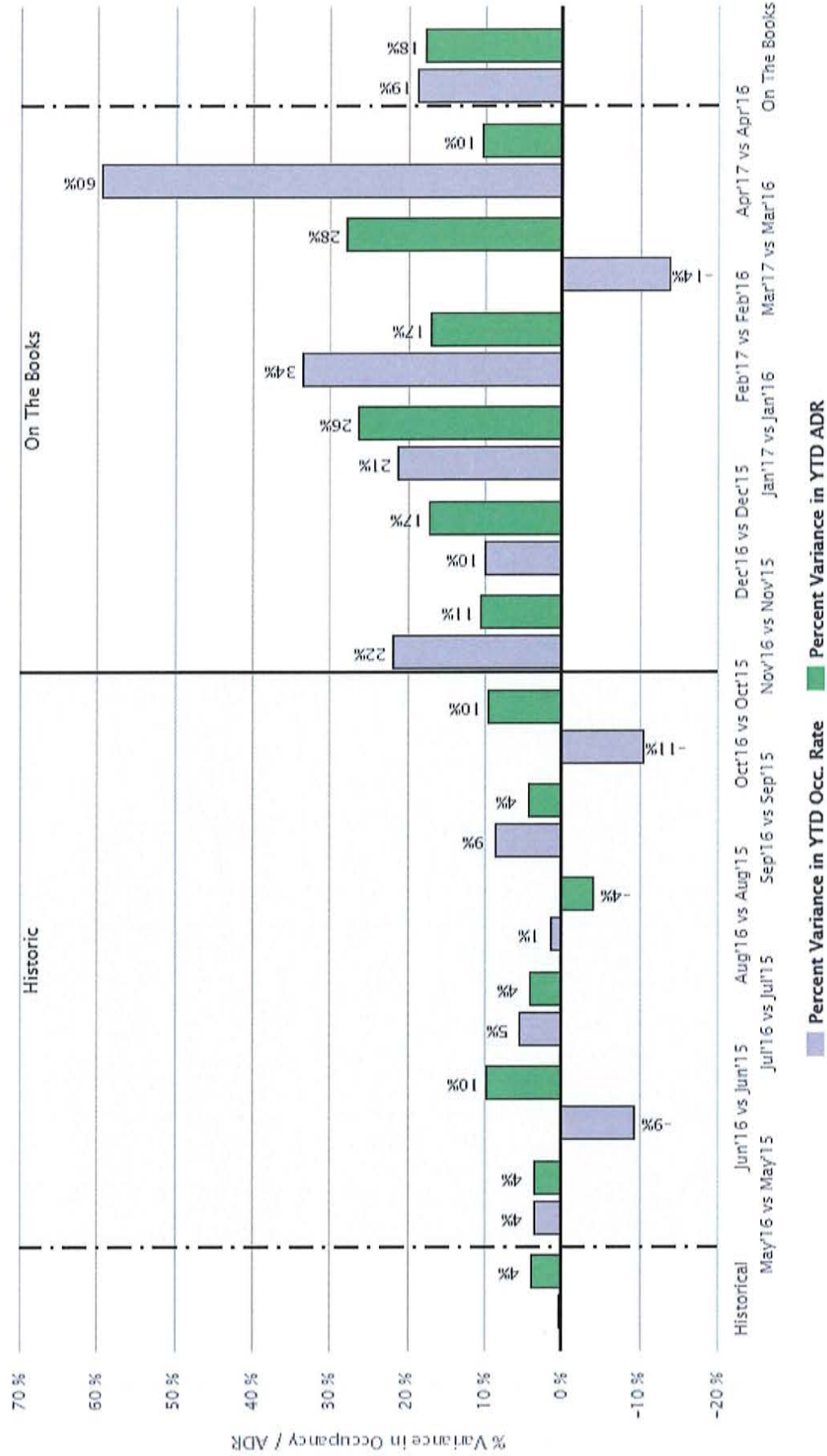
Data based on a sample of up to 8 properties in the North Lake Tahoe destination, representing up to 1088 Units ("DestiMetrics Census\*\*") and 33.69% of 3229 total units in the North Lake Tahoe destination ("Destination Census\*\*")

Last Month Performance: Current YTD vs. Previous YTD	2016/17	2015/16	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Oct) changed by (-10.5%)	Occupancy (Oct) : 37.1%	41.4%	-10.5%
North Lake Tahoe ADR for last month (Oct) changed by (9.6%)	ADR (Oct) : \$ 194	\$ 177	9.6%
North Lake Tahoe RevPAR for last month (Oct) changed by (-1.9%)	RevPAR (Oct) : \$ 72	\$ 73	-1.9%
Next Month Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for next month (Nov) changed by (21.9%)	Occupancy (Nov) : 24.7%	20.3%	21.9%
North Lake Tahoe ADR for next month (Nov) changed by (10.7%)	ADR (Nov) : \$ 170	\$ 154	10.7%
North Lake Tahoe RevPAR for next month (Nov) changed by (34.8%)	RevPAR (Nov) : \$ 42	\$ 31	34.8%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the past 6 months changed by (0.4%)	Occupancy	55.2%	0.4%
North Lake Tahoe ADR for the past 6 months changed by (4.0%)	ADR	\$ 235	4.0%
North Lake Tahoe RevPAR for the past 6 months changed by (4.5%)	RevPAR	\$ 130	4.5%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the future 6 months changed by (18.8%)	Occupancy	15.5%	18.8%
North Lake Tahoe ADR for the future 6 months changed by (17.8%)	ADR	\$ 231	17.8%
North Lake Tahoe RevPAR for the future 6 months changed by (40.0%)	RevPAR	\$ 36	40.0%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Oct 31, 2016 vs. Previous Year			
Rooms Booked during last month (Oct,16) compared to Rooms Booked during the same period last year (Oct,15) for all arrival dates has changed by (-20.5%)	Booking Pace (Oct)	7.6%	-20.5%

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

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

## North Lake Tahoe Variance in YTD Occupancy and ADR Res Activity Outlook 2016/17 vs 2015/16



# Accounts Receivable Summary

Invoices With Apply Dates Through October 31, 2016

Aged as of Monday, October 31, 2016

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	0.00	0.00	0.00	290.00	290.00
Dues		0.00	1,575.00	1,855.00	0.00	1,245.00	14,465.00	19,140.00
Email Blast		0.00	0.00	375.00	0.00	0.00	20.00	395.00
Tourism Summit		0.00	0.00	25.00	0.00	0.00	0.00	25.00
<b>Total Open Invoices</b>		0.00	1,575.00	2,255.00	0.00	1,245.00	14,775.00	19,850.00

Unapplied Payments With Payment  
Dates Prior to and Including  
10/31/2016

5.00

Pre-Payments: Payments Made Prior to 10/31/2016 on Invoices With Apply Dates After 10/31/2016

Total Pre-Payments

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

19,845.00



## CHAMBER CALENDAR 2016

December 6-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15

December 6-**Global Ready China Seminar**-Squaw Valley Conference Center 9:30 a.m.

