

NLTRA Mission

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

Board Members: **Chair:** Adam Wilson, Vail Resorts | **Vice Chair:** Samir Tuma, Kila Lake Tahoe
 Treasurer: Christy Beck, Squaw Alpine | **Secretary:** Brett Williams, Agate Bay Realty
 Aaron Rudnick, Sierra Tahoe Recreation | **Andre Priemer**, Resort at Squaw Creek | **Bruce Seigel**, Ritz Carlton
 Chris Brown, Elevation Law Firm | **Dan Tester**, Granite Peak Management | **Gary Davis**, Gary Davis Group
Greg Dallas, Sugar Bowl | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee **Kevin Mitchell**, Homewood
 Lynn Gibson, Keoki Gallery | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collective
 Advisory Committee: **Erin Casey**, Placer County, **Tom Lotshaw**, TRPA

AGENDA

TO CALL IN: 1-712-770-4040, enter code 775665#

- 8:30 a.m. 1. Call to Order – Establish Quorum

- 8:35 a.m. 2. 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.

- 8:40 a.m. 3. Agenda Amendments and Approval

- 8:45 a.m. 4. Welcome and Introductions of New Board Members

- 8:55 a.m. 5. Election of Officers for 2018-2019

- 9:00 a.m. 6. Introduction of Staff and Organizational Responsibilities

- 9:10 a.m. 7. Consent Calendar-All items 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.
 - A. Board Meeting Minutes**
 - 1. March 7, 2018 [Link to online preliminary document](#)
 - 2. March 14, 2018, Special Board Meeting [Link to online preliminary document](#)
 - B. Committee Minutes-The committee Summary is provided for information purposes only. Minutes are available as finalized at www.nltra.org.**
 - 1. BACC March, 2018 [Link to online preliminary document](#)
 - 2. Tourism Development March, 2018
 - 3. Finance March, 2018-Will become available when finalized
 - C. Approval of Financial Statements February, 2018**

Pg. 1

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- D. Contract Approval-Projects that funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
- E. Reallocation of Event Budget

- 9:15 a.m. **8. Action Items**
Pg. 63 **A. Request for Support from Squaw Valley | Alpine Meadows Micro Mass Transit District**
- 9:55 a.m. **9. Information Updates/Verbal Reports**
Pg. 189 **A. Presentation by Reno-Tahoe International Airport**
Pg. 201 **B. Tourism Development Three-Year Strategy Update**
- 10:40 a.m. **10. Reports/Back up Documents**
The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member
Pg. 205 **A. Destimetrics**
Pg. 206 **B. Membership Accounts Receivable Report**
Pg. 207 **D. Conference Revenue Statistics Report**
Pg. 214 **E. Finance Dashboard and CEO Expenses, February, 2018**
 F. CEO and Staff Updates
- 10:45 a.m. **11. Director’s Comments**
- 10:50 a.m. **12. Meeting Review and Staff Direction**
- 10:55 a.m. **13. Adjournment**

This meeting is wheelchair accessible

Posted online at www.nltra.org



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NLTRA Board of Directors

PRELIMINARY Minutes

Wednesday, March 7th, 8:30 a.m.

Squaw Valley Public Service District
205 Squaw Valley Road, Olympic Valley

Board Members in attendance:

Adam Wilson (First half of meeting via telephone), Samir Tuma, Christy Beck, Brett Williams, Jennifer Merchant, Gary Davis, Karen Plant, Aaron Rudnick, Tom Lotshaw (Non-Voting)

Staff in attendance:

Cindy Gustafson, Ron Treabess, Al Priester, Daphne Lange, Amber Burke, Dawn Teran

Others in attendance:

Erin Casey, Mike Geary, Lindsay Romack, Susie Voss, Gerard Fenech

A. 8:32 a.m. Called to Order-Established Quorum

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

- Suzy Vose, Placer County Senior Project Manager, Tahoe City Firehouse Property Redevelopment
 - Susie reviewed the redevelopment status of the old firehouse property located at 300 North Lake Blvd., Tahoe City. A public meeting is scheduled for April 4th, 2018.

C. Agenda Amendments and Approval-MOTION

- **MOTION to move to closed session prior to reviewing of Consent Calendar items to discuss personnel item. M/S/C Aaron/Karen/8-0-0**

Meeting moved to closed session at 8:40 a.m. to discuss personnel item.

**Adam Wilson left the meeting at 9:26 a.m.*

Meeting reconvened to public session at 9:26 a.m.

- Samir announced that the NLTRA received a Poppy Award from Visit California for our Luminary Campaign.
 - Cindy and Daphne shared details about the campaign and award.

D. Consent Calendar

All items 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.

- **MOTION to approve the Consent Calendar items. M/S/C Aaron/Brett/7-0-0 (Adam Wilson absent)**

1. Board Meeting Minutes

- a. February 7, 2018 [Link to online document](#)
- b. February 23, 2018, Special Board Meeting [Link to online document](#)

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

2. Committee Minutes

- a. BACC February, 2018 [Link to online preliminary document](#)
- b. Tourism Development February, 2018 (Will post online when available)
- c. Finance

- 1. February, 2018 (Will be posted online when available)

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

- None at this time

E. Action Items

- 1. **MOTION: Acceptance of Election Results/Proceed with setting date for special Board meeting to approve the recommended at-large Board members. M/S/C Gary/Aaron 7-0-0**

The following item was moved to review after closed session (Item K):

- 2. **MOTION: Authorization for CEO to Proceed with Organizational Revisions M/S/C Brett/Christy/6-0-0 (Adam Wilson, Gary Davis absent.)**

F. Informational Updates/Verbal Reports

- 1. Review of Spartan Broadcast Platform– Amber Burke
- 2. Visit California Outlook Conference

3. Annual Awards Dinner-April 26th, Granlibakken
4. Update on the Tourism Development Plan – Daphne Lange
 - Jennifer questioned the length of the reviewed plan. Daphne stated this is a tactical yearly plan, based on the 3-5 year strategic plan.
 - Cindy pointed out that the 3-5 year plan will need to be updated soon, including updates made to the yearly tactical plan.
 - Samir requested a review of items that may cross over into the second year’s plan. Daphne said that will be possible to provide.

G. Reports/Back up

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

1. Destimetrics Report
2. Membership Accounts Receivable Report, February 2018
3. Conference Revenue Statistics Report
4. Finance Committee Supplemental Reports, January 2018
 - Cindy reported that there is an additional Finance Committee item that was not added to the agenda; the acceptance of the financial reports. This item will be added onto the agenda for the upcoming specially called meeting.

H. Directors comments

- Tom reported that the TRPA Best in Basin Nominations are in progress
- Tom reported that the TRPA are interviewing for a Travel Demand Management Coordinator
- Aaron reported on the Small Business SEO Seminar last week and he highly recommends attendance at our seminars, and a great benefit to our members.

I. Meeting Review and Staff Direction – Cindy

- Item E.1. Schedule special call-in Board meeting to approve at-large members.
- Item F.1. Will ensure that at future broadcast events, there are more NLT banners, logos, website presentation etc., and will review contract revisions when doing special events.
- Item G.4. Financials will be added to special Board meeting agenda.

J. Adjournment to Closed Session at 10:22 a.m.

**Gary Davis left the meeting*

K. Closed Session to Discuss Personnel issues – (See Item E.2. above)

Meeting reconvened to public session at 11:05 a.m.

L. Meeting adjourned at 11:30 a.m.



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NLTRA Board of Directors
PRELIMINARY Minutes
Wednesday, March 14th, 2018, 9:00 a.m.
Call-in (712) 770-4010 775665#
Or NLTRA Board Room, 100 N. Lake Blvd,
Upstairs, Tahoe City, CA

A. Meeting Called to Order at 9:02-Established Quorum

Board Members in Attendance (via telephone): Adam Wilson, Brett Williams, Christy Beck, Erin Casey, Samir Tuma, Karen Plank, Aaron Rudnick, Tom Lotshaw (Non-voting)

Staff in attendance: Cindy Gustafson, Al Priestler, Ron Treabess, Daphne Lange, Dawn Teran

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. Action Items

1. **MOTION:** Make up to five appointments for the At-Large Appointed Seats.

- Cindy reported that the election committee; Karen Plank, Joy Doyle, JT Chevalier and Bob Lansinger (via a phone meeting) in addition to Ron Parson and Alex Mourelatos had discussions regarding the bylaws appointment procedure which is not clearly written. The Board appointment procedure in the bylaws will be reviewed and more specific protocols will be created.
- Cindy reported that the majority of the election committee supported electing Chris Brown out of the three candidates (Gerard Fenech, Chris Brown and Bill Dietz) being considered for the last At-large appointed seat. The other four candidate's seats were already discussed at the last Board meeting.
- Brett moved to appoint the 5 recommended At-large appointed seats: Aaron Rudnick, Samir Tuma, Tom Turner Chris Brown, and Lynn Gibson.
- Karen said according to the bylaws, *page 9, section 3, she was concerned that she may not be allowed to vote. Adam referred to the bylaw document, and determined that she will be allowed to vote, but the bylaws on page 9, section 3 are contradicting and that section will be updated in the future.

M/S/C Brett/Christy/5-0-2

Christy-yes, Brett-yes, Erin-yes, Karen-yes, Adam-yes, Samir-abstain, Aaron-abstain

2. **MOTION:** Approval of the December and January Financials

- Al reviewed the financials. Referred to Page 49, 50-Membership accounts receivable.

M/S/C Aaron/Christy/7-0-0 All in favor.

3. **MOTION:** Approval of the Finance Committee Recommendations to Extend the Contract for Audit Services for an Additional Year with McClintock Accountancy

- Cindy reminded that the dollar amount is \$25,000 is the dollar amount and that no RFP is required. Finance Committee recommendation is to extend the contract for one year.
- Erin confirmed this contract moving into a sixth year is supported by the County which will be documented in a memo.

- Next year will follow a formal bid process.
- M/S/C Brett/Aaron 7-0-0 All in favor.**

D. Adjourned at 9:20 am



FINANCE COMMITTEE AGENDA

Monday, March 26, 2018 at 2:00 p.m.
NLTRA Conference Room – Upstairs
100 N. Lake Blvd, Tahoe City, CA 96145

To call in:

Dial (605) 475-3220

Enter Participant code: 547298#

FINANCE COMMITTEE

NLTRA Board

Christy Beck
Treasurer

Committee Members

David Brown
CPA

Eric Pilcher
Moe's BBQ

Mike Salmon
Tahoe Donner
Association

Monty Waugh
Squaw Valley Ski
Holdings

Ramona Cruz
Tahoe City Public
Utility District

Placer County Rep

Jennifer Merchant
Substitute: Erin
Casey

NLTRA Staff

Cindy Gustafson
CEO

Al Priester
Director of
Finance/Human
Resources

Lauren Sully
Staff Accountant
& HR Assistant

Quorum
4 Members with 1
being a Board
Member

- A. CALL TO ORDER – ESTABLISH A QUORUM
- B. ROLL CALL
- C. PUBLIC FORUM
This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.
- D. APPROVAL AGENDA AMENDMENTS [MOTION]
- E. APPROVAL OF FINANCE MINUTES FROM: 2/28/2018 [MOTION] Pg. 3
- F. ITEMS FOR COMMITTEE REVIEW, DISCUSSION AND/OR RECOMMENDATIONS
 - Review Staff Action Items Pg. 3
 - Review Staff ReportPg. 5
- G. APPROVAL OF FEBRUARY 2018 FINANCIALS [MOTION]Pg. 7
- H. SUPPLEMENTAL INFORMATION
 - February 2018 Dashboard ReportPg. 28
- I. APPROVAL OF CEO EXPENSES FOR: FEBRUARY 2018 [MOTION]Pg. 33
- J. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING
- K. NEXT MEETING DATE
- L. COMMITTEE MEMBER COMMENTS
- M. ADJOURN



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FINANCE COMMITTEE AGENDA - MINUTES

Wednesday, February 28, 2018 at 10:00 a.m.

NLTRA Conference Room – Upstairs

100 N. Lake Blvd, Tahoe City, CA 96145

- A. CALL TO ORDER 10:01 AM – ESTABLISH A QUORUM (5)
- B. ROLL CALL
In Attendance: Christy Beck (Board Member), David Brown
On Phone: Erin Casey, Ramona Cruz, Mike Salmon
Staff: Al Priester, Cindy Gustafson, Bonnie Bavetta (consultant)
- C. PUBLIC FORUM – *Cindy introduced Bonnie Bavetta as a consultant reviewing NLTRA's financial procedures and processes. Staff also announced attempting a new procedure on minutes to reduce the time spent on transcription but retaining the recording for review if needed.*
- D. APPROVAL AGENDA AMENDMENTS – *Motion to approve Ramona Cruz, Second David Brown, Motion- Approved by all, Motion carried.*
- E. APPROVAL OF FINANCE MINUTES FROM: 1/29/2018
Minutes revised to indicate Mike Salmon was on the phone for the meeting. Motion to approve with revision – Dave Brown, Second Ramona Cruz, Motion Approved by all, Motion carried.
- F. ITEMS FOR COMMITTEE REVIEW, DISCUSSION AND/OR RECOMMENDATIONS
 - Review Staff Action Items – *Agreement for the following:*
 - *Action Item 26 – Staff to contact Monty Waugh and complete Form 700 in draft for his submission.*
 - *Action Item 27 & 28 – Completed and to be removed.*
 - *Add an Action Item for March meeting - to bring back a budget re-forecast.*
 - Review Staff Report – *Staff corrected that the YTD financials are a profit, not a loss as reflected in the fifth bullet. Will be amended and included in Board packet.*
 - Review Audit Recommendation - *Motion to approve staff recommendation to negotiate the 2017/18 audit with McClintock Accountancy with the addition of "not to exceed \$25,000" – Motion to approve – Ramona Cruz, Second, Michael Salmon, Approved by all, Motion carried.*
- G. APPROVAL OF JANUARY 2018 FINANCIALS – *Discussion items: Request for breakdown on Accrued Expenses. (To be provided to Erin at County monthly meeting). In the future budget preparation include budget for AF&W. Membership AR report critical to tracking since otherwise not reflected in balance sheet. Motion to approve – Dave Brown, Second- Michael Salmon, Approved by all. Motion carried. Ramona Cruz left meeting at 10:16 AM.*
- H. SUPPLEMENTAL INFORMATION
 - January 2018 Dashboard Report – *Updated sales tax numbers from the County were sent but not updated in report. Staff to update for Board packet.*
- I. APPROVAL OF CEO EXPENSES FOR: JANUARY 2018 *Motion to approve – Dave Brown, Second- Michael Salmon, Approved by all, Motion carried.*
- J. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING – *Prepare and submit re-forecast budget for next meeting.*
- K. NEXT MEETING DATE - *Schedule regular meetings – last Monday of the month. Doodle poll to be sent.*
- L. COMMITTEE MEMBER COMMENTS- *C.Beck suggested staff review all expenditures and consider curtailing travel and expenses due to downturn in winter revenues. C. Gustafson reported some efforts underway and will consider additional review of expenditures.*
- M. ADJOURNED at 11:07 AM

FINANCE COMMITTEE

NLTRA Board

Christy Beck
Treasurer

Committee Members

David Brown
CPA

Eric Pilcher
Moe's BBQ

Mike Salmon
Tahoe Donner Association

Monty Waugh
Squaw Valley Ski Holdings

Ramona Cruz
Tahoe City Public Utility District

Placer County Rep

Jennifer Merchant
Substitute: Erin Casey

NLTRA Staff

Cindy Gustafson
CEO

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Director of Finance/Human Resources

Lauren Sully
Staff Accountant & HR Assistant

Quorum
4 Members with 1 being a Board Member



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MEMO

To: NLTRA Finance Committee

Cc: File

From: Al Priester, Director of Finance and Human Resources

Date: March 23, 2018

Re: Staff Action Items

Staff Action Items that Remain Open:

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

- 2/28/18 Meeting: Deferred Revenue process still being refined. Deadline is before next Audit.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.
- 1/08/18 Meeting: Still have some open items to finalize, such as deferred revenue (getting very close). The budget process took up much of Al's time and Lauren's time was impacted by staff outages.
- 10/26/17 Meeting: Will soon be receiving an Auditor's Memorandum, which will have some impact on these positions that we will want to document. We did as a Finance Committee agree to change procedure with respect to commissions, both commissions receivable and payable in our last meeting. Would like to recap this particular item with input from the audit at our next Finance Meeting.
- 9/01/17 Meeting: Still open and will be completed before the auditors start field work on 9/18/17.
- 3/30/17 Meeting: Was on hold while recovering financials in QB. Ongoing. Will be completed before end of audit field work.
- 2/23/17 Meeting: Due to IT Consultant's deletion of QB files, deferred until recovery complete.
- 12/22/16 Meeting: Due to it being a short month, push forward to next month. No pressing issues.
- 12/4/16 Meeting: Formalize for next Finance Committee meeting, including procedures for deferred revenue recognition.
- 11/29/16 Meeting: Discussion: Still open. Trying to have that complete for packet going to the board so that it can be approved for part of our policies and procedures. Will present it at the December Finance Committee Meeting so it can be reviewed prior to taking it to the board in January.

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

- 2/28/18 Meeting: Priority is to get 5 Month Budget refinements into QB. Can then work on Report Writer.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.
- 01/08/18 Meeting: A function of Al getting time to use the built in report writer within QuickBooks and has not had the time, pushed to next meeting.
- 12/4/17 Meeting: Waiting on formalization of deferred revenue procedures.
- 3/30/17 Meeting: Lost our ability to get this report, Lower priority
- 9/01/17 Meeting: Deferring until recovery is complete. Although the data recovery is complete, the auditing of that information is not. Everything is stamped pre-audit because we are still finishing our audit prior to the auditors coming in. The revenues got recorded on last year percentages and not the July budgeted

percentages, so these P&L Budget vs. Actual reports differ from the financials that are in the packet in terms of revenues, not expenses. (Should happen after the audit.)

- 10/26/17 Meeting: We have about 20 client adjusting entries, which we knew going in. We have to identify them to the Auditor's or they become audit adjustments. There will also be some audit adjusting entries to finalize things that we haven't done in the past, one being the calculation of the marketing reserve. The auditors did it last year and will do it this year, but what they have represented is that they will give me their working papers so that we can do it next year prior to the audit commencing. As well as some of their closing entries. There are a number of adjustments that will be reflected in the statements coming out and we will have those in time to have June - October Financials ready for the November Finance Meeting on November 30th.

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

- 2/28/18 Meeting: Did not get into 5 month contract. Place holder for next County Contract.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them
- 1/08/18 Meeting: Are still ongoing and hopefully by next finance meeting we will have this complete.
- 12/4/17 Meeting: Will be presenting Fund Balance Recon to County for agreement.
- 3/30/17 Meeting: In process, ongoing.
- 9/01/17 Meeting: Through two contract negotiations, July 31 (one month) and Jan 31 (six months), we have yet to address a holding account for refunds and expenses. For ex, we are getting some refunds and additional invoices for 16/17 that has happened in the past six months beyond the close of the year and long after the audit has been completed. (Typically below \$10k). We started a holding account.
- 10/26/17 Meeting: No Discussion.

ACTION ITEM 25: RFP for New Auditors.

- 3/26/18 Requirement Waived by County. Will Need a RFP for 18-19 Audit. Board approved McClintock for 17-18 Audit. Item Completed. Recommend this action item be removed
- 2/28/18 Meeting: See Audit Recommendation on this meeting's Agenda. Recommend this Action Item be removed.
- 1/08/18 Meeting: Not completed due to time constraints from staff outage and budget reworks.
- 12/4/17 Meeting: Review contracts to determine if "new" auditor is required or just RFP.
- 10/26/17 Meeting: This will be our last year with McClintock based on a 5 year term per the contract with the County. We will have to make decisions for next year, which should happen relatively quickly in order to be working with new Auditors.

ACTION ITEM 26: Monty Waugh needs to be taken off the Committee since he moved to Colorado. Send Form 700 to Christy to pass along to Monty. Also need a formal resignation.

- 3/26/18 Meeting: Was contacted by Monty and gave him instructions to recover his password to complete the form.
- 2/28/18 AI to contact Monty to guide Monty through the process.
- 1/08/18 Meeting: Provided link to Form 700 to Christy Beck.
- 12/4/17 Meeting: Form 700 available online.

NEW ACTION ITEM 27: AI to include a detail report of Membership and TOT Funding in BOD packet to be completed by Friday, February 2, 2018.

- 3/26/18 Meeting: Action Item removed at last meeting.
- 2/28/18 Meeting: Completed and submitted to BOD at their 2/7/18 meeting. Incorporated into the monthly Staff Report. Recommend this Action Item be removed.

NEW ACTION ITEM 28: Remove cents from all reports

- 3/26/18 Meeting: Action Item removed at last meeting.
- 2/28/18 Meeting: Completed. Recommend this Action Item be removed.



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Finance Staff Report

Date: 3/23/18

TO: North Lake Tahoe Resort Association (NLTRA) Finance Committee

FROM: Al Priester, Director of Finance and Human Resources

RE: Financial Reporting at the March 26, 2018 Finance Committee Meeting

The February 28, 2018 Financials in the NLTRA Finance Committee packet for the March 26, 2018 meeting include: a detailed NLTRA Comparative Balance Sheet with A/R, Membership A/R and A/P Aging's, a current month Comparative Profit & Loss, a current month Profit & Loss by Department and a current month/YTD Budget vs Actual for each Department.

Important points to note for the month of January are:

- Total Cash on Hand of \$697,875 remains strong and compares to prior year Cash on Hand of \$710,112.
- A/R remained level at \$32,392 in Feb compared to \$30,860 in Jan. A/R over 90 days delinquent decreased \$1,014 to \$29,846 from the prior month's \$30,860. These are primarily hotel property invoices and accruals and are deemed collectible with no reserve being established.
- Membership A/R decreased from \$48,375 to \$40,295. Over 120 days delinquent decreased from \$2,000 to \$255 MOM. A bad debt write-off of \$2,413 and \$2,626 were recognized in Jan & Feb respectively.
- A/P are at \$23,185 for Feb with only a contested of A/P \$364 delinquent more than 90 days.
- YTD profit of \$114,115 translates to expenditures under budget for the seven months ended Jan 31.
- The Profit and Loss by Class is useful in gauging where each Department is in relation to their budget. Marketing, Conference & VIC are looked at in total for purposes of any under budget funds being paid back to the County at year-end and are currently under budget by \$118,666 YTD while Tourism Master Plan Implementation is currently under budget by \$1,053. Transportation and Infrastructure are \$9,963 and \$17,109 under budget @ 1/31/18 respectively and are no longer being reported. Membership has a YTD loss of \$32,200.
- Losses in Membership will reduce Retained Earnings. YTD, Membership has lost \$32,200. Retained Earnings at the beginning of the year was a deficit of \$8,754, for a cumulative deficit of \$40,954. The following table demonstrates how Membership is not utilizing TOT funds:

As of January 31, 2017:

<u>Membership Earnings</u>		
BOY Retained earnings (1)	\$	(8,754)
YTD Membership Earnings		<u>(32,200)</u>
Cumulative Membership Earnings	\$	<u>(40,954)</u>
<u>Cash Available for Membership Use</u>		
Deferred Revenue (accts 2400-60 & 2500)	\$	59,297
Add: Accrued Incentives		6,624
Accrued PTO		581
Less: Prepaid Expenses		<u>(5,621)</u>
	\$	<u>60,881</u>
Surplus of Cash over Membership Losses	\$	<u>19,927</u>

(1) Solely attributable to Membership Activities

As can be seen, Membership's cash position is greater than the cumulative losses and therefore, TOT funds are not being utilized by Membership.

Action requested: Review and approve the February Financial statements.

North Lake Tahoe Resort Association

Balance Sheet

As of February 28, 2018

03/23/18

Accrual Basis

	Feb 28, 18	Feb 28, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1001-00 · Petty Cash	53	890	(836)	(94)%
1003-00 · Cash - Operations BOTW #6712	415,995	433,048	(17,053)	(4)%
1007-00 · Cash - Payroll BOTW #7421	2,104	2,748	(644)	(24)%
1008-00 · Marketing Reserve - Plumas	50,143	50,068	75	0%
1009-00 · Cash Flow Reserve - Plumas	100,382	100,182	201	0%
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%
1080-00 · Special Events BOTW #1626	99,304	92,476	6,827	7%
10950 · Cash in Drawer	313	1,119	(806)	(72)%
Total Checking/Savings	697,875	710,112	(12,237)	(2)%
Accounts Receivable				
1200-00 · Quickbooks Accounts Receivable	21,923	18,981	2,942	16%
1210-00 · A/R - Sales Estimates	10,469	0	10,469	100%
Total Accounts Receivable	32,392	18,981	13,411	71%
Other Current Assets				
1200-99 · AR Other	2,563	1,614	949	59%
12000 · Undeposited Funds	0	177	(177)	(100)%
1201-00 · WebLink Accounts Receivable				
1201-01 · WebLink AR - Member Dues	15,719	0	15,719	100%
1201-00 · WebLink Accounts Receivable - Other	550	31,155	(30,605)	(98)%
Total 1201-00 · WebLink Accounts Receivable	16,269	31,155	(14,886)	(48)%
1201-02 · Allowance for Doubtful Accounts	(3,144)	(793)	(2,351)	(297)%
12100 · Inventory Asset	28,379	31,076	(2,697)	(9)%
1299 · Receivable from NLTMC	5,300	46,914	(41,614)	(89)%
1490-00 · Security Deposits	650	50	600	1,200%
Total Other Current Assets	50,018	110,194	(60,176)	(55)%
Total Current Assets	780,285	839,287	(59,002)	(7)%
Fixed Assets				
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%
1740-00 · Computer Equipment	9,964	43,766	(33,803)	(77)%
1741-00 · Accum. Depr. - Computer Equip	(8,233)	(42,756)	34,523	81%
1750-00 · Computer Software	21,520	40,080	(18,560)	(46)%
1751-00 · Accum. Amort. - Software	(17,884)	(34,671)	16,787	48%
1770-00 · Leasehold Improvements	24,284	24,284	0	0%
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,201)	(83)	(0)%
Total Fixed Assets	5,367	6,502	(1,135)	(18)%
Other Assets				
1400-00 · Prepaid Expenses				
1410-00 · Prepaid Insurance	529	529	(0)	0%
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%
1400-00 · Prepaid Expenses - Other	18,271	8,038	10,233	127%
Total 1400-00 · Prepaid Expenses	19,800	9,567	10,233	107%
1500-00 · Suspense*	1,200	0	1,200	100%
Total Other Assets	21,000	9,567	11,433	120%
TOTAL ASSETS	806,651	855,355	(48,703)	(6)%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	23,185	64,787	(41,602)	(64)%
2001-00 · Credit Card Payable	0	60	(60)	(100)%
Total Accounts Payable	23,185	64,847	(41,662)	(64)%