December 9-**Chamber Mixer**-at Sunnyside-Toys for Tots-5:00pm-7:00pm

December 15-**Chamber Visitor Center Holiday Party and Open House**-North Lake Tahoe Visitor Center, Tahoe City 5-7pm



**north lake tahoe**

Chamber | CVB | Resort Association

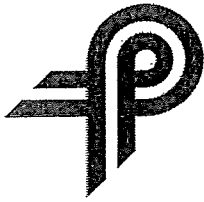
**December 7, 2016**

**Subject:** Measure M--Transportation Investment Plan Update

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

**Background Information:**

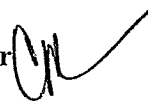
- Current election results for Measure M, transportation ½ cent sales tax ordinance requiring 66% county-wide majority for passage:
  - County-wide: Yes-64% (111,672) No-36% (63,459) (175,131 total)
  - Eastern Placer Yes-52% (2,533) No-48% (2,407) (4,940 total)
- Eastern Placer County consists of 9 precincts reporting with the lowest reporting 48% yes votes and the highest reporting 59% yes votes.
- Placer County Transportation Planning Agency Board is meeting simultaneous with NLTRA Board on December 7, to receive a recap and discuss strategies.
- The memorandum from the PCTPA packet that will be discussed by that Board is attached.
- Staff will discuss issues and suggest direction for moving forward at the NLTRA meeting.



PLACER COUNTY  
TRANSPORTATION  
PLANNING AGENCY

**MEMORANDUM**

**TO:** PCTPA Board of Directors **DATE:** November 14, 2016

**FROM:** Celia McAdam, Executive Director 

**SUBJECT:** TRANSPORTATION INVESTMENT PLAN AND TRANSPORTATION SALES TAX (MEASURE M) RECAP

**ACTION REQUESTED**

1. Receive presentation from Jeff Flint, FSB Core Strategies, on the results for Measure M on the November 2016 ballot
2. Direct staff to examine creative strategies to enhance transportation funding for Placer County priorities, including a transportation sales tax district within Placer County.

**BACKGROUND**

PCTPA's transportation planning efforts have long identified the need for significant infrastructure investment to accommodate the growing needs of our population and economy. In spite of our creative and aggressive efforts to generate funds and minimize costs, the gap between our needs and our available funding continues to grow, with current estimates of a \$2.1 billion gap over the next 30 years.

Starting with the work of the Transportation Funding Strategy Steering Committees dating as far back as 1999 and further honed in the past several years with intensive public outreach and polling directed by the Board, it became clear that a transportation sales tax is the most viable approach to bridging the gap. Ultimately, that led to the adoption of the Transportation Investment Plan and sales tax ordinance that was placed on the November 2016 countywide ballot as Measure M.

**DISCUSSION**

As the Board is aware, a transportation sales tax requires a 2/3 majority vote for passage, and Measure M received just shy of 64% in the Semi-Official Elections Summary available as of November 9, 2016.

Yes on Measure M campaign consultant Jeff Flint of FSB Core Strategies will provide the Board with a debrief on the election results.

In an effort to look to options on moving forward, staff asked our State Advocacy Consultant, Mark Watts, to broach the possibility of forming a transportation sales tax district within Placer County. Mr. Watts' memo on that subject is shown as Attachment 1. Mr. Watts will also be available at the meeting for further discussion.

CM:ss  
Attachment

# Smith, Watts & Hartmann, LLC.

Consulting and Governmental Relations

November 21, 2016

## MEMORANDUM

TO: Celia McAdam

FROM: Mark Watts

SUBJECT: Sub-County Sales Tax Authority

You have asked whether an area within a county can be designated within that county as a jurisdiction in which to impose a sales tax for transportation purposes.

In short, the answer is *Yes*, and there are at least current two regional examples of such in current law, one for North Lake Tahoe and one for Sacramento Regional Transit (RT).

To achieve this objective in Placer County, it would be desirable to provide this new authority to Placer County Transportation Planning Agency (PCTPA) by making an appropriate amendment to Title 7.91 of the Government Code.

### **Background**

Prior to cities being provided express authority to impose local sales taxes for a variety of purposes, several pursued sub-county authorization by separate legislative authority. Between 1991 And 1998, the Legislature authorized less-than-countywide sales taxes in nine areas -- Calxico, the Fresno Metropolitan Projects Authority, Clearlake, Lakeport, Truckee, Fort Bragg, Avalon, Madera, and Woodland. Subsequently, statutes were changed to grant this right directly to cities subject to an overall, combined rate of all local sales taxes of no more that 2% within any county. (R&T 7251.1).

### **Regional Examples Under Current law**

North Lake Tahoe. Local interests pursued and received the authority for a sub-county tax jurisdiction in the form of 1998 legislation carried by then Senator-Rainey, SB 1488, which authorized the *North Lake Tahoe Transportation District*.

Sacramento Regional Transit District (RT). Additionally, RT continues to maintain the authorization for imposing a sales tax for its purposes within its enabling statutes, specifically, PUC Code 102351. This section limits the sales tax to the area within (1) the City of Sacramento and (2) portions of the unincorporated area of the County of Sacramento that is activated as part of the district. This section was last amended in 2006, through AB 2137 (Niello), but the authority for imposition of a sub-county sales tax jurisdiction remained unchanged.

Finally, it is worth noting that the Revenue & Taxation Code Section 7285 provides general sales tax authority for counties either throughout the county or just within the unincorporated area of the county.



## 2017 Committee Positions for Board Members

### Marketing (monthly 4<sup>th</sup> Tuesday, 2 p.m.)

Primary **Brett Williams**

Alternate \_\_\_\_\_

### Lodging (monthly April, May, June, Sept, Oct, Nov, 1<sup>st</sup> Thursday, 2 p.m.)

Primary **David Tirman**

Alternate \_\_\_\_\_

### BACC (monthly, 2<sup>nd</sup> Thursday, 2 p.m.)

Primary **Eric Pilcher**

Alternate \_\_\_\_\_

### Finance (monthly, 3<sup>rd</sup> Thursday, 3:30 p.m.)

Primary **Christy Beck**

Alternate **Eric Pilcher**

### Capital Improvements/Transportation (monthly, 4<sup>th</sup> Monday, 1:30 p.m.)

Primary **Gary Davis**

Alternate \_\_\_\_\_

### Golf Course Oversight (Quarterly 1:30 p.m.)

Primary **Gary Davis**

Primary **Brendan Madigan**

Primary **Sandy Evans Hall**

### Whistle Blower Policy Compliance Officer

Board Secretary **Brett Williams**

**Primary Role:** Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meetings. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

**Alternate Role:** Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.





## Organization Structure – Next Steps

### Update 12-2

#### Marketing –Set up: JT Thompson, Sandy Evans Hall

##### Form Task Force to include:

- Organization Task Force Members: (Andy Chapman, Brett Williams), Marketing Committee members, Staff
- Members: Becky Moore, Todd Jackson, DeDe Cordell, Brett Williams, Andy Chapman, JT Thompson, Sandy Evans Hall, Marguerite Sprague, Erin Casey
- Chair Brett Williams

##### Direction:

- Review and augment comparative analysis
- Evaluate footprint of Cooperative Partnership, look at expanding to Truckee and South Lake Tahoe or other areas for project specific marketing
- Investigate TBID

##### Timeline:

- Form Task Force in August
- First meeting October 25, second meeting was November 29
- Discussed competitive set (Mammoth, Park City, Santa Cruz, and S. Lake Tahoe) and will come back with potential areas for research within that set. A Master Plan will be sent to all committee members and basic TOT percentages for the western resorts will be collected. Next Meeting is November 29, 1 hour prior to the Marketing Committee
- JT provided some data that he collected from an initial outreach to the competitive set listed above. The committee brainstormed specific information that still needed to be provided and expanded the set to include Breckenridge and Whistler. Specific information to gather includes sales tax (% collected and amount used for marketing), lodging tax (same as sales), other funding sources, breakdown of staff positions and cost of overhead, internal coordination – size of committee and frequency of meetings, outside agency leverage, strategic goal comparison – what's working, Average length of stay/season, visitor mix – regional vs destination (define destination), ADR, occupancy, revPAR, average expenditure per person, focus of marketing by season, % international, % fly market, social engagement and

website views, shoulder season/midweek opportunities, conference sales – % of budget, event strategy - % of budget.