North Lake Tahoe Resort Association

Balance Sheet

As of February 28, 2018

03/23/18

Accrual Basis

	Feb 28, 18	Feb 28, 17	\$ Change	% Change
Credit Cards				
2080-00 · Bank of the West - Master Cards				
2080-01 · MC_5901_Hall	0	357	(357)	(100)%
2080-02 · MC_4222_Jason	15	475	(460)	(97)%
2080-05 · MC_2107_Greg	215	2,190	(1,975)	(90)%
2080-06 · MC_5288_Emily	1,608	1,113	495	45%
2080-08 · MC_5755_John	0	3,768	(3,768)	(100)%
2080-10 · MC_9495_AI	3,824	2,513	1,312	52%
2080-11 · MC_3978_Amber	950	0	950	100%
2080-12 · MC_3960_Natalie	1,080	0	1,080	100%
2080-13 · MC_6903_Cindy	717	0	717	100%
2080-14 · MC_6193_Daphne	1,188	0	1,188	100%
Total 2080-00 · Bank of the West - Master Cards	9,598	10,416	(818)	(8)%
Total Credit Cards	9,598	10,416	(818)	(8)%
Other Current Liabilities				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	38,973	35,719	3,254	9%
2101-00 · Incentive Payable	64,342	1,522	62,820	4,127%
2102-00 · Commissions Payable	5,935	8,404	(2,469)	(29)%
2120-00 · Empl. Federal Tax Payable	3,118	2,889	229	8%
2175-00 · 401 (k) Plan	1,559	1,104	454	41%
2180-00 · Estimated PTO Liability	74,725	60,649	14,077	23%
Total 21000 · Salaries/Wages/Payroll Liabilit	188,654	110,287	78,366	71%
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	395	1,486	(1,091)	(73)%
Total 2190-00 · Sales and Use Tax Payable	395	1,486	(1,091)	(73)%
2250-00 · Accrued Expenses	3,199	0	3,199	1,031,936%
2400-60 · Deferred Revenue- Member Dues	58,090	84,653	(26,563)	(31)%
2500-00 · Deferred Revenue - TMBC	1,207	0	1,207	100%
2651-00 · Deferred Rev - Conference	3,667	3,300	367	11%
2800-00 · Suspense	(1,697)	363	(2,060)	(568)%
2900-00 · Due To/From County of Placer	8,097	0	8,097	100%
Total Other Current Liabilities	261,611	200,089	61,522	31%
Total Current Liabilities	294,394	275,352	19,042	7%
Total Liabilities	294,394	275,352	19,042	7%
Equity				
32000 · Unrestricted Net Assets	(8,754)	22,636	(31,390)	(139)%
3300-11 · Designated Marketing Reserve	256,830	254,325	2,506	1%
3301 · Cash Flow Reserve	100,048	100,133	(85)	(0)%
3302 · Marketing Cash Reserve	50,018	50,050	(32)	(0)%
Net Income	114,115	152,859	(38,745)	(25)%
Total Equity	512,257	580,003	(67,746)	(12)%
TOTAL LIABILITIES & EQUITY	806,651	855,355	(48,703)	(6)%

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03/23/18

North Lake Tahoe Resort Association
A/R Aging Summary
As of February 28, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Destination Tahoe Meetings & Events	0.00	0.00	0.00	0.00	550.00	550.00
DSC (Destination Services Corporation)	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	2,026.15	2,026.15
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	711.50	711.50
Hotel Becket	0.00	0.00	0.00	0.00	1,368.55	1,368.55
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.01	0.00	0.00	0.00	0.00	0.01
North Tahoe Paddle	0.00	0.00	0.00	0.00	400.00	400.00
Northstar California	0.00	0.00	0.00	0.00	9,092.17	9,092.17
Resort at Squaw Creek*	1,570.30	0.00	0.00	0.00	2,517.07	4,087.37
Ritz-Carlton Lake Tahoe	0.00	0.00	0.00	0.00	1,278.65	1,278.65
Sales Estimates	0.00	0.00	0.00	0.00	10,468.98	10,468.98
Squaw Valley Lodge Granite Peak Mgmt	975.80	0.00	0.00	0.00	332.60	1,308.40
Tahoe City Inn	0.00	0.00	0.00	0.00	0.01	0.01
The Ridge Tahoe	0.01	0.00	0.00	0.00	550.00	550.01
The Village at Squaw Valley	0.01	0.00	0.00	0.00	0.00	0.01
TOTAL	2,546.13	0.00	0.00	0.00	29,845.68	32,391.81

North Lake Tahoe Resort Association

A/P Aging Summary

As of February 28, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
101.5 Truckee Tahoe Radio*	0.00	0.00	150.00	0.00	0.00	150.00
About a Boy ...	349.00	0.00	0.00	0.00	0.00	349.00
Accountemps	0.00	0.00	0.00	0.00	(35.00)	(35.00)
ADP	376.21	0.00	0.00	0.00	0.00	376.21
Airport Self Storage	314.00	41.00	0.00	0.00	0.00	355.00
Alpine Lock & Key, Inc.	0.00	85.00	0.00	0.00	0.00	85.00
Alpine Mounting Systems	0.00	466.00	0.00	0.00	0.00	466.00
Amber Burke	25.07	0.00	0.00	0.00	0.00	25.07
Annie's Cleaning Service	550.01	0.00	0.00	0.00	0.00	550.01
ASAE	(475.00)	0.00	0.00	0.00	0.00	(475.00)
AT & T*	485.04	0.00	0.00	0.00	0.00	485.04
Aurora World, Inc.	0.00	0.00	0.00	0.00	(351.98)	(351.98)
Cal Chamber Member Services	280.00	0.00	0.00	0.00	0.00	280.00
Cindy Gustafson	291.03	0.00	0.00	0.00	0.00	291.03
Cintas Corporation #623	263.57	128.75	0.00	0.00	0.00	392.32
CoPower	134.00	0.00	0.00	0.00	0.00	134.00
Daphne Lange	3.95	0.00	0.00	0.00	0.00	3.95
Dawn Teran	32.70	0.00	0.00	0.00	0.00	32.70
Double Diamond Sportswear	2,310.59	0.00	0.00	0.00	0.00	2,310.59
FedEx	30.89	0.00	0.00	0.00	0.00	30.89
FP Mailing Solutions	0.00	0.00	0.00	0.00	(0.18)	(0.18)
Gallery Keoki, Inc.	64.35	0.00	0.00	0.00	0.00	64.35
Geo-Tourism Specialties	0.00	0.00	0.00	34.29	0.00	34.29
Granlibakken Management Company, Ltd.	0.00	594.00	0.00	0.00	0.00	594.00
Impact Telecom - TNCI	0.00	65.96	0.00	0.00	0.00	65.96
InfiniSource Benefits	70.00	0.00	0.00	0.00	0.00	70.00
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Jim Markle	157.50	0.00	0.00	0.00	0.00	157.50
Kaplowe Studios, LLC.	99.00	0.00	0.00	0.00	0.00	99.00
Kym Fabel	25.00	0.00	0.00	0.00	0.00	25.00
Lauren Sully	26.53	0.00	0.00	0.00	0.00	26.53
Liberty Utilities*	489.32	0.00	0.00	0.00	0.00	489.32
McClintock Accountancy	666.00	0.00	0.00	0.00	0.00	666.00
Moonshine Ink*, LLC	0.00	380.00	0.00	0.00	0.00	380.00
North Tahoe Event Center, Inc.	0.00	338.00	0.00	0.00	0.00	338.00
Porter Simon*	180.00	0.00	0.00	0.00	0.00	180.00
Principal Financial Group	0.00	0.00	0.00	0.00	363.82	363.82
Ricoh USA	1,443.61	0.00	0.00	0.00	0.00	1,443.61
Ron Treabess	63.76	0.00	0.00	0.00	0.00	63.76
Ryan Salm Photography	3,000.00	0.00	0.00	0.00	0.00	3,000.00
SF Notes Haus Maus	647.00	0.00	0.00	0.00	0.00	647.00
Sierra Essentials	549.00	0.00	0.00	0.00	0.00	549.00
Southwest Gas Corporation*	164.30	0.00	0.00	0.00	0.00	164.30
Sprint	72.40	0.00	0.00	0.00	0.00	72.40
Strategic HR Partners, LLC.	0.00	1,500.00	0.00	0.00	0.00	1,500.00
Swigard's True Value Hardware, Inc.*	63.79	0.00	0.00	0.00	0.00	63.79
Tahoe Basics	0.00	0.00	0.00	0.00	(198.00)	(198.00)
Tahoe Truckee Sierra Disposal*	225.77	0.00	0.00	0.00	0.00	225.77
Truckee Donner Chamber of Commerce*	0.00	0.00	5,100.86	0.00	0.00	5,100.86
USPS - Incline Village	225.00	0.00	0.00	0.00	0.00	225.00
Wholesale Resort Accessories, Inc.	243.50	0.00	0.00	0.00	21.50	265.00
Woodluck Wholesale	1,018.85	0.00	0.00	0.00	0.00	1,018.85
YIG Administration	0.00	6.37	6.37	6.37	(8.57)	10.54
TOTAL	14,490.74	3,605.08	5,257.23	40.66	(208.41)	23,185.30

North Lake Tahoe Resort Association

Profit & Loss

February 2018

03/23/18

Accrual Basis

	Feb 18	Feb 17	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	301,181	314,665	(13,484)	(4)%
4200-00 · Membership Dues	10,536	13,101	(2,565)	(20)%
4201-00 · New Member Fees	0	75	(75)	(100)%
4205-00 · Conference Dues	917	825	92	11%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	36	0	36	100%
4251-00 · Tues AM Breakfast Club	554	1,305	(751)	(58)%
4250-00 · Revenues-Membership Activities - Other	0	1,150	(1,150)	(100)%
Total 4250-00 · Revenues-Membership Activities	590	2,455	(1,865)	(76)%
4252-00 · Sponsorships	1,000	0	1,000	100%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	(0)	3,622	(3,622)	(100)%
4600-00 · Commissions - Other	2,546	(2,175)	4,721	217%
Total 4600-00 · Commissions	2,546	1,447	1,099	76%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	210	0	210	100%
46000 · Merchandise Sales - Other	3,568	1,526	2,041	134%
Total 46000 · Merchandise Sales	3,778	1,526	2,251	148%
Total Income	320,548	334,094	(13,546)	(4)%
Gross Profit	320,548	334,094	(13,546)	(4)%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	811	0	811	100%
5020-00 · P/R - Tax Expense	8,302	7,850	452	6%
5030-00 · P/R - Health Insurance Expense	11,265	12,688	(1,423)	(11)%
5040-00 · P/R - Workmans Comp	1,499	977	522	54%
5060-00 · 401 (k)	2,503	2,730	(227)	(8)%
5070-00 · Other Benefits and Expenses	493	195	298	153%
5000-00 · Salaries & Wages - Other	89,195	78,885	10,310	13%
Total 5000-00 · Salaries & Wages	114,067	103,325	10,743	10%
5100-00 · Rent				
5110-00 · Utilities	879	1,039	(160)	(15)%
5140-00 · Repairs & Maintenance	809	1,838	(1,029)	(56)%
5150-00 · Office - Cleaning	550	550	0	0%
5100-00 · Rent - Other	12,480	12,294	186	2%
Total 5100-00 · Rent	14,719	15,722	(1,004)	(6)%
5310-00 · Telephone				
5320-00 · Telephone	2,501	2,466	36	1%
Total 5310-00 · Telephone	2,501	2,466	36	1%
5420-00 · Mail - USPS	1,252	225	1,027	456%
5510-00 · Insurance/Bonding	264	264	0	0%
5520-00 · Supplies	3,870	1,008	2,862	284%
5610-00 · Depreciation	216	233	(17)	(7)%
5700-00 · Equipment Support & Maintenance	215	83	132	158%
5710-00 · Taxes, Licenses & Fees	804	130	674	518%
5740-00 · Equipment Rental/Leasing	1,469	1,312	157	12%
5800-00 · Training Seminars	340	199	141	71%
5850-00 · Artist of Month - Commissions	222	336	(114)	(34)%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	180	840	(660)	(79)%
5920-00 · Professional Fees - Accountant	666	0	666	100%
5921-00 · Professional Fees - Other	1,500	11,827	(10,327)	(87)%
Total 5900-00 · Professional Fees	2,346	12,667	(10,321)	(82)%
6020-00 · Programs				