- Establish goals, work plan, and timeline
- Report back to Marketing Committee and NLTRA Board regularly

## Chamber – Set up: Sandy Evans Hall

### Form Task Force to include:

- Organization Task Force Member(s) (Adam Wilson), Business Association EDs, member businesses, other stakeholders, Staff
- Members: Erin Casey, Alex Mourelatos, Adam Wilson, Jim Phelan, Joy Doyle, Stacie Lyans, Jody Poe, Heather Segale, Kelly Twomey, Ginger Karl, Chris Perry,
- Co-Chairs are Joy Doyle and Alex Mourelatos
- Facilitator TBD, this was discussed and it was determined that a facilitator is not needed at this time

### Direction:

- Identify duplication with Business Associations, what do other comparable destinations do?
- Explore how to strengthen Chamber in programs and funding, possible advocacy role with CI/T
- Look into hiring a facilitator that would be unbiased – seek funding from stakeholders?
- Conduct a gap analysis via focus groups in each geographic area – what do businesses need or want the Chamber to do for their business
- Create a Chamber Committee tasked with the oversight and direction of programs and resources

### Timeline:

- First meeting September 20, 2:00 p.m. NLTRA, Second meeting October 12, 8:30 a.m.
- Currently gathering data from all organizations to include mission, funding, events, membership, benefits to better understand the areas of overlap and gaps where there is no service.
- Next meeting was November 21 and we looked at gaps in services that businesses may need as well as survey the businesses on their greatest barriers/challenges and their opportunities. There was also discussion on a survey for members, and overlap of activities between Chamber and Business Associations.
- Next meeting is December 14 at 10 a.m. and the agenda will focus on finalizing the survey to members and reviewing the identified potential programs and their importance to members of the committee. The group will also review all of the overlaps and discuss possible ways to centralize some responsibilities or choose to retain autonomy with the business associations. A facilitator will be brought in to keep the group on task



- The next meeting will be January 11 and will be a joint meeting with the Board Governance group to discuss current and future board composition that aligns with the vision of the Chamber group.

## **CI/T Committee – Set up: Ron Treabess, Sandy Evans Hall**

### **Form Task Force to Include:**

- Staff, Organization Task Force member(s), CI/T Committee Members (Jaime Wright, Will Garner, Erin Casey, Samir Tuma, Mike Staudenmayer – OTF member also)
- Members: Jaime Wright, Mike Staudenmayer, Will Garner, Erin Casey, Cindy Gustafson, Alex Mourelatos, Jim Phelan, Samir Tuma
- Chair: Samir Tuma

### **Direction:**

- Identify pros/cons for switching administration of all projects to the County and what the best level of administration should switch
- Identify any cost or revenue impacts from this action
- What role in administration should remain at the NLTRA
- Prescribe ways to strengthen community voice and role of advocacy

### **Timeline:**

- First meeting August 19, 12:30 p.m., second on September 14 at 8:00 a.m.
- Chair: Samir Tuma
- Identified tasks of administration that might be transferred to County, cost of services from County, cost of services from NLTRA, proposed new scope of work for NLTRA staff
- Final recommendation was agreed upon by subcommittee and County and will be before the Board of Directors on October 5 and will also be incorporated into the Agreement with Placer County to coincide with the fund balance amendment.

## **Administration – Set up: Erin Casey, Sandy Evans Hall**

### **Form Task Force to include:**

- Jennifer Merchant, Erin Casey, David Boesch, Sandy Evans Hall, NLTRA Board Members (Samir Tuma, David Tirman, Adam Wilson), Legal Counsel, Organization Task Force Member(s)
- Chair TBD
- Sandy and Erin to work on initial draft contract

**Direction:**

- Multi-year contract with annual budgets and work plans
- Institutional knowledge to be captured in an appendix- operational agreement
- Use of collaborative language

**Timeline:**

- Some initial changes will be made with the Fund Balance Amendment in October 2016 to clarify the changes in the CI/T administration in the NLTRA Scope of Work, to clarify the requirement to return all unspent funds or over spent funds in departments, flexing the Capital Investments and Transportation classes; and a revised set of metrics to measure success of the destination marketing program
- Goal is to have complete new contract approved by NLTRA board in June 2017. Some potential changes that have been discussed is to reduce the Scope of Work to a more general document describing services performed by the NLTRA and moving all the specific tasks and KPIs to the NLTRA Work Plan, rewording the punitive language into more of a shared understanding partnership, reviewing the reporting structure and identifying what is meaningful.
- Timing around the contract development may also impact the timing of the strategic planning for the Board, moving that up to March or April to coincide with the budget and Scope of Work development, then finalized in the adoption of the Work Plan and Agreement with Placer County.

**Board Governance – Set up: David Tirman, Sandy Evans Hall****Form Task Force to include:**

- Board Members (Samir Tuma, David Tirman plus others), Organization Task Force member(s), Staff
- Members: Keith Vogt, Samir Tuma, David Tirman, Wally Auerbach, Tom Lotshaw, Sandy Evans Hall
- Chair: Wally Auerbach

**Direction:**

- Determine whether membership votes by ballot or accepts a recommended slate (be sensitive to “good old boy club”) Also could have a portion be appointed members
- Explore how to expand the flexibility of the board

- Determine maximum and minimum number of board members and representation (recommended max. 15)
- Confirm role of County on the Board (recommended elected officials be voting members, staff be ex-officio or advisory)
- Consider factions that might have an appointed or elected seat on the board such as Education and Health Care

**Timeline:**

- First Meeting September 12 at 1:00 p.m., Second Meeting October 6 TBD
- Bylaws have been sent to all committee members, there will also be some comparative analysis such as 1)How does a larger board function ? What is the frequency of meetings?
- Group would like to start from scratch and identify what makes the most sense for the function and operation of the organization
- There will be a need to bring this group together with the Chamber Subcommittee to identify any governance input from this group
- The next meeting was December 1 at 5:00 p.m. The committee is looking at having a smaller number of representative categories such as Ski Area, Lodging, Recreation, Dining, and Retail. There could then be 6 At Large seats to maintain a board of 11 members. Placer County staff would be advisory and TRPA would have an ex-officio position at the Board. Staff defined the above categories, and provided examples of how other similar organizations do packets and materials.
- The next meeting will be January 11 at noon and will be a joint meeting with the Chamber Subcommittee to discuss board composition.