North Lake Tahoe Resort Association

Profit & Loss

February 2018

03/23/18

Accrual Basis

	Feb 18	Feb 17	\$ Change	% Change
6016-00 · Special Event Partnership	(14,500)	0	(14,500)	(100)%
Total 6020-00 · Programs	(14,500)	0	(14,500)	(100)%
6420-00 · Events				
6420-01 · Sponsorships				
6421-01 · 4th of July Fireworks	0	10,000	(10,000)	(100)%
6421-02 · AMGEN Tour of California	0	18,900	(18,900)	(100)%
6421-04 · Broken Arrow Skyrace	15,000	0	15,000	100%
6421-08 · Tough Mudder	0	25,000	(25,000)	(100)%
6421-09 · Wanderlust	0	30,000	(30,000)	(100)%
6421-10 · WinterWonderGrass - Tahoe	0	15,000	(15,000)	(100)%
6421-12 · World Cup	0	39,564	(39,564)	(100)%
6421-14 · Tahoe Trail 100	(5,000)	0	(5,000)	(100)%
Total 6420-01 · Sponsorships	10,000	138,464	(128,464)	(93)%
6421-00 · New Event Development	570	2,989	(2,419)	(81)%
Total 6420-00 · Events	10,570	141,453	(130,883)	(93)%
6423-00 · Membership Activities				
6437-00 · Tuesday Morning Breakfast Club	581	0	581	100%
6441-00 · Membership - Miscellaneous Exp	10	0	10	100%
6442-00 · Public Relations/Website	291	0	291	100%
6443-00 · Membership - Bridal Faire	0	76	(76)	(100)%
6444-00 · Trades	305	0	305	100%
6423-00 · Membership Activities - Other	273	949	(675)	(71)%
Total 6423-00 · Membership Activities	1,460	1,024	436	43%
6730-00 · Marketing Cooperative/Media	173,500	164,171	9,329	6%
6742-00 · Non-NLT Co-Op Marketing Program	(4,756)	(869)	(3,887)	(447)%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,872	1,053	3,819	363%
6743-03 · Touch Lake Tahoe	391	3,333	(2,943)	(88)%
Total 6743-00 · BACC Marketing Programs	5,262	4,386	876	20%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	132	0	132	100%
59900 · POS Inventory Adjustments	0	(183)	183	100%
8100-00 · Cost of Goods Sold - Other	2,177	924	1,253	136%
Total 8100-00 · Cost of Goods Sold	2,309	742	1,567	211%
8200-00 · Associate Relations	220	204	16	8%
8300-00 · Board Functions	183	188	(5)	(3)%
8500-00 · Credit Card Fees	375	329	47	14%
8700-00 · Automobile Expenses	436	425	10	2%
8750-00 · Meals/Meetings	414	226	189	84%
8810-00 · Dues & Subscriptions	405	2,436	(2,031)	(83)%
8910-00 · Travel	1,188	2,699	(1,511)	(56)%
8920-00 · Bad Debt	2,626	982	1,644	168%
Total Expense	321,979	456,367	(134,388)	(30)%
Net Ordinary Income	(1,432)	(122,273)	120,841	99%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	21	0	21	100%
Total Other Income	21	0	21	100%
Net Other Income	21	0	21	100%
Net Income	(1,411)	(122,273)	120,862	99%

North Lake Tahoe Resort Association

Profit & Loss by Class

February 2018

	11 - Marketing	30 - Conference	42 - VIC	51 - TMPJ	60 - Members...	70 - Administr...	TOTAL
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	227,331	27,317	43,129	3,403	0	0	301,181
4200-00 · Membership Dues	0	0	0	0	10,536	0	10,536
4205-00 · Conference Dues	0	917	0	0	0	0	917
4250-00 · Revenues-Membership Activities							
4250-02 · Chamber Events	0	0	0	0	36	0	36
4251-00 · Tues AM Breakfast Club	0	0	0	0	554	0	554
Total 4250-00 · Revenues-Membership Activities	0	0	0	0	590	0	590
4252-00 · Sponsorships	0	0	0	0	1,000	0	1,000
4600-00 · Commissions							
4601-00 · Commissions - South Shore	0	(0)	0	0	0	0	(0)
4600-00 · Commissions - Other	0	2,546	0	0	0	0	2,546
Total 4600-00 · Commissions	0	2,546	0	0	0	0	2,546
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC income	0	0	210	0	0	0	210
46000 · Merchandise Sales - Other	0	0	3,568	0	0	0	3,568
Total 46000 · Merchandise Sales	0	0	3,778	0	0	0	3,778
Total Income	227,331	30,780	46,907	3,403	12,126	0	320,548
Gross Profit	227,331	30,780	46,907	3,403	12,126	0	320,548
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	0	0	0	(1,375)	0	0
5010-00 · Sales Commissions	0	811	0	0	0	0	811
5020-00 · P/R - Tax Expense	2,482	1,042	1,304	0	952	2,523	8,302
5030-00 · P/R - Health Insurance Expense	4,152	2,277	1,350	0	1,780	1,707	11,265
5040-00 · P/R - Workmans Comp	225	183	669	12	71	339	1,499
5060-00 · 401 (k)	500	431	392	37	271	671	2,503
5070-00 · Other Benefits and Expenses	26	42	362	0	12	50	493
5000-00 · Salaries & Wages - Other	22,573	11,441	11,233	1,177	9,433	33,338	89,195
Total 5000-00 · Salaries & Wages	31,332	16,227	15,310	1,226	11,143	38,828	114,067
5100-00 · Rent							
5110-00 · Utilities	122	61	512	3	47	133	879
5140-00 · Repairs & Maintenance	55	28	278	1	21	426	809
5150-00 · Office - Cleaning	169	85	42	4	66	184	550
5100-00 · Rent - Other	1,929	923	6,462	162	798	2,206	12,480
Total 5100-00 · Rent	2,276	1,096	7,294	170	933	2,950	14,719
5310-00 · Telephone							
5320-00 · Telephone	472	131	744	34	233	887	2,501
Total 5310-00 · Telephone	472	131	744	34	233	887	2,501
5420-00 · Mail - USPS	190	63	353	19	296	331	1,252
5510-00 · Insurance/Bonding	50	17	88	5	19	86	264
5520-00 · Supplies	839	140	747	5	373	1,766	3,870
5610-00 · Depreciation	16	6	131	0	5	58	216
5700-00 · Equipment Support & Maintenance	0	0	0	0	0	215	215
5710-00 · Taxes, Licenses & Fees	0	0	0	0	0	804	804
5740-00 · Equipment Rental/Leasing	361	159	314	43	217	375	1,469
5800-00 · Training Seminars	340	0	0	0	0	0	340
5850-00 · Artist of Month - Commissions	0	0	222	0	0	0	222
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	180	0	0	0	0	0	180
5920-00 · Professional Fees - Accountant	0	0	0	0	0	666	666
5921-00 · Professional Fees - Other	0	0	0	0	0	1,500	1,500
Total 5900-00 · Professional Fees	180	0	0	0	0	2,166	2,346
6020-00 · Programs							
6016-00 · Special Event Partnership	(14,500)	0	0	0	0	0	(14,500)
Total 6020-00 · Programs	(14,500)	0	0	0	0	0	(14,500)
6420-00 · Events							
6420-01 · Sponsorships							
6421-04 · Broken Arrow Skyrace	15,000	0	0	0	0	0	15,000
6421-14 · Tahoe Trail 100	(5,000)	0	0	0	0	0	(5,000)
Total 6420-01 · Sponsorships	10,000	0	0	0	0	0	10,000
6421-00 · New Event Development	570	0	0	0	0	0	570
Total 6420-00 · Events	10,570	0	0	0	0	0	10,570
6423-00 · Membership Activities							
6437-00 · Tuesday Morning Breakfast Club	0	0	0	0	581	0	581
6441-00 · Membership - Miscellaneous Exp	0	0	0	0	10	0	10
6442-00 · Public Relations/Website	0	0	0	0	291	0	291
6444-00 · Trades	0	0	0	0	305	0	305
6423-00 · Membership Activities - Other	0	0	0	0	273	0	273
Total 6423-00 · Membership Activities	0	0	0	0	1,460	0	1,460
6730-00 · Marketing Cooperative/Media	164,333	9,167	0	0	0	0	173,500

North Lake Tahoe Resort Association

Profit & Loss by Class

February 2018

	11 - Marketing	30 - Conference	42 - VIC	51 - TMPI	60 - Members...	70 - Administr...	TOTAL
6742-00 · Non-NLT Co-Op Marketing Program	(4,906)	0	150	0	0	0	(4,756)
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	4,872	0	0	0	0	0	4,872
6743-03 · Touch Lake Tahoe	391	0	0	0	0	0	391
Total 6743-00 · BACC Marketing Programs	5,262	0	0	0	0	0	5,262
8100-00 · Cost of Goods Sold							
81100 · Freight and Shipping Costs	0	0	132	0	0	0	132
8100-00 · Cost of Goods Sold - Other	0	0	2,177	0	0	0	2,177
Total 8100-00 · Cost of Goods Sold	0	0	2,309	0	0	0	2,309
8200-00 · Associate Relations	0	50	0	0	0	170	220
8300-00 · Board Functions	0	0	0	0	156	27	183
8500-00 · Credit Card Fees	0	0	124	0	252	0	375
8700-00 · Automobile Expenses	293	0	0	0	19	124	436
8760-00 · Meals/Meetings	342	0	59	0	0	14	414
8810-00 · Dues & Subscriptions	15	0	50	0	6	334	405
8910-00 · Travel	1,188	0	0	0	0	0	1,188
8920-00 · Bad Debt	0	0	0	0	2,626	0	2,626
Total Expense	198,655	27,056	27,894	1,503	17,738	49,135	321,979
Net Ordinary Income	28,677	3,724	19,012	1,901	(5,611)	(49,135)	(1,432)
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	6	0	0	0	0	15	21
Total Other Income	6	0	0	0	0	15	21
Other Expense							
8990-00 · Allocated	35,048	4,760	5,909	848	2,570	(49,135)	0
Total Other Expense	35,048	4,760	5,909	848	2,570	(49,135)	0
Net Other Income	(35,043)	(4,760)	(5,909)	(848)	(2,570)	49,150	21
Net Income	(6,366)	(1,035)	13,103	1,053	(8,181)	16	(1,411)

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	301,181.00	301,181.20	2,542,875.00	2,542,875.20	3,747,600.00
4200-00 · Membership Dues	10,535.81	13,500.00	89,005.50	96,000.00	150,000.00
4201-00 · New Member Fees	0.00	0.00	75.00	75.00	75.00
4205-00 · Conference Dues	916.67	0.00	7,333.36	7,690.00	7,690.00
4250-00 · Revenues-Membership Activities					
4250-01 · Community Awards					
4250-04 · Silent Auction	0.00	0.00	0.00	0.00	12,000.00
4250-05 · Sponsorships	0.00	0.00	0.00	0.00	6,500.00
4250-01 · Community Awards - Other	0.00	0.00	0.00	0.00	22,500.00
Total 4250-01 · Community Awards	0.00	0.00	0.00	0.00	41,000.00
4250-02 · Chamber Events	36.38	3,000.00	89.38	3,000.00	12,725.00
4250-03 · Summer/Winter Rec Luncheon	0.00	0.00	3,409.44	4,300.00	7,300.00
4251-00 · Tues AM Breakfast Club					
4251-01 · Tues AM Breakfast Club Sponsors	0.00	300.00	500.00	800.00	2,000.00
4251-00 · Tues AM Breakfast Club - Other	554.08	750.00	2,757.54	5,250.00	8,250.00
Total 4251-00 · Tues AM Breakfast Club	554.08	1,050.00	3,257.54	6,050.00	10,250.00
4250-00 · Revenues-Membership Activities - Other	0.00	175.00	1,194.95	1,225.00	1,925.00
Total 4250-00 · Revenues-Membership Activities	590.46	4,225.00	7,951.31	14,575.00	73,200.00
4252-00 · Sponsorships	1,000.00	0.00	1,000.00	0.00	0.00
4350-00 · Special Events (Marketing)	0.00		77,627.73	0.00	0.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	-0.01	3,622.22	1,858.99	11,740.15	15,120.86
4600-00 · Commissions - Other	2,546.13	2,500.00	48,435.74	83,290.04	106,771.14
Total 4600-00 · Commissions	2,546.12	6,122.22	50,294.73	95,030.19	121,892.00
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC income	210.00	200.00	8,191.96	7,200.00	9,000.00
46000 · Merchandise Sales - Other	3,567.60	2,893.87	58,128.45	53,735.65	93,356.00
Total 46000 · Merchandise Sales	3,777.60	3,093.87	66,320.41	60,935.65	102,356.00
4720-00 · Miscellaneous	0.00		15.00		
Total Income	320,547.66	328,122.29	2,842,498.04	2,817,181.04	4,202,813.00
Gross Profit	320,547.66	328,122.29	2,842,498.04	2,817,181.04	4,202,813.00
Expense					
5000-00 · Salaries & Wages					
5010-00 · Sales Commissions	811.11	0.00	7,920.24	28,684.89	31,377.70
5020-00 · P/R - Tax Expense	8,301.98	7,736.14	62,745.36	71,124.16	105,626.47
5030-00 · P/R - Health Insurance Expense	11,265.23	9,116.00	66,290.24	81,383.76	122,314.43
5040-00 · P/R - Workmans Comp	1,498.90	564.03	7,791.30	4,035.23	6,286.89