**Monthly Report September 2016**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 16/17**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 16/17</u>	<u>FY 15/16</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/16:	\$2,391,757	\$2,614,251	-9%
Forecasted Commission for this Revenue:	\$83,557	\$142,923	-42%
Number of Room Nights:	12157	13973	-13%
Number of Delegates:	16013	16772	-5%
Annual Revenue Goal:	\$3,000,000	\$2,800,000	7%
Annual Commission Goal:	\$173,000	\$165,000	5%

<u>Monthly Detail/Activity</u>	<u>September-16</u>	<u>September-15</u>	
<u>Number of Groups Booked:</u>	<b>3</b>	<b>2</b>	
Revenue Booked:	\$113,630	\$18,378	518%
Projected Commission:	\$2,245	\$693	224%
Room Nights:	962	150	541%
Number of Delegates:	987	70	1310%
	1 Corp, 1		
Booked Group Types:	Assoc, 1 Smf	1 Smf, 1 Assn	
Lost Business, # of Groups:	3	8	

<u>Arrived in the month</u>	<u>September-16</u>	<u>September-15</u>	
Number of Groups:	<b>10</b>	<b>9</b>	
Revenue Arrived:	\$788,598	\$593,894	33%
Projected Commission:	\$11,025	\$20,604	-46%
Room Nights:	4149	3170	31%
Number of Delegates:	1757	986	78%
	4 Corp, 3 Assn,	2 Corp, 5	
Arrived Group Types:	3 Smf	Assoc, 2 Smf	

<u>Monthly Detail/Activity</u>	<u>August-16</u>	<u>August-15</u>	
<u>Number of Groups Booked:</u>	<b>4</b>	<b>3</b>	
Revenue Booked:	\$112,497	\$40,570	177%
Projected Commission:	\$892	\$3,884	-77%
Room Nights:	715	264	171%
Number of Delegates:	275	224	23%
	2 Assn., 1 Corp,		
Booked Group Types:	1 Govt.	2 Corp., 1 Smf	
Lost Business, # of Groups:	0	7	

<u>Arrived in the month</u>	<u>August-16</u>	<u>* Est.</u>	<u>August-15</u>	
Number of Groups:	<b>5</b>		<b>7</b>	
Revenue Arrived:	\$201,389		\$273,081	-26%
Projected Commission:	\$14,785		\$21,858	-32%
Room Nights:	893		1723	-48%

Number of Delegates:	211	521	-60%
	3 Corp., 2	3 Corp., 2	
Arrived Group Types:	Assoc.	Assn., 2 Govt.	

Monthly Detail/Activity	<u>July-16</u>	<u>July-15</u>	
<u>Number of Groups Booked:</u>	2	4	
Revenue Booked:	\$84,736	\$119,459	-29%
Projected Commission:	\$0	\$3,023	-100%
Room Nights:	655	850	-23%
Number of Delegates:	425	10390	-96%
		1 Ca Assoc., 1	
		Corp, 1 Smf, 1	
Booked Group Types:	1 Corp, 1 Govt.	Assoc.	
Lost Business, # of Groups:	3	4	

<u>Arrived in the month</u>	<u>July-16</u>	*Est.	<u>July-15</u>	
Number of Groups:	6		7	
Revenue Arrived:	\$1,025,536		\$569,373	80%
Projected Commission:	\$55,670		\$18,614	199%
Room Nights:	4926		2686	83%
Number of Delegates:	1551		1790	-13%
	2 Corp., 2			
	Assoc, 1 Govt.		4 Corp, 1 Assn.,	
Arrived Group Types:	1 Seminar		1 Smf, 1 Govt.	
	2 Corp., 2			
	Assoc, 1 Govt.		4 Corp, 1 Assn.,	
Arrived Group Types:	1 Seminar		1 Smf, 1 Govt.	

For 2017/18:	\$255,995	\$500,000
For 2018/19:	\$241,952	\$250,000

NUMBER OF LEADS Generated as of 9/30/16:	65
YTD 9/30/15:	35
YTD 9/30/14:	51

**Total Number of Leads Generated in Previous Years:**

2015/16	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

# Monthly Report September 2016

## CONFERENCE REVENUE STATISTICS

### South Lake Tahoe

#### Year to Date Bookings/Monthly Production Detail FY 16/17

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>16/17</u>	<u>15/16</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/16:	\$294,943	\$86,012	243%
Forecasted Commission for this Revenue:	\$11,051	\$4,411	151%
Number of Room Nights:	2417	766	216%
Number of Delegates:	1220	457	167%
Annual Commission Projection:	\$15,000	\$10,000	50%

<u>Monthly Detail/Activity</u>	<u>September-16</u>	<u>September-15</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>3</b>	
Revenue Booked:	\$45,255	\$11,830	283%
Projected Commission:	\$0	\$0	
Room Nights:	420	101	316%
Number of Delegates:	160	96	67%
Booked Group Types:	1 Corp.	1 Assn., 2 Smf	

<u>Arrived in the month</u>	<u>September-16</u>	<u>* Est.</u>	<u>September-15</u>	
Number of Groups:	2		2	
Revenue Arrived:	\$8,640		\$33,553	
Projected Commission:	\$741		\$563	
Room Nights:	90		347	
Number of Delegates:	60		132	
Arrived Group Types:	1 Corp, 1 Smf		1 Corp, 1 Smf	

<u>Monthly Detail/Activity</u>	<u>August-16</u>	<u>August-15</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$7,209	\$139,320	-95%
Projected Commission:	\$1,081	\$6,966	-84%
Room Nights:	70	1220	-94%
Number of Delegates:	35	300	-88%
Booked Group Types:	1 Corp.	1 Assn.	

<u>Arrived in the month</u>	<u>August-16</u>	<u>August-15</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$146,529	\$0	
Projected Commission:	\$8,047	\$0	
Room Nights:	1290	0	
Number of Delegates:	335	0	
Arrived Group Types:	1 Corp., 1 Assn.		

<u>Monthly Detail/Activity</u>	<u>July-16</u>	<u>July-15</u>	
<u>Number of Groups Booked:</u>	<b>2</b>	<b>2</b>	
Revenue Booked:	\$26,320	\$7,662	244%
Projected Commission:	\$3,948	\$1,149	244%

Room Nights:	244	66	270%
Number of Delegates:	529	68	678%
Booked Group Types:	2 Corp.	2 Smf	

<b><u>Arrived in the month</u></b>	<b><u>July-16</u></b>	<b><u>July-15</u></b>	
Number of Groups:	1	3	
Revenue Arrived:	\$19,526	\$30,232	
Projected Commission:	\$0	\$1,749	
Room Nights:	64	211	
Number of Delegates:	30	150	
Arrived Group Types:	1 Corp.	1 Assoc., 2 Smf	

**NUMBER OF LEADS Generated as of 9/30/16: 72**

**Total Number of Leads Generated in Previous Years:**

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



**north lake tahoe**

Chamber | CVB | Resort Association

## **NLTRA Executive Committee**

Tuesday, November 22, 2016

7:30 a.m. Auerbach Engineering

Phone – 712-770-4010 Access Code 775665#

### **Agenda**

#### **A. Open Session**

1. Items for Board Agenda – December 7
  - a. Announcement of 2017 Board of Directors
  - b. Vote for Officers
  - c. Committee Appointments

**Adam will follow up with board members for officer positions and Sandy will work on committee appointments for board members. Staff is identifying committee appointments which will be in the board packet for December 7.**
2. Strategic Discussion ideas –
  - a. Strategy for increasing Destination Visitor segment of market
  - b. **Placer Recreational Facilities Master Plan – Andy Fischer**
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. Homewood Development Update
  - e. Board Fiduciary Responsibility – Steve Gross

**Andy has committed to attend the December meeting to discuss the Placer Recreational Facilities Master Plan**
3. Staff Update –Engagement Survey
 

**Adam will send out the results of the Engagement Survey to the board prior to the December meeting and during the closed session, there will be discussion to finalize the goals for CEO.**
4. Organization Structure Next Steps
  - a. CI/T group completed
  - b. Marketing group members selected – group to meet October 25, November 29
  - c. Board Governance group met September 12, meeting October 18, December 1, January 11 – joint meeting with Chamber group
  - d. Contract – Erin and Sandy working on
  - e. Chamber group met September 20, October 12, November 21, December 14, January 11 – joint meeting with Board Governance group



**Sandy was asked to provide information on the joint meeting of the Chamber and Board Governance subcommittees on January 11.**

5. Measure M Update  
**Measure M did not get enough votes for a 2/3 majority. Ron Treabess will provide a brief synopsis at the Board to discuss next steps for PCTPA.**
6. Upcoming Events: China Global Ready Workshop – December 6, Breakfast Club – December 6, Mixer at Sunnyside Visitor Center Open House – December 15



December 7, 2016

**Subject: Monthly Activity Report—November, 2016**

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

**A. Capital Investment/Transportation Work Plan Projects—Update**

Attached is the monthly *Projects Currently Underway Funding Status* report as of November 30, 2016. This reflects the new project numbering system as developed with the County. Projects removed from the list as a result of their TOT completion include:

- |                                      |           |
|--------------------------------------|-----------|
| • Solar Powered Message Board        | \$ 10,000 |
| • Truckee River Corridor Access Plan | \$265,000 |
| • The Stages for Performing Arts     | \$ 96,000 |
| • Kings Beach Community House        | \$400,000 |

**B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- TMA Board Meeting
- TCGC Partners Meeting
- Squaw Valley Inter-valley Shuttle Meeting
- CI/T Committee Meeting
- Board of Supervisors Meeting
- Tahoe Transportation District Board

**Capital Investment Projects Currently Underway Funding Status**  
**As of November 30, 2016**

Placer BOS Approved Projects	Project Code	Contract Completion	Contract Amount	Remaining Funds	Possible 16/17 inv
	NLTINF-				
Wayfinding Signage Installation	O30000	9/30/2016	\$150,000	\$62,267	\$62,267
Water Trail Wayfinding Signage	O31000	10/31/2016	\$25,000	\$3,268	\$3,268
N.T. Reg Park Trails & Signage	O32000	11/30/2016	\$135,000	\$135,000	\$135,000
Tahoe City Field Station Signage	O34000	6/1/2016	\$6,250	\$3,134	\$3,134
Dollar Creek Shared-use	B-2	10/30/2016	\$265,000	\$265,000	\$265,000
North Tahoe Shared-Use Trail	O35000*	11/30/2017	\$250,000	\$237,774	\$115,000
Northstar/Martis Valley Bike Trail	O36000	11/30/2016	\$502,048	\$404,881	\$193,000
Truckee River Corridor Env. Doc	O38000*	10/31/2017	\$500,000	\$498,721	\$147,000
Homewood Trail Construction	O10000	10/15/2016	\$600,000	\$600,000	\$600,000
Tahoe Vista Recreation Area	O11000	11/11/2012	\$500,000	\$19,477	19,477
Truckee River Trail Restoration	O12000	10/31/2018	\$1,026,859	\$905,888	\$80,000
Squaw Valley Bike Trail Rehab	O13000*	6/30/2017	\$493,000	\$493,000	\$350,000
Donner Sum Gateway Sign/Kiosk	O14000*	6/30/2017	\$6,000	\$4,000	\$4,000
Tahoe Public Art Program	O16000	10/30/2016	\$150,000	\$134,152	\$75,000
Lake Tahoe Water Interactive	O17000	9/30/2016	\$65,000	\$5,560	\$5,560
Speedboat Beach Access MP	O18000	6/30/2016	\$50,000	\$50,000	\$50,000
Tahoe City Ice Rink	O19000*	12/31/2016	\$300,000	\$300,000	\$300,000
Fanny Bridge Hwy SR 89 Match	O21000	9/30/2018	\$1,490,000	\$1,490,000	
King's Beach Pier Concept Plan	O22000	6/30/2017	\$25,000	\$25,000	\$25,000
King's Beach Boardwalk & Gateway Plan	O23000	6/30/2016	\$150,000	\$56,828	\$15,000
Tahoe City Parking Project Plan	O24000	6/30/2016	\$85,000	\$85,000	\$60,000
Tahoe City Mobility Improvement Plan	O25000	6/30/2016	\$85,000	\$13,901	\$13,901
Tahoe City Mobility Improvements Env. Doc	O26000*	9/30/2017	\$300,000	\$300,000	\$150,000
Signage-Mile Markers (Maint)	O29000	On going	\$25,000	\$12,245	
Tahoe Pedestrian Safety (Maint)	O29000	On going	\$18,000	\$3,285	\$3,285
Tahoe City Winter Trail Snow(Maint)	O29000*	Need Approve	\$60,000		\$60,000
Squaw Valley Winter Trail Snow Removal (Maint.)	O29000*	Need Approve	\$70,000		\$70,000
Regional Transit System Brand	O27000	9/30/2016	\$100,000	\$47,784	\$47,484
TART Bus Shelter	O28000*	10/31/2016	\$65,000	\$65,000	\$65,000

**Approved Projects Totals:**

\$7,497,157      \$6,221,165      \$2,917,376

\*Projects to be Started During 16-17

## KEY METRICS FOR October 31, 2016 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2016 (as reported thru Sep 2016)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550	
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876	
2012-13	\$ 3,882,952	\$ 2,106,218	\$ 4,263,868	\$ 1,447,976	\$ 11,701,014	
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,569,348	\$ 1,751,002	\$ 11,991,641	
2014-15	\$ 4,693,925	\$ 2,527,484	\$ 3,513,426	\$ 1,868,198	\$ 12,603,033	
2015-16	\$ 4,871,553	\$ 3,874,276	\$ 5,413,787	\$ 2,342,699	\$ 16,502,315	
2016-17	\$ 4,366,973	\$ 4,322			\$ 4,371,295	

Visitor Information Comparative Statistics For Fiscal YTD 2013 - 2017 (thru Oct '16)					
Referrals -	2013/2014	2014/2015	2015/2016	2016/2017	YOY % Change
Tahoe City:					
Walk In/Events	24,752	24,204	24,363	25,117	3.09%
Phone/Email	1,071	855	871	974	11.83%
Kings Beach (Walk In Only)	9,685	6,211	8,239	3,455	-58.07%
Totals	35,508	31,270	33,473	29,546	-11.73%

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (as of June 2016, 6 mth lag)					
Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 875,768	-1.08%
Second	\$ 529,470	\$ 481,165	\$ 557,614	\$ 596,985	7.06%
Third	\$ 724,645	\$ 589,226	\$ 573,778		
Fourth	\$ 488,100	\$ 521,965	\$ 495,699		
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,512,459	\$ 1,472,753	

Unemployment Rates				
	June 2014	July 2015	Aug 2016	Oct 2016
California (pop. 38,332,521)	7.1%	6.7%	5.5%	5.5%
Placer County (367,309)	6.0%	5.2%	4.7%	4.5%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.8%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.9%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	4.1%