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Accrual Basis

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance
February 2018**

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5060-00 · 401 (k)	2,502.83	2,594.53	23,439.76	24,084.84	35,772.95
5070-00 · Other Benefits and Expenses	492.59	409.20	3,626.16	3,526.52	5,530.38
5000-00 · Salaries & Wages - Other	89,194.81	88,487.41	689,948.22	752,186.31	1,154,728.64
Total 5000-00 · Salaries & Wages	114,067.45	108,907.33	861,761.28	965,025.74	1,461,637.47
5100-00 · Rent					
5110-00 · Utilities	879.39	1,002.96	7,527.17	8,117.46	12,005.51
5140-00 · Repairs & Maintenance	809.17	856.14	2,713.75	5,235.58	8,258.48
5150-00 · Office - Cleaning	550.01	696.49	5,480.01	6,195.06	8,994.69
5100-00 · Rent - Other	12,480.00	13,736.28	99,726.00	108,683.72	163,715.99
Total 5100-00 · Rent	14,718.57	16,291.87	115,446.93	128,231.83	192,974.68
5310-00 · Telephone					
5320-00 · Telephone	2,501.17	2,654.18	19,039.91	19,951.24	30,564.99
5350-00 · Internet	0.00	0.00	25.00	0.00	0.00
5310-00 · Telephone - Other	0.00	57.60	0.00	57.60	288.00
Total 5310-00 · Telephone	2,501.17	2,711.78	19,064.91	20,008.84	30,852.99
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	88.90	0.00	663.83	1,019.43
5480-00 · Mail - Fed Ex	0.00	21.63	120.54	263.24	349.40
5420-00 · Mail - USPS - Other	1,251.94	442.86	2,543.91	1,806.02	2,977.44
Total 5420-00 · Mail - USPS	1,251.94	553.39	2,664.45	2,733.09	4,346.27
5510-00 · Insurance/Bonding	264.42	723.54	6,721.36	6,673.98	9,518.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	706.82	1,265.02	2,322.74	4,743.04
5520-00 · Supplies - Other	3,870.13	1,178.22	10,659.73	10,317.06	15,029.96
Total 5520-00 · Supplies	3,870.13	1,885.04	11,924.75	12,639.80	19,773.00
5610-00 · Depreciation	216.35	349.56	1,747.47	3,417.68	4,805.00
5700-00 · Equipment Support & Maintenance	215.30	996.04	7,841.34	9,577.95	13,562.00
5710-00 · Taxes, Licenses & Fees	803.68	764.01	8,222.95	7,017.76	10,151.00
5740-00 · Equipment Rental/Leasing	1,469.05	1,415.88	10,654.50	13,330.47	19,094.00
5800-00 · Training Seminars	339.63	803.64	4,461.22	11,452.48	20,097.00
5810-00 · Public Outreach	0.00	0.00	0.00	3,406.00	5,056.00
5815 · Training Video Series	0.00	3,000.00	1,058.00	7,000.00	13,631.00
5820 · Sales CRM/CMS	0.00	0.00	0.00	2,000.00	2,000.00
5830-00 · Commission Due to Third Party	0.00	0.00	765.00	0.00	0.00
5850-00 · Artist of Month - Commissions	221.85	227.27	3,587.42	1,590.89	2,500.00
5900-00 · Professional Fees					
5910-00 · Professional Fees - Attorneys	180.00	1,000.00	8,340.00	6,000.00	10,000.00
5920-00 · Professional Fees - Accountant	666.00	0.00	17,381.00	20,000.00	22,000.00
5921-00 · Professional Fees - Other	1,500.00	0.00	43,968.75	3,750.00	3,750.00
Total 5900-00 · Professional Fees	2,346.00	1,000.00	69,689.75	29,750.00	35,750.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Performance February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5940-00 · Research & Planning Membership	0.00		3,000.00	3,276.00	3,276.00
5941-00 · Research & Planning	0.00	0.00	2,266.25	6,344.00	7,042.00
6020-00 · Programs					
6016-00 · Special Event Partnership	-14,500.00	0.00	0.00	30,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	0.00	10,000.00	10,000.00	30,000.00
Total 6020-00 · Programs	-14,500.00	0.00	10,000.00	40,000.00	80,000.00
6420-00 · Events					
6420-01 · Sponsorships					
6023-00 · Autumn Food & Wine	0.00		114,771.83	37,000.00	37,000.00
6421-01 · 4th of July Fireworks	0.00	20,000.00	10,000.00	20,000.00	20,000.00
6421-02 · AMGEN Tour of California	0.00	17,700.00	0.00	17,700.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	15,000.00	0.00	15,000.00	0.00	15,000.00
6421-06 · Spartan	0.00	0.00	254,000.00	254,000.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	40,000.00
6421-09 · Wanderlust	0.00	34,000.00	34,042.80	34,000.00	37,000.00
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	15,000.00	19,400.00	19,400.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trail 100	-5,000.00	0.00	0.00	0.00	0.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
Total 6420-01 · Sponsorships	10,000.00	71,700.00	442,814.63	382,100.00	472,400.00
6421-00 · New Event Development	570.02	400.00	12,155.93	15,900.00	17,600.00
6422-00 · Event Media					
6422-03 · Human Powered Sports Campaign	0.00	0.00	73.77	0.00	25,000.00
Total 6422-00 · Event Media	0.00	0.00	73.77	0.00	25,000.00
6424-00 · Event Operation Expenses	0.00	0.00	98.08	0.00	9,000.00
Total 6420-00 · Events	10,570.02	72,100.00	455,142.41	398,000.00	524,000.00
6423-00 · Membership Activities					
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	18,500.00
6435-00 · Shop Local Event	0.00		295.24		
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	3,081.05	2,760.00	4,185.00
6437-00 · Tuesday Morning Breakfast Club	580.50	650.00	2,997.00	4,550.00	7,150.00
6441-00 · Membership - Miscellaneous Exp	10.00		10.00	0.00	0.00
6442-00 · Public Relations/Website	291.25	295.00	2,272.20	7,285.00	8,465.00
6444-00 · Trades	305.00	0.00	1,140.00	855.00	2,130.00
6423-00 · Membership Activities - Other	273.45	75.00	404.97	450.00	750.00
Total 6423-00 · Membership Activities	1,460.20	1,020.00	10,200.46	15,900.00	41,180.00
6490-00 · Classified Ads	0.00	70.27	50.00	491.89	773.00
6701-00 · Market Study Reports/Research	0.00	222.10	807.50	961.19	1,242.30
6730-00 · Marketing Cooperative/Media	173,500.00	175,333.40	1,021,106.00	1,022,939.40	1,411,821.00

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
6740-00 · Media/Collateral/Production	0.00	1,000.00	0.00	3,000.00	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program					
6015-00 · Cross Country	0.00		0.00	4,000.00	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	-4,755.68	5,000.00	8,140.69	55,000.00	80,000.00
Total 6742-00 · Non-NLT Co-Op Marketing Program	-4,755.68	5,000.00	8,140.69	59,000.00	84,000.00
6743-00 · BACC Marketing Programs					
6743-01 · Shop Local	4,871.66	2,000.00	8,391.67	12,000.00	20,000.00
6743-03 · Touch Lake Tahoe	390.65	3,000.00	10,493.15	14,000.00	20,000.00
6743-04 · High Notes	0.00	0.00	0.00	3,000.00	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	20,000.00
Total 6743-00 · BACC Marketing Programs	5,262.31	5,000.00	18,884.82	29,000.00	80,000.00
8100-00 · Cost of Goods Sold					
51100 · Freight and Shipping Costs	132.10	179.64	947.50	1,407.48	2,126.04
52500 · Purchase Discounts	0.00	-118.61	-2,083.80	-830.27	-1,304.71
59900 · POS Inventory Adjustments	0.00	103.14	511.25	796.98	1,209.54
8100-00 · Cost of Goods Sold - Other	2,177.06	752.22	33,703.54	26,379.92	44,647.13
Total 8100-00 · Cost of Goods Sold	2,309.16	916.39	33,078.49	27,754.11	46,678.00
8200-00 · Associate Relations	220.10	334.00	1,749.40	2,853.03	4,308.60
8300-00 · Board Functions	183.03	858.27	6,228.27	6,454.94	9,887.51
8500-00 · Credit Card Fees	375.34	447.17	4,179.65	4,211.95	6,067.00
8700-00 · Automobile Expenses	435.50	538.35	3,022.71	4,140.60	6,555.55
8750-00 · Meals/Meetings	414.37	782.32	3,129.20	5,053.72	8,183.00
8810-00 · Dues & Subscriptions	404.94	675.47	5,417.12	9,931.98	12,636.00
8910-00 · Travel	1,188.47	1,918.36	2,132.02	7,032.16	9,084.60
8920-00 · Bad Debt	2,626.03	661.20	14,420.83	8,036.20	10,330.00
Total Expense	321,979.33	406,506.66	2,728,567.15	2,878,237.70	4,197,812.99
Net Ordinary Income	-1,431.67	-78,384.37	113,930.89	-61,056.66	5,000.00
Other Income/Expense					
Other Income					
4700-00 · Revenues- Interest & Investment	21.17		183.62		
Total Other Income	21.17		183.62		
Other Expense					
8990-00 · Allocated	0.00	498.92	0.00	-3,590.03	0.00
Total Other Expense	0.00	498.92	0.00	-3,590.03	0.00
Net Other Income	21.17	-498.92	183.62	3,590.03	0.00
Net Income	-1,410.50	-78,883.29	114,114.51	-57,466.63	5,000.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
 11 - Marketing February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	227,325.40	227,325.60	2,044,662.40	2,044,662.60	2,953,965.00
4350-00 · Special Events (Marketing)	0.00		77,627.73	0.00	0.00
Total Income	<u>227,325.40</u>	<u>227,325.60</u>	<u>2,122,290.13</u>	<u>2,044,662.60</u>	<u>2,953,965.00</u>
Gross Profit	227,325.40	227,325.60	2,122,290.13	2,044,662.60	2,953,965.00
Expense					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	1,375.00	1,375.00	11,000.00	11,000.00	16,500.00
5020-00 · P/R - Tax Expense	2,481.52	2,146.30	12,151.84	18,243.57	27,901.94
5030-00 · P/R - Health Insurance Expense	4,151.56	2,295.35	20,982.80	19,510.53	29,839.64
5040-00 · P/R - Workmans Comp	224.72	97.75	1,837.54	830.88	1,270.75
5060-00 · 401 (k)	500.23	806.89	4,785.49	6,858.62	10,489.66
5070-00 · Other Benefits and Expenses	25.96	152.08	1,167.35	1,292.71	1,977.08
5000-00 · Salaries & Wages - Other	22,573.36	22,371.90	137,825.34	190,161.15	290,834.34
Total 5000-00 · Salaries & Wages	<u>31,332.35</u>	<u>29,245.29</u>	<u>189,750.36</u>	<u>247,897.47</u>	<u>378,813.43</u>
5100-00 · Rent					
5110-00 · Utilities	122.40	145.79	1,055.47	1,149.68	1,650.09
5140-00 · Repairs & Maintenance	55.00	73.46	227.46	230.96	524.82
5150-00 · Office - Cleaning	169.23	169.22	1,686.14	1,686.89	2,309.95
5100-00 · Rent - Other	1,929.15	1,885.59	15,424.20	15,629.87	23,259.14
Total 5100-00 · Rent	<u>2,275.78</u>	<u>2,274.06</u>	<u>18,393.27</u>	<u>18,697.40</u>	<u>27,744.00</u>
5310-00 · Telephone					
5320-00 · Telephone	472.20	455.89	4,738.97	3,635.44	5,459.00
Total 5310-00 · Telephone	<u>472.20</u>	<u>455.89</u>	<u>4,738.97</u>	<u>3,635.44</u>	<u>5,459.00</u>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	15.73	0.00	110.11	173.03
5480-00 · Mail - Fed Ex	0.00	20.27	69.24	162.16	243.24
5420-00 · Mail - USPS - Other	190.02	0.00	547.22	0.00	0.00
Total 5420-00 · Mail - USPS	<u>190.02</u>	<u>36.00</u>	<u>616.46</u>	<u>272.27</u>	<u>416.27</u>
5510-00 · Insurance/Bonding	50.24	241.83	1,400.91	1,934.64	2,902.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	0.00	238.00	0.00	0.00
5520-00 · Supplies - Other	838.88	257.50	2,006.71	2,060.00	3,090.00
Total 5520-00 · Supplies	<u>838.88</u>	<u>257.50</u>	<u>2,244.71</u>	<u>2,060.00</u>	<u>3,090.00</u>
5610-00 · Depreciation	16.02	38.08	158.15	304.64	457.00
5700-00 · Equipment Support & Maintenance	0.00	171.67	2,080.68	1,373.36	2,060.00
5710-00 · Taxes, Licenses & Fees	0.00	46.82	15.00	327.72	515.00
5740-00 · Equipment Rental/Leasing	360.90	173.66	2,162.84	1,365.36	2,060.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
 11 - Marketing February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5800-00 · Training Seminars	339.63	0.00	1,817.26	3,077.00	5,077.00
5810-00 · Public Outreach	0.00	0.00	0.00	0.00	1,650.00
5815 · Training Video Series	0.00	2,000.00	0.00	6,000.00	8,631.00
5820 · Sales CRM/CMS	0.00		0.00	2,000.00	2,000.00
5900-00 · Professional Fees					
5910-00 · Professional Fees - Attorneys	180.00		1,220.00		
5921-00 · Professional Fees - Other	0.00		42,468.75		
Total 5900-00 · Professional Fees	180.00		43,688.75	0.00	0.00
5940-00 · Research & Planning Membership	0.00		0.00	2,870.00	2,870.00
5941-00 · Research & Planning	0.00	0.00	0.00	4,000.00	4,698.00
6020-00 · Programs					
6016-00 · Special Event Partnership	-14,500.00	0.00	0.00	30,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	0.00	10,000.00	10,000.00	30,000.00
Total 6020-00 · Programs	-14,500.00	0.00	10,000.00	40,000.00	80,000.00
6420-00 · Events					
6420-01 · Sponsorships					
6023-00 · Autumn Food & Wine	0.00		114,771.83	37,000.00	37,000.00
6421-01 · 4th of July Fireworks	0.00	20,000.00	10,000.00	20,000.00	20,000.00
6421-02 · AMGEN Tour of California	0.00	17,700.00	0.00	17,700.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	15,000.00	0.00	15,000.00	0.00	15,000.00
6421-06 · Spartan	0.00	0.00	254,000.00	254,000.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	40,000.00
6421-09 · Wanderlust	0.00	34,000.00	34,042.80	34,000.00	37,000.00
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	15,000.00	19,400.00	19,400.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trail 100	-5,000.00		0.00	0.00	0.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
Total 6420-01 · Sponsorships	10,000.00	71,700.00	442,814.63	382,100.00	472,400.00
6421-00 · New Event Development	570.02	400.00	12,155.93	15,900.00	17,600.00
6422-00 · Event Media					
6422-03 · Human Powered Sports Campaign	0.00	0.00	73.77	0.00	25,000.00
Total 6422-00 · Event Media	0.00	0.00	73.77	0.00	25,000.00
6424-00 · Event Operation Expenses	0.00	0.00	98.08	0.00	9,000.00
Total 6420-00 · Events	10,570.02	72,100.00	455,142.41	398,000.00	524,000.00
6490-00 · Classified Ads	0.00		50.00	0.00	0.00
6701-00 · Market Study Reports/Research	0.00	151.83	807.50	469.30	469.30
6730-00 · Marketing Cooperative/Media	164,333.33	164,333.33	947,772.64	947,772.64	1,292,654.00
6742-00 · Non-NLT Co-Op Marketing Program					
6015-00 · Cross Country	0.00		0.00	4,000.00	4,000.00