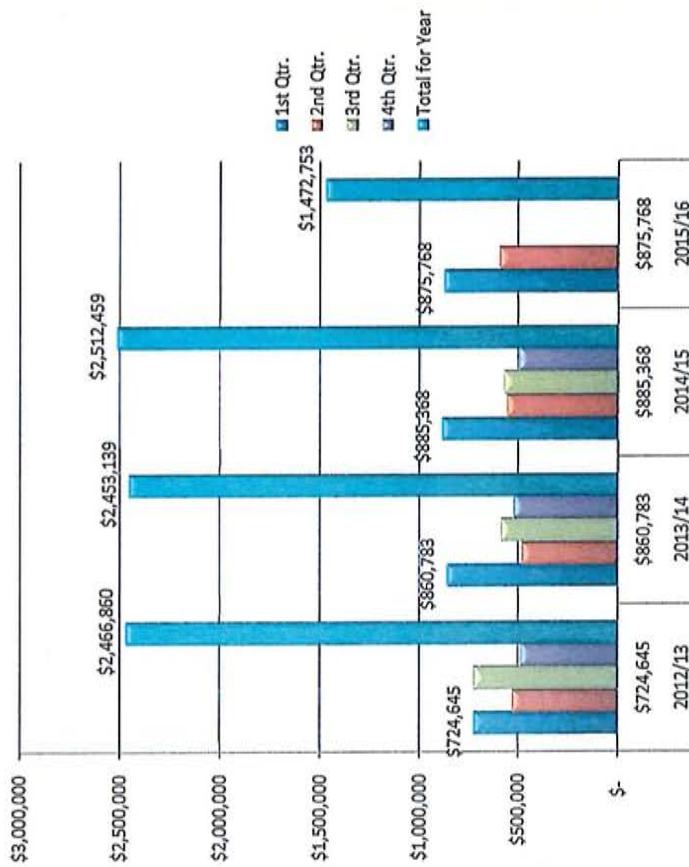
Destimetrics Reservations Activity				
	FYTD 15/16	FYTD 16/17	Change	
Occupancy	41.4%	37.1%	-10.5%	
ADR (Average Daily Rate)	\$ 177	\$ 194	9.6%	
RevPAR (Rev per Available Room)	\$ 73	\$ 72	-1.9%	
Occupancy 1 Mth Forecast	20.3%	24.7%	21.9%	
ADR 1 Mth Forecast	\$ 154	\$ 170	10.7%	
RevPAR 1 Mth Forecast	\$ 31	\$ 42	34.8%	
Occupancy (prior 6 months)	55.2%	55.4%	0.4%	
ADR (prior 6 months)	\$ 235	\$ 244	4.0%	
RevPAR (prior 6 months)	\$ 130	\$ 135	4.5%	
Occupancy (next 6 months)	15.5%	18.4%	18.8%	
ADR (next 6 months)	\$ 231	\$ 272	17.8%	
RevPAR (next 6 months)	\$ 36	\$ 50	40.0%	

Infrastructure Fund Balances Held by Placer County		
as of 9/30/16 (Reported Quarterly)	June 2013	June 2014
FY 2015-16 Contract	\$ 4,260,134	457
FY 2016-17 Contract	1,854,885	474
Total Fund Balances	\$ 6,115,020	508
	Sep 2016	467

Conference Revenue Statistics Comparison FYTD 15/16 vs. FYTD 16/17 at 09/30/2016				
	2015-16	2016-17	YOY % Change	
FORWARD LOOKING (2015/16)	Actuals	Forecasted		
Total Revenue Booked	\$ 3,035,141	\$ 2,577,325	-15.08%	
Forecasted Commission for this Revenue	159,602	105,358	-33.99%	
Number of Room Nights	15,866	16,050	1.16%	
Number of Tentative Bookings	62	50	-19.35%	
CURRENT				
NLT - Annual Revenue Goal	\$ 2,800,000	\$ 2,800,000	0.00%	
Annual Commission Goal	\$ 175,000	\$ 135,000	-22.86%	
Conference Revenue And Percentage by County:				
	15-16	16-17		
Placer	75%	73%	\$ 2,261,757	\$ 1,875,253
Washoe	22%	18%	\$ 667,127	\$ 467,732
South Lake	3%	9%	\$ 83,940	\$ 232,063
Nevada	1%	0%	\$ 22,317	\$ 2,277
Total Conference Revenue	100%	100%	\$ 3,035,141	\$ 2,577,325

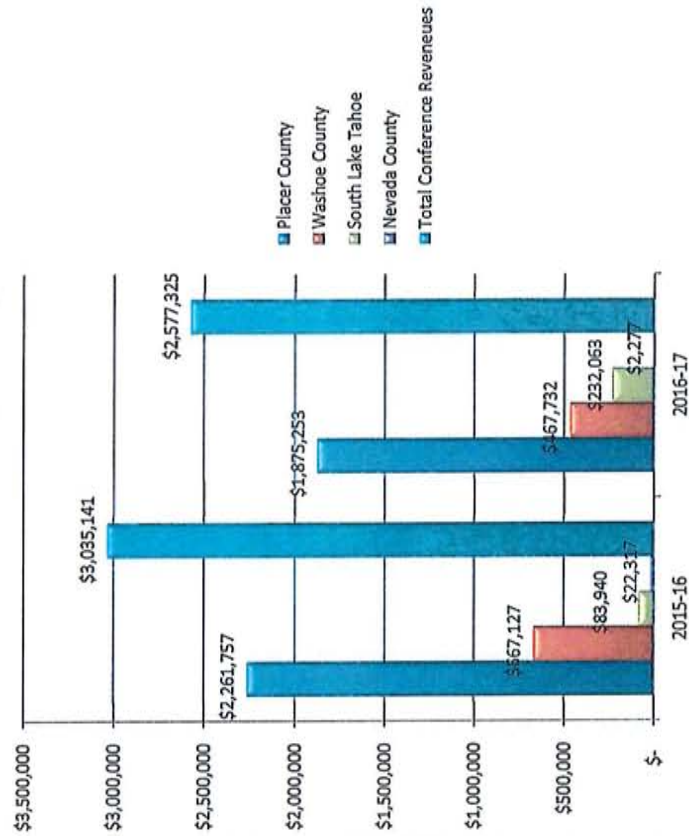


### Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



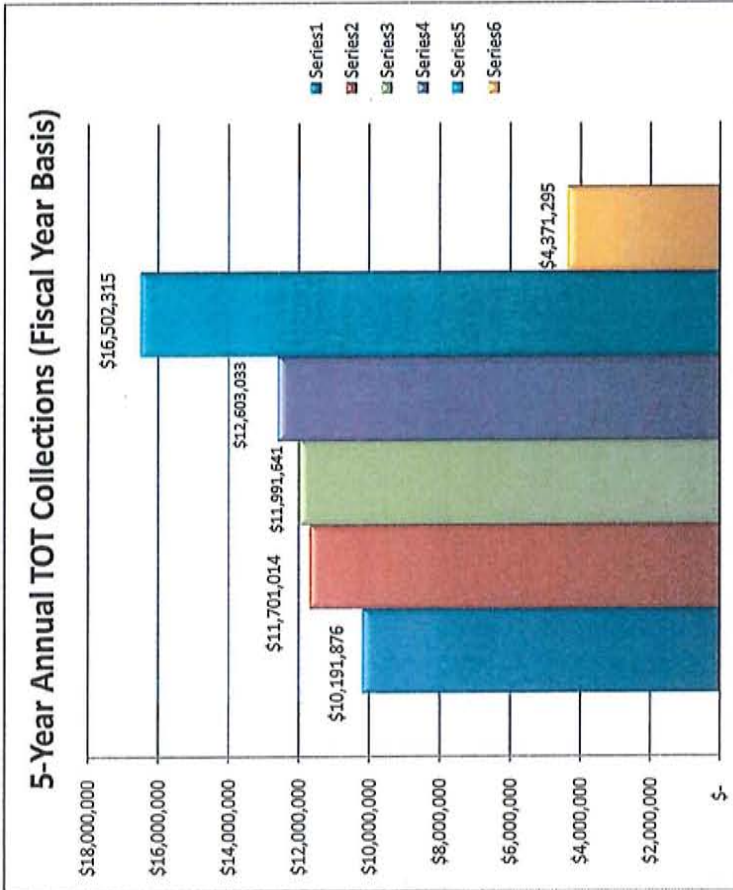
Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (as of June 2016, 6 mth lag)						
Quarter	2012/13	2013/14	2014/15	2015/16	2016/17	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 875,768	\$ 875,768	-1.08%
Second	\$ 529,470	\$ 481,165	\$ 557,614	\$ 596,985	\$ 596,985	7.06%
Third	\$ 724,645	\$ 589,226	\$ 573,778	\$ -	\$ -	-
Fourth	\$ 488,100	\$ 521,955	\$ 495,699	\$ -	\$ -	-
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,512,459	\$ 1,472,753	\$ 1,472,753	-41.4%

### Conference Revenue Statistics & Revenue Share by County

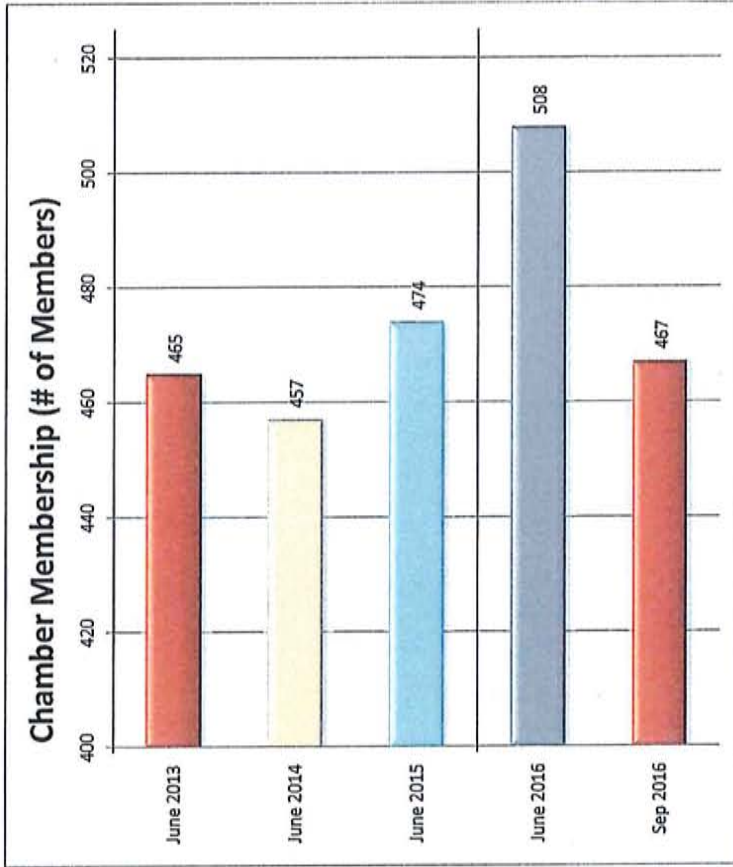


Conference Revenue Statistics Comparison FYTD 15/16 vs. FYTD 16/17 at 09/30/2016				
	2015-16 Actuals	2016-17 Forecasted	YOY % Change	
FORWARD LOOKING (2015/16)				
Total Revenue Booked	\$ 3,035,141	\$ 2,577,325		-15.08%
Forecasted Commission for this Revenue	159,602	105,358		-33.99%
Number of Room Nights	15,866	16,050		1.16%
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Annual Commission Goal	\$ 175,000	\$ 135,000		-22.86%
Conference Revenue And Percentage by County:				
Placer	\$ 2,261,757	\$ 1,875,253		-17.09%
Washoe	\$ 667,127	\$ 467,732		-29.89%
South Lake	\$ 83,940	\$ 232,063		176.46%
Nevada	\$ 22,317	\$ 2,277		-89.80%
Total Conference Revenue	\$ 3,035,141	\$ 2,577,325		-15.06%



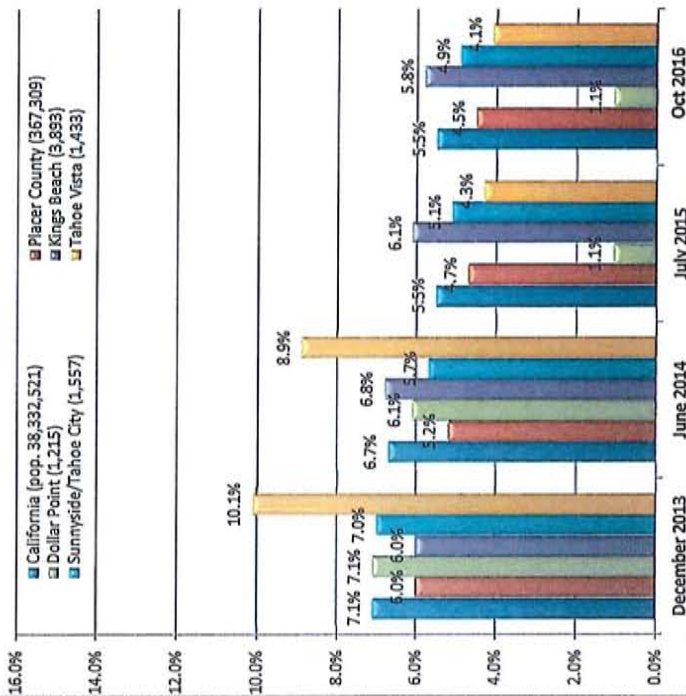


Total District 5 TOT Collections by Quarter 2010 - 2016 (as reported thru Sep 2016)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,569,348	\$ 1,751,002	\$ 11,991,641
2014-15	\$ 4,693,925	\$ 2,527,484	\$ 3,513,426	\$ 1,868,198	\$ 12,603,033
2015-16	\$ 4,871,553	\$ 3,874,276	\$ 5,413,787	\$ 2,342,899	\$ 16,502,315
2016-17	\$ 4,366,973	\$ 4,322	\$ -	\$ -	\$ 4,371,295