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
11 - Marketing February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
6742-00 · Non-NLT Co-Op Marketing Program - Other	-4,905.68	5,000.00	7,090.69	55,000.00	80,000.00
Total 6742-00 · Non-NLT Co-Op Marketing Program	-4,905.68	5,000.00	7,090.69	59,000.00	84,000.00
6743-00 · BACC Marketing Programs					
6743-01 · Shop Local	4,871.66	2,000.00	8,391.67	12,000.00	20,000.00
6743-03 · Touch Lake Tahoe	390.65	3,000.00	10,493.15	14,000.00	20,000.00
6743-04 · High Notes	0.00	0.00	0.00	3,000.00	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	20,000.00
Total 6743-00 · BACC Marketing Programs	5,262.31	5,000.00	18,884.82	29,000.00	80,000.00
8200-00 · Associate Relations	0.00	56.18	315.27	393.28	618.00
8500-00 · Credit Card Fees	0.00	0.00	65.00	0.00	0.00
8700-00 · Automobile Expenses	293.21	112.75	863.17	902.00	1,353.00
8750-00 · Meals/Meetings	341.95	325.21	2,224.55	2,304.16	3,605.00
8810-00 · Dues & Subscriptions	14.99	218.62	2,074.92	2,574.54	3,449.00
8910-00 · Travel	1,188.47	1,500.00	2,132.02	3,860.67	4,240.00
Total Expense	198,654.62	283,738.72	1,714,490.35	1,780,091.89	2,522,831.00
Net Ordinary Income	28,670.78	-56,413.12	407,799.78	264,570.70	431,133.99
Other Income/Expense					
Other Income					
4700-00 · Revenues- Interest & Investment	5.77		50.05		
Total Other Income	5.77		50.05		
Other Expense					
8990-00 · Allocated	35,048.34	34,913.24	271,266.03	274,866.67	431,133.99
Total Other Expense	35,048.34	34,913.24	271,266.03	274,866.67	431,133.99
Net Other Income	-35,042.57	-34,913.24	-271,215.98	-274,866.67	-431,133.99
Net Income	-6,371.79	-91,326.36	136,583.80	-10,295.96	0.00

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
30 - Conference February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	27,316.60	27,316.60	186,275.60	186,275.60	295,542.00
4205-00 · Conference Dues	916.67	0.00	7,333.36	7,690.00	7,690.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	-0.01	3,622.22	1,858.99	11,740.15	15,120.86
4600-00 · Commissions - Other	2,546.13	2,500.00	48,435.74	83,290.04	106,771.14
Total 4600-00 · Commissions	2,546.12	6,122.22	50,294.73	95,030.19	121,892.00
Total Income	30,779.39	33,438.82	243,903.69	288,995.79	425,124.00
Gross Profit	30,779.39	33,438.82	243,903.69	288,995.79	425,124.00
Expense					
5000-00 · Salaries & Wages					
5010-00 · Sales Commissions	811.11	0.00	7,920.24	28,684.89	31,377.70
5020-00 · P/R - Tax Expense	1,041.65	1,039.79	9,465.86	11,435.05	14,996.89
5030-00 · P/R - Health Insurance Expense	2,277.09	1,149.61	11,964.60	11,104.32	15,811.17
5040-00 · P/R - Workmans Comp	183.33	166.01	1,253.04	606.68	1,104.71
5060-00 · 401 (k)	431.28	418.72	4,307.38	5,366.56	7,263.48
5070-00 · Other Benefits and Expenses	41.98	16.98	710.84	493.86	778.76
5000-00 · Salaries & Wages - Other	11,440.83	10,469.18	95,941.64	91,195.59	138,668.25
Total 5000-00 · Salaries & Wages	16,227.27	13,260.29	131,563.60	148,886.95	210,000.96
5100-00 · Rent					
5110-00 · Utilities	61.20	72.90	522.77	577.18	827.12
5140-00 · Repairs & Maintenance	27.50	195.65	107.02	526.33	907.24
5150-00 · Office - Cleaning	84.62	84.62	843.11	843.49	1,154.46
5100-00 · Rent - Other	923.08	985.44	7,384.64	7,651.82	11,594.14
Total 5100-00 · Rent	1,096.40	1,338.61	8,857.54	9,598.82	14,482.96
5310-00 · Telephone					
5320-00 · Telephone	130.62	357.55	1,899.35	2,733.81	4,164.00
Total 5310-00 · Telephone	130.62	357.55	1,899.35	2,733.81	4,164.00
5420-00 · Mail - USPS	62.62	113.00	228.24	357.00	809.00
5510-00 · Insurance/Bonding	16.56	86.75	1,243.39	1,145.26	1,442.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	0.00	72.99	0.00	500.00
5520-00 · Supplies - Other	140.21	90.07	365.26	649.73	1,010.00
Total 5520-00 · Supplies	140.21	90.07	438.25	649.73	1,510.00
5610-00 · Depreciation	6.41	28.47	69.82	146.06	249.00
5700-00 · Equipment Support & Maintenance	0.00	132.73	1,040.59	1,069.11	1,600.00
5710-00 · Taxes, Licenses & Fees	0.00	5.46	0.00	206.00	206.00
5740-00 · Equipment Rental/Leasing	158.80	229.89	1,146.68	1,740.43	2,660.00

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
30 - Conference February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5800-00 · Training Seminars	0.00	0.00	0.00	1,750.00	3,500.00
5830-00 · Commission Due to Third Party	0.00		765.00		
6730-00 · Marketing Cooperative/Media	9,166.67	11,000.07	73,333.36	75,166.76	119,167.00
8200-00 · Associate Relations	50.00	46.82	170.13	327.74	515.00
8500-00 · Credit Card Fees	0.00		90.00		
8700-00 · Automobile Expenses	0.00	152.81	0.00	300.77	912.00
8750-00 · Meals/Meetings	0.00	150.00	0.00	250.00	850.00
8810-00 · Dues & Subscriptions	0.00	130.00	0.00	470.00	1,007.00
Total Expense	27,055.56	27,122.52	220,845.95	244,798.44	363,074.92
Net Ordinary Income	3,723.83	6,316.30	23,057.74	44,197.35	62,049.08
Other Income/Expense					
Other Expense					
8990-00 · Allocated	4,759.69	5,306.45	36,863.57	38,563.16	62,049.08
Total Other Expense	4,759.69	5,306.45	36,863.57	38,563.16	62,049.08
Net Other Income	-4,759.69	-5,306.45	-36,863.57	-38,563.16	-62,049.08
Net Income	-1,035.86	1,009.85	-13,805.83	5,634.19	0.00

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
41 - Transportation February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	0.00	0.00	31,550.00	31,550.00	31,550.00
Total Income	0.00	0.00	31,550.00	31,550.00	31,550.00
Gross Profit	0.00	0.00	31,550.00	31,550.00	31,550.00
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	0.00	0.00	1,721.59	765.77	765.77
5030-00 · P/R - Health Insurance Expense	0.00	0.00	206.39	713.81	713.81
5040-00 · P/R - Workmans Comp	0.00	0.00	105.50	29.61	29.61
5060-00 · 401 (k)	0.00	0.00	641.02	358.62	358.62
5070-00 · Other Benefits and Expenses	0.00	0.00	53.46	9.91	9.91
5000-00 · Salaries & Wages - Other	0.00	0.00	8,888.01	13,026.28	13,026.28
Total 5000-00 · Salaries & Wages	0.00	0.00	11,615.97	14,904.00	14,904.00
5100-00 · Rent					
5110-00 · Utilities	0.00	0.00	63.39	116.96	116.96
5140-00 · Repairs & Maintenance	0.00	0.00	5.16	99.24	99.24
5150-00 · Office - Cleaning	0.00	0.00	110.88	71.62	71.62
5100-00 · Rent - Other	0.00	0.00	646.13	1,923.18	1,923.18
Total 5100-00 · Rent	0.00	0.00	825.56	2,211.00	2,211.00
5310-00 · Telephone					
5320-00 · Telephone	0.00	0.00	447.55	285.00	285.00
Total 5310-00 · Telephone	0.00	0.00	447.55	285.00	285.00
5420-00 · Mail - USPS	0.00	0.00	47.74	50.00	50.00
5510-00 · Insurance/Bonding	0.00	0.00	55.22	259.00	259.00
5520-00 · Supplies	0.00	0.00	27.26	500.00	500.00
5610-00 · Depreciation	0.00	0.00	10.50	426.00	426.00
5700-00 · Equipment Support & Maintenance	0.00	0.00	127.57	494.00	494.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	124.00	124.00
5740-00 · Equipment Rental/Leasing	0.00	0.00	406.48	330.00	330.00
5800-00 · Training Seminars	0.00	0.00	0.00	500.00	500.00
5810-00 · Public Outreach	0.00	0.00	0.00	750.00	750.00
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	406.00	406.00
5941-00 · Research & Planning	0.00	0.00	1,891.25	1,969.00	1,969.00
8200-00 · Associate Relations	0.00	0.00	6.01	0.00	0.00
8500-00 · Credit Card Fees	0.00	0.00	4.50	0.00	0.00
8700-00 · Automobile Expenses	0.00	0.00	67.32	250.00	250.00
8750-00 · Meals/Meetings	0.00	0.00	80.60	250.00	250.00
8810-00 · Dues & Subscriptions	0.00	0.00	502.25	2,988.00	2,988.00
8910-00 · Travel	0.00	0.00	0.00	250.00	250.00

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
41 - Transportation February 2018

	<u>Feb 18</u>	<u>Budget</u>	<u>Jul '17 - Feb 18</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Total Expense	0.00	0.00	19,115.78	26,946.00	26,946.00
Net Ordinary Income	0.00	0.00	12,434.22	4,604.00	4,604.00
Other Income/Expense					
Other Expense					
8990-00 - Allocated	0.00	0.00	2,470.80	4,604.00	4,604.00
Total Other Expense	0.00	0.00	2,470.80	4,604.00	4,604.00
Net Other Income	0.00	0.00	-2,470.80	-4,604.00	-4,604.00
Net Income	<u>0.00</u>	<u>0.00</u>	<u>9,963.42</u>	<u>0.00</u>	<u>0.00</u>