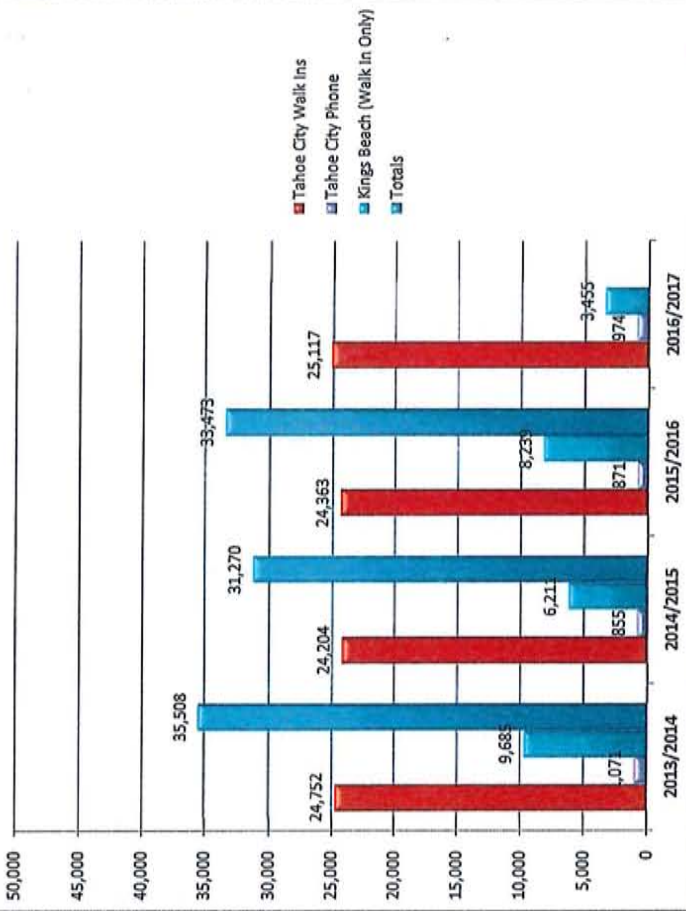
Chamber Of Commerce Total Membership	
June 2013	465
June 2014	457
June 2015	474
June 2016	508
Sep 2016	467

### Unemployment Rates by Region



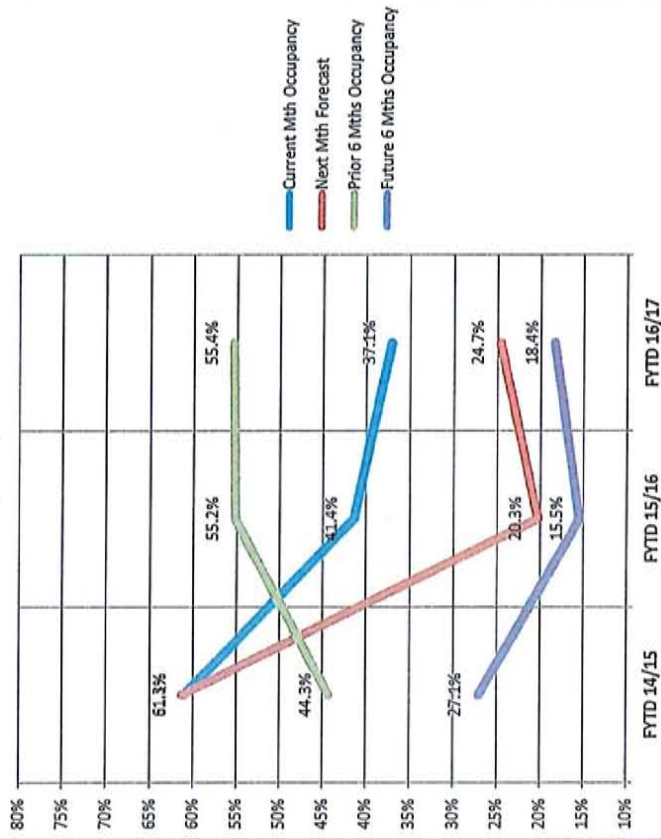
Unemployment Rates		December 2013	June 2014	July 2015	Oct 2016
California		7.1%	6.7%	5.5%	5.5%
Placer County		6.0%	5.2%	4.7%	4.5%
Dollar Point		7.1%	6.1%	1.1%	1.1%
Kings Beach		6.0%	6.8%	6.1%	5.8%
Sunnyside/Tahoe City		7.0%	5.7%	5.1%	4.9%
Tahoe Vista		10.1%	8.9%	4.3%	4.1%

### Visitor Information - FYTD YOY



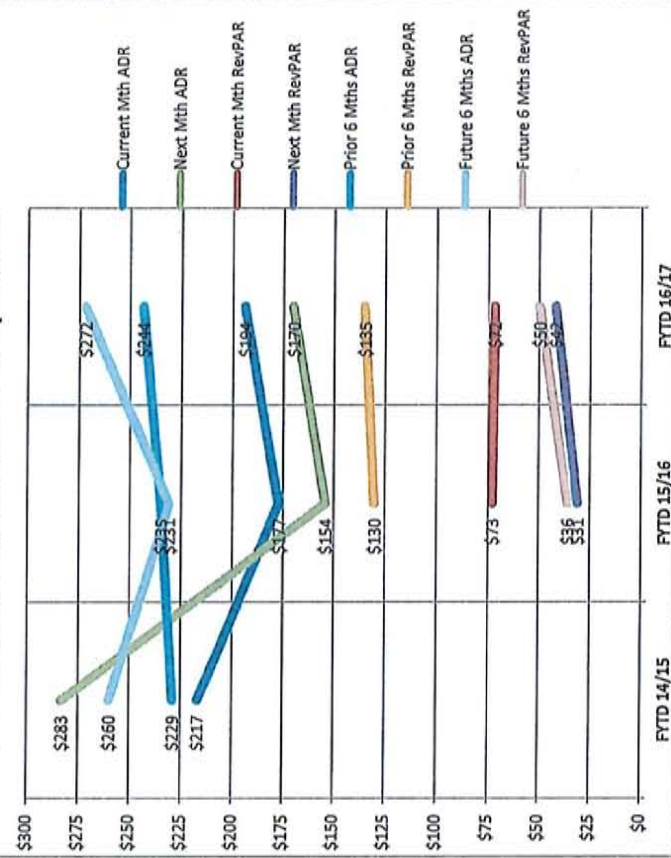
Visitor Information Comparative Statistics For Fiscal YTD 2013 - 2017 (thru Oct '16)					
Referrals -	2013/2014		2014/2015		YOY % Change
	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Tahoe City:					
Walk In	24,752	24,204	24,363	25,117	3.09%
Phone	1,071	855	871	974	11.83%
Kings Beach (Walk In Only, Jun-Sep)	9,685	6,211	8,239	3,455	-58.07%
Totals	35,508	31,270	33,473	29,546	-11.73%

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 15/16	FYTD 16/17	Y-o-Y Change
Occupancy	61.1%	41.4%	37.1%	-10.5%
Occupancy 1 Mth Forecast	61.3%	20.3%	24.7%	21.9%
Occupancy (prior 6 months)	44.3%	55.2%	55.4%	0.4%
Occupancy (next 6 months)	27.1%	15.5%	18.4%	18.8%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 15/16	FYTD 16/17	Y-o-Y Change
ADR (Average Daily Rate)	\$217	\$177	\$194	9.6%
RevPAR (Rev per Available Room)	\$283	\$154	\$72	-1.9%
ADR 1 Mth Forecast	\$229	\$31	\$42	10.7%
RevPAR 1 Mth Forecast	\$229	\$285	\$244	34.8%
ADR (prior 6 months)	\$260	\$130	\$135	4.0%
RevPAR (prior 6 months)	\$260	\$231	\$272	4.5%
ADR (next 6 months)	\$260	\$36	\$50	17.8%
RevPAR (next 6 months)	\$260	\$36	\$50	40.0%