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
42 - VIC February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	43,135.80	43,135.80	230,420.80	230,420.80	402,964.00
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC income	210.00	200.00	8,191.96	7,200.00	9,000.00
46000 · Merchandise Sales - Other	3,567.60	2,893.87	58,128.45	53,735.65	93,356.00
Total 46000 · Merchandise Sales	<u>3,777.60</u>	<u>3,093.87</u>	<u>66,320.41</u>	<u>60,935.65</u>	<u>102,356.00</u>
Total Income	<u>46,913.40</u>	<u>46,229.67</u>	<u>296,741.21</u>	<u>291,356.45</u>	<u>505,320.00</u>
Gross Profit	46,913.40	46,229.67	296,741.21	291,356.45	505,320.00
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	1,304.21	1,324.16	10,851.08	12,869.15	19,634.76
5030-00 · P/R - Health Insurance Expense	1,350.19	2,135.01	14,516.72	18,147.58	27,755.13
5040-00 · P/R - Workmans Comp	668.70	66.24	1,864.24	563.09	861.21
5060-00 · 401 (k)	391.64	544.98	4,404.04	4,632.38	7,084.82
5070-00 · Other Benefits and Expenses	362.48	47.43	765.30	403.21	617.18
5000-00 · Salaries & Wages - Other	11,232.77	12,249.08	110,097.42	117,565.20	179,410.09
Total 5000-00 · Salaries & Wages	<u>15,309.99</u>	<u>16,366.92</u>	<u>142,498.80</u>	<u>154,180.62</u>	<u>235,363.19</u>
5100-00 · Rent					
5110-00 · Utilities	512.20	617.33	4,352.17	4,841.32	7,311.26
5140-00 · Repairs & Maintenance	277.50	157.39	430.08	1,101.75	1,731.33
5150-00 · Office - Cleaning	42.31	197.12	421.55	1,429.85	2,218.33
5100-00 · Rent - Other	6,461.54	7,751.45	51,842.32	60,350.28	91,356.08
Total 5100-00 · Rent	<u>7,293.55</u>	<u>8,723.29</u>	<u>57,046.12</u>	<u>67,723.21</u>	<u>102,617.01</u>
5310-00 · Telephone					
5320-00 · Telephone	744.31	533.59	2,905.61	2,654.63	4,788.99
Total 5310-00 · Telephone	<u>744.31</u>	<u>533.59</u>	<u>2,905.61</u>	<u>2,654.63</u>	<u>4,788.99</u>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	73.17	0.00	553.72	846.40
5480-00 · Mail - Fed Ex	0.00	1.36	51.30	101.08	106.16
5420-00 · Mail - USPS - Other	353.22	27.04	518.84	189.28	297.44
Total 5420-00 · Mail - USPS	<u>353.22</u>	<u>101.57</u>	<u>570.14</u>	<u>844.08</u>	<u>1,250.00</u>
5510-00 · Insurance/Bonding	88.05	173.18	1,702.28	1,367.24	2,060.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	581.82	759.95	1,072.74	1,493.04
5520-00 · Supplies - Other	746.79	264.78	2,901.39	2,160.84	3,219.96
Total 5520-00 · Supplies	<u>746.79</u>	<u>846.60</u>	<u>3,661.34</u>	<u>3,233.58</u>	<u>4,713.00</u>
5610-00 · Depreciation	130.77	92.34	1,019.83	679.65	1,049.00
5700-00 · Equipment Support & Maintenance	0.00	275.73	1,435.60	2,210.11	3,313.00

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North Lake Tahoe Resort Association
Profit & Loss Budget Performance
42 - VIC February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5710-00 · Taxes, Licenses & Fees	0.00	28.09	15.00	196.63	309.00
5740-00 · Equipment Rental/Leasing	314.16	513.88	1,610.69	3,950.52	6,106.00
5800-00 · Training Seminars	0.00	53.64	0.00	1,625.48	3,090.00
5815 · Training Video Series	0.00	1,000.00	1,058.00	1,000.00	5,000.00
5850-00 · Artist of Month - Commissions	221.85	227.27	3,587.42	1,590.89	2,500.00
6740-00 · Media/Collateral/Production	0.00	1,000.00	0.00	3,000.00	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program	150.00		1,050.00	0.00	0.00
8100-00 · Cost of Goods Sold					
51100 · Freight and Shipping Costs	132.10	179.64	947.50	1,407.48	2,126.04
52500 · Purchase Discounts	0.00	-118.61	-2,083.80	-830.27	-1,304.71
59900 · POS Inventory Adjustments	0.00	103.14	511.25	796.98	1,209.54
8100-00 · Cost of Goods Sold - Other	2,177.06	752.22	33,703.54	26,379.92	44,647.13
Total 8100-00 · Cost of Goods Sold	2,309.16	916.39	33,078.49	27,754.11	46,678.00
8200-00 · Associate Relations	0.00	0.00	414.97	515.01	635.00
8500-00 · Credit Card Fees	123.52	152.17	2,219.16	2,464.01	3,487.00
8700-00 · Automobile Expenses	0.00	54.15	419.11	882.35	1,236.00
8750-00 · Meals/Meetings	58.92	92.02	358.56	528.93	897.00
8810-00 · Dues & Subscriptions	49.99	150.00	447.80	547.81	1,133.00
8910-00 · Travel	0.00	0.00	0.00	342.97	342.97
Total Expense	27,894.28	31,300.84	255,098.92	277,291.85	431,568.17
Net Ordinary Income	19,019.12	14,928.82	41,642.29	14,064.59	73,751.82
Other Income/Expense					
Other Expense					
8990-00 · Allocated	5,909.44	5,745.55	45,754.51	46,496.27	73,751.82
Total Other Expense	5,909.44	5,745.55	45,754.51	46,496.27	73,751.82
Net Other Income	-5,909.44	-5,745.55	-45,754.51	-46,496.27	-73,751.82
Net Income	13,109.68	9,183.27	-4,112.22	-32,431.67	0.00

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 Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
 50 - Infrastructure February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	0.00	0.00	46,563.00	46,563.00	46,563.00
Total Income	0.00	0.00	46,563.00	46,563.00	46,563.00
Gross Profit	0.00	0.00	46,563.00	46,563.00	46,563.00
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	0.00	0.00	2,204.19	1,411.29	1,411.29
5030-00 · P/R - Health Insurance Expense	0.00	0.00	337.09	1,585.85	1,585.85
5040-00 · P/R - Workmans Comp	0.00	0.00	178.90	63.74	63.74
5060-00 · 401 (k)	0.00	0.00	942.49	731.12	731.12
5070-00 · Other Benefits and Expenses	0.00	0.00	115.14	20.99	20.99
5000-00 · Salaries & Wages - Other	0.00	0.00	17,250.63	21,048.01	21,048.01
Total 5000-00 · Salaries & Wages	0.00	0.00	21,028.44	24,861.00	24,861.00
5100-00 · Rent					
5110-00 · Utilities	0.00	0.00	114.13	93.74	93.74
5140-00 · Repairs & Maintenance	0.00	0.00	21.25	119.82	119.82
5150-00 · Office - Cleaning	0.00	0.00	152.15	119.56	119.56
5100-00 · Rent - Other	0.00	0.00	1,061.51	2,963.88	2,963.88
Total 5100-00 · Rent	0.00	0.00	1,349.04	3,297.00	3,297.00
5310-00 · Telephone					
5320-00 · Telephone	0.00	0.00	908.21	571.00	571.00
Total 5310-00 · Telephone	0.00	0.00	908.21	571.00	571.00
5420-00 · Mail - USPS	0.00	0.00	78.70	50.00	50.00
5510-00 · Insurance/Bonding	0.00	0.00	138.12	259.00	259.00
5520-00 · Supplies	0.00	0.00	58.26	500.00	500.00
5610-00 · Depreciation	0.00	0.00	27.66	426.00	426.00
5700-00 · Equipment Support & Maintenance	0.00	0.00	130.83	680.00	680.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	473.00	473.00
5740-00 · Equipment Rental/Leasing	0.00	0.00	1,102.95	2,223.00	2,223.00
5800-00 · Training Seminars	0.00	0.00	0.00	500.00	500.00
5810-00 · Public Outreach	0.00	0.00	0.00	2,656.00	2,656.00
5941-00 · Research & Planning	0.00	0.00	375.00	375.00	375.00
8200-00 · Associate Relations	0.00	0.00	15.02	0.00	0.00
8500-00 · Credit Card Fees	0.00	0.00	10.13	0.00	0.00
8700-00 · Automobile Expenses	0.00	0.00	116.25	500.00	500.00
8750-00 · Meals/Meetings	0.00	0.00	21.52	500.00	500.00
8810-00 · Dues & Subscriptions	0.00	0.00	2.25	1,646.00	1,646.00
8910-00 · Travel	0.00	0.00	0.00	250.00	250.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
50 - Infrastructure February 2018

	<u>Feb 18</u>	<u>Budget</u>	<u>Jul '17 - Feb 18</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Total Expense	<u>0.00</u>	<u>0.00</u>	<u>25,362.38</u>	<u>39,767.00</u>	<u>39,767.00</u>
Net Ordinary Income	<u>0.00</u>	<u>0.00</u>	<u>21,200.62</u>	<u>6,796.00</u>	<u>6,796.00</u>
Other Income/Expense					
Other Expense					
8990-00 - Allocated	<u>0.00</u>	<u>0.00</u>	<u>4,091.47</u>	<u>6,796.00</u>	<u>6,796.00</u>
Total Other Expense	<u>0.00</u>	<u>0.00</u>	<u>4,091.47</u>	<u>6,796.00</u>	<u>6,796.00</u>
Net Other Income	<u>0.00</u>	<u>0.00</u>	<u>-4,091.47</u>	<u>-6,796.00</u>	<u>-6,796.00</u>
Net Income	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>17,109.15</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
51 - TMP February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4050-00 · County of Placer TOT Funding	3,403.20	3,403.20	3,403.20	3,403.20	17,016.00
Total Income	<u>3,403.20</u>	<u>3,403.20</u>	<u>3,403.20</u>	<u>3,403.20</u>	<u>17,016.00</u>
Gross Profit	3,403.20	3,403.20	3,403.20	3,403.20	17,016.00
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	0.00	139.76	0.00	139.76	768.69
5040-00 · P/R - Workmans Comp	12.17	5.40	12.17	5.40	29.71
5060-00 · 401 (k)	36.92	65.45	36.92	65.45	359.99
5070-00 · Other Benefits and Expenses	0.00	1.81	0.00	1.81	9.95
5000-00 · Salaries & Wages - Other	1,177.03	1,506.30	1,177.03	1,506.30	8,284.66
Total 5000-00 · Salaries & Wages	1,226.12	1,718.72	1,226.12	1,718.72	9,453.00
5100-00 · Rent					
5110-00 · Utilities	3.06		3.06		
5140-00 · Repairs & Maintenance	1.38		1.38		
5150-00 · Office - Cleaning	4.23		4.23		
5100-00 · Rent - Other	161.53	581.60	161.53	581.60	2,908.00
Total 5100-00 · Rent	170.20	581.60	170.20	581.60	2,908.00
5310-00 · Telephone					
5320-00 · Telephone	33.79		33.79		
5310-00 · Telephone - Other	0.00	57.60	0.00	57.60	288.00
Total 5310-00 · Telephone	33.79	57.60	33.79	57.60	288.00
5420-00 · Mail - USPS	18.90	10.00	18.90	10.00	50.00
5510-00 · Insurance/Bonding	5.00	20.00	5.00	20.00	100.00
5520-00 · Supplies	4.91	50.00	4.91	50.00	250.00
5610-00 · Depreciation	0.32		0.32		
5700-00 · Equipment Support & Maintenance	0.00	50.00	0.00	50.00	250.00
5710-00 · Taxes, Licenses & Fees	0.00	17.00	0.00	17.00	84.00
5740-00 · Equipment Rental/Leasing	43.31	30.00	43.31	30.00	150.00
8700-00 · Automobile Expenses	0.00	50.00	0.00	50.00	250.00
8750-00 · Meals/Meetings	0.00	50.00	0.00	50.00	250.00
8910-00 · Travel	0.00	100.00	0.00	100.00	500.00
Total Expense	<u>1,502.55</u>	<u>2,734.92</u>	<u>1,502.55</u>	<u>2,734.92</u>	<u>14,533.00</u>
Net Ordinary Income	1,900.65	668.28	1,900.65	668.28	2,483.00
Other Income/Expense					
Other Expense					
8990-00 · Allocated	847.58	500.00	847.58	500.00	2,483.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
51 - TMP February 2018

	<u>Feb 18</u>	<u>Budget</u>	<u>Jul '17 - Feb 18</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Total Other Expense	847.58	500.00	847.58	500.00	2,483.00
Net Other Income	-847.58	-500.00	-847.58	-500.00	-2,483.00
Net Income	<u>1,053.07</u>	<u>168.28</u>	<u>1,053.07</u>	<u>168.28</u>	<u>0.00</u>

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
60 - Membership February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4200-00 · Membership Dues	10,535.81	13,500.00	89,005.50	96,000.00	150,000.00
4201-00 · New Member Fees	0.00	0.00	75.00	75.00	75.00
4250-00 · Revenues-Membership Activities					
4250-01 · Community Awards					
4250-04 · Silent Auction	0.00	0.00	0.00	0.00	12,000.00
4250-05 · Sponsorships	0.00	0.00	0.00	0.00	6,500.00
4250-01 · Community Awards - Other	0.00	0.00	0.00	0.00	22,500.00
Total 4250-01 · Community Awards	0.00	0.00	0.00	0.00	41,000.00
4250-02 · Chamber Events	36.38	3,000.00	89.38	3,000.00	12,725.00
4250-03 · Summer/Winter Rec Luncheon	0.00	0.00	3,409.44	4,300.00	7,300.00
4251-00 · Tues AM Breakfast Club					
4251-01 · Tues AM Breakfast Club Sponsors	0.00	300.00	500.00	800.00	2,000.00
4251-00 · Tues AM Breakfast Club - Other	554.08	750.00	2,757.54	5,250.00	8,250.00
Total 4251-00 · Tues AM Breakfast Club	554.08	1,050.00	3,257.54	6,050.00	10,250.00
4250-00 · Revenues-Membership Activities - Other	0.00	175.00	1,194.95	1,225.00	1,925.00
Total 4250-00 · Revenues-Membership Activities	590.46	4,225.00	7,951.31	14,575.00	73,200.00
4252-00 · Sponsorships	1,000.00	0.00	1,000.00	0.00	0.00
4720-00 · Miscellaneous	0.00		15.00		
Total Income	12,126.27	17,725.00	98,046.81	110,650.00	223,275.00
Gross Profit	12,126.27	17,725.00	98,046.81	110,650.00	223,275.00
Expense					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	-1,375.00	-1,375.00	-11,000.00	-11,000.00	-16,500.00
5020-00 · P/R - Tax Expense	951.66	525.00	5,225.61	4,490.00	6,852.50
5030-00 · P/R - Health Insurance Expense	1,779.88	950.00	9,017.94	8,340.39	12,990.39
5040-00 · P/R - Workmans Comp	70.85	75.00	562.66	630.00	930.00
5060-00 · 401 (k)	271.28	320.00	2,036.04	2,345.00	3,785.00
5070-00 · Other Benefits and Expenses	11.89	93.00	125.12	472.00	844.00
5000-00 · Salaries & Wages - Other	9,432.76	7,800.00	63,505.65	62,450.00	97,550.00
Total 5000-00 · Salaries & Wages	11,143.32	8,388.00	69,473.02	67,727.39	106,451.89
5100-00 · Rent					
5110-00 · Utilities	47.43	50.00	388.33	400.00	600.00
5140-00 · Repairs & Maintenance	21.31	55.00	75.99	385.00	605.00
5150-00 · Office - Cleaning	65.58	75.00	637.76	695.00	1,090.00
5100-00 · Rent - Other	798.38	725.00	6,308.81	5,800.00	8,700.00
Total 5100-00 · Rent	932.70	905.00	7,410.89	7,280.00	10,995.00
5310-00 · Telephone					

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
60 - Membership February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
5320-00 · Telephone	233.21	219.00	1,976.81	1,813.00	2,686.00
Total 5310-00 · Telephone	233.21	219.00	1,976.81	1,813.00	2,686.00
5420-00 · Mail - USPS	296.12	250.00	398.04	600.00	1,000.00
5510-00 · Insurance/Bonding	18.80	55.00	537.97	525.00	745.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	125.00	72.99	250.00	750.00
5520-00 · Supplies - Other	373.21	95.00	840.82	870.00	1,250.00
Total 5520-00 · Supplies	373.21	220.00	913.81	1,120.00	2,000.00
5610-00 · Depreciation	4.97	15.00	43.43	120.00	180.00
5700-00 · Equipment Support & Maintenance	0.00	55.00	625.77	1,105.00	1,325.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	1.00	100.00	200.00
5740-00 · Equipment Rental/Leasing	216.54	250.00	1,602.61	1,990.00	2,990.00
5800-00 · Training Seminars	0.00	750.00	0.00	1,000.00	1,250.00
6423-00 · Membership Activities					
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	18,500.00
6435-00 · Shop Local Event	0.00		295.24		
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	3,081.05	2,760.00	4,185.00
6437-00 · Tuesday Morning Breakfast Club	580.50	650.00	2,997.00	4,550.00	7,150.00
6441-00 · Membership - Miscellaneous Exp	10.00		10.00	0.00	0.00
6442-00 · Public Relations/Website	291.25	295.00	2,272.20	7,285.00	8,465.00
6444-00 · Trades	305.00	0.00	1,140.00	855.00	2,130.00
6423-00 · Membership Activities - Other	273.45	75.00	404.97	450.00	750.00
Total 6423-00 · Membership Activities	1,460.20	1,020.00	10,200.46	15,900.00	41,180.00
8200-00 · Associate Relations	0.00	25.00	93.10	175.00	275.00
8300-00 · Board Functions	156.03		156.03		
8500-00 · Credit Card Fees	251.82	295.00	1,630.49	1,700.00	2,580.00
8700-00 · Automobile Expenses	18.58	75.00	529.77	600.00	1,025.00
8750-00 · Meals/Meetings	0.00	40.00	0.00	280.00	440.00
8810-00 · Dues & Subscriptions	6.00	50.00	294.67	565.00	765.00
8920-00 · Bad Debt	2,626.03	661.20	14,420.83	8,036.20	10,330.00
Total Expense	17,737.53	13,273.20	110,308.70	110,636.59	186,417.89
Net Ordinary Income	-5,611.26	4,451.80	-12,261.89	13.41	36,857.11
Other Income/Expense					
Other Expense					
8990-00 · Allocated	2,569.74	2,370.14	19,938.42	20,804.87	31,857.11
Total Other Expense	2,569.74	2,370.14	19,938.42	20,804.87	31,857.11
Net Other Income	-2,569.74	-2,370.14	-19,938.42	-20,804.87	-31,857.11
Net Income	-8,181.00	2,081.66	-32,200.31	-20,791.46	5,000.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
70 - Administration February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
Ordinary Income/Expense					
Expense					
5000-00 · Salaries & Wages					
5020-00 · P/R - Tax Expense	2,522.94	2,561.13	21,125.19	21,769.57	33,294.63
5030-00 · P/R - Health Insurance Expense	1,706.51	2,586.03	9,264.70	21,981.28	33,618.44
5040-00 · P/R - Workmans Comp	339.13	153.63	1,977.25	1,305.83	1,997.15
5060-00 · 401 (k)	871.48	438.48	6,286.38	3,727.09	5,700.26
5070-00 · Other Benefits and Expenses	50.28	97.89	688.95	832.03	1,272.51
5000-00 · Salaries & Wages - Other	33,338.06	34,090.95	255,262.50	255,233.78	405,907.01
Total 5000-00 · Salaries & Wages	38,828.40	39,928.11	294,604.97	304,849.58	481,790.00
5100-00 · Rent					
5110-00 · Utilities	133.10	116.94	1,027.85	938.58	1,406.34
5140-00 · Repairs & Maintenance	426.48	374.64	1,845.41	2,772.48	4,271.03
5150-00 · Office - Cleaning	184.04	170.53	1,624.19	1,348.65	2,030.77
5100-00 · Rent - Other	2,206.32	1,807.20	16,896.86	13,783.09	21,011.57
Total 5100-00 · Rent	2,949.94	2,469.31	21,394.31	18,842.80	28,719.71
5310-00 · Telephone					
5320-00 · Telephone	887.04	1,088.15	6,129.62	8,258.36	12,611.00
5350-00 · Internet	0.00		25.00		
Total 5310-00 · Telephone	887.04	1,088.15	6,154.62	8,258.36	12,611.00
5420-00 · Mail - USPS	331.06	42.82	706.23	549.74	721.00
5510-00 · Insurance/Bonding	85.77	146.78	1,638.47	1,163.84	1,751.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	0.00	0.00	121.09	1,000.00	2,000.00
5520-00 · Supplies - Other	1,766.13	420.87	4,455.12	3,526.49	5,210.00
Total 5520-00 · Supplies	1,766.13	420.87	4,576.21	4,526.49	7,210.00
5610-00 · Depreciation	57.86	175.67	417.76	1,315.33	2,018.00
5700-00 · Equipment Support & Maintenance	215.30	310.91	2,400.30	2,596.37	3,840.00
5710-00 · Taxes, Licenses & Fees	803.68	666.64	8,191.95	5,573.41	8,240.00
5740-00 · Equipment Rental/Leasing	375.34	218.45	2,578.94	1,701.16	2,575.00
5800-00 · Training Seminars	0.00	0.00	2,643.96	3,000.00	6,180.00
5900-00 · Professional Fees					
5910-00 · Professional Fees - Attorneys	0.00	1,000.00	7,120.00	6,000.00	10,000.00
5920-00 · Professional Fees - Accountant	666.00	0.00	17,381.00	20,000.00	22,000.00
5921-00 · Professional Fees - Other	1,500.00	0.00	1,500.00	3,750.00	3,750.00
Total 5900-00 · Professional Fees	2,166.00	1,000.00	26,001.00	29,750.00	35,750.00
6490-00 · Classified Ads	0.00	70.27	0.00	491.89	773.00
6701-00 · Market Study Reports/Research	0.00	70.27	0.00	491.89	773.00
8200-00 · Associate Relations	170.10	206.00	734.90	1,442.00	2,265.60
8300-00 · Board Functions	27.00	858.27	6,072.24	6,454.94	9,887.51
8500-00 · Credit Card Fees	0.00	0.00	160.37	47.94	0.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
70 - Administration February 2018

	Feb 18	Budget	Jul '17 - Feb 18	YTD Budget	Annual Budget
8700-00 · Automobile Expenses	123.71	93.64	1,027.09	655.48	1,029.55
8750-00 · Meals/Meetings	13.50	125.09	443.97	890.63	1,391.00
8810-00 · Dues & Subscriptions	333.96	126.85	2,095.23	1,140.63	1,648.00
8910-00 · Travel	0.00	318.36	0.00	2,228.52	3,501.63
Total Expense	49,134.79	48,336.46	381,842.52	395,971.00	612,675.00
Net Ordinary Income	-49,134.79	-48,336.46	-381,842.52	-395,971.00	-612,675.00
Other Income/Expense					
Other Income					
4700-00 · Revenues- Interest & Investment	15.40		133.57		
Total Other Income	15.40		133.57		
Other Expense					
8990-00 · Allocated	-49,134.79	-48,336.46	-381,232.38	-396,221.00	-612,675.00
Total Other Expense	-49,134.79	-48,336.46	-381,232.38	-396,221.00	-612,675.00
Net Other Income	49,150.19	48,336.46	381,365.95	396,221.00	612,675.00
Net Income	15.40	0.00	-476.57	250.00	0.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview July 2017 through June 2018

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	51 - TMPI	60 - Membership	70 - Administrati...	TOTAL
	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18
Ordinary Income/Expense									
Income									
4050-00 - County of Placer TOT Funding	2,953,965.00	295,542.00	31,550.00	402,964.00	46,563.00	17,016.00			3,747,600.00
4200-00 - Membership Dues		0.00					150,000.00		150,000.00
4201-00 - New Member Fees							75.00		75.00
4205-00 - Conference Dues		7,690.00					0.00		7,690.00
4250-00 - Revenues-Membership Activities									
4250-01 - Community Awards									
4250-04 - Silent Auction							12,000.00		12,000.00
4250-05 - Sponsorships							6,500.00		6,500.00
4250-01 - Community Awards - Other							22,500.00		22,500.00
Total 4250-01 - Community Awards							41,000.00		41,000.00
4250-02 - Chamber Events							12,725.00		12,725.00
4250-03 - Summer/Winter Rec Luncheon							7,300.00		7,300.00
4251-00 - Tues AM Breakfast Club									
4251-01 - Tues AM Breakfast Club Sponsors							2,000.00		2,000.00
4251-00 - Tues AM Breakfast Club - Other							8,250.00		8,250.00
Total 4251-00 - Tues AM Breakfast Club							10,250.00		10,250.00
4250-00 - Revenues-Membership Activities - Other	0.00						1,925.00		1,925.00
Total 4250-00 - Revenues-Membership Activities	0.00						73,200.00		73,200.00
4600-00 - Commissions									
4601-00 - Commissions - South Shore		15,120.86							15,120.86
4600-00 - Commissions - Other		106,771.14							106,771.14
Total 4600-00 - Commissions		121,892.00							121,892.00
4600 - Merchandise Sales									
4502-00 - Non-Retail VIC income				9,000.00					9,000.00
46000 - Merchandise Sales - Other				93,356.00					93,356.00
Total 46000 - Merchandise Sales				102,356.00					102,356.00
Total Income	2,953,965.00	425,124.00	31,550.00	505,320.00	46,563.00	17,016.00	223,275.00		4,202,813.00
Gross Profit	2,953,965.00	425,124.00	31,550.00	505,320.00	46,563.00	17,016.00	223,275.00		4,202,813.00
Expense									
5000-00 - Salaries & Wages									
5000-01 - In-Market Administration	16,500.00		0.00				-16,500.00		0.00
5010-00 - Sales Commissions	0.00	31,377.70							31,377.70
5020-00 - P/R - Tax Expense	27,901.94	14,996.89	765.77	19,634.76	1,411.29	768.69	6,852.50	33,294.63	105,626.47
5030-00 - P/R - Health Insurance Expense	29,839.64	15,811.17	713.81	27,755.13	1,585.85		12,990.39	33,618.44	122,314.43
5040-00 - P/R - Workmans Comp	1,270.75	1,104.71	29.61	861.21	63.74	29.71	930.00	1,997.15	6,286.89
5060-00 - 401 (k)	10,489.66	7,263.48	358.62	7,084.82	731.12	359.99	3,785.00	5,700.26	35,772.95
5070-00 - Other Benefits and Expenses	1,977.08	778.76	9.91	617.18	20.99	9.95	844.00	1,272.51	5,530.38
5000-00 - Salaries & Wages - Other	290,834.34	138,668.25	13,026.28	179,410.09	21,048.01	8,284.66	97,550.00	405,907.01	1,154,728.64
Total 5000-00 - Salaries & Wages	378,813.43	210,000.96	14,904.00	235,363.19	24,861.00	9,453.00	106,451.89	481,790.00	1,461,637.47
5100-00 - Rent									
5110-00 - Utilities	1,650.09	827.12	116.96	7,311.26	93.74		600.00	1,406.34	12,005.51
5140-00 - Repairs & Maintenance	524.82	907.24	99.24	1,731.33	119.82		605.00	4,271.03	8,258.48
5150-00 - Office - Cleaning	2,309.95	1,154.46	71.62	2,218.33	119.56		1,090.00	2,030.77	8,994.69
5100-00 - Rent - Other	23,259.14	11,594.14	1,923.18	91,356.08	2,963.88	2,908.00	8,700.00	21,011.57	163,715.99
Total 5100-00 - Rent	27,744.00	14,482.96	2,211.00	102,617.01	3,297.00	2,908.00	10,995.00	28,719.71	192,974.68
5310-00 - Telephone									
5320-00 - Telephone	5,459.00	4,164.00	285.00	4,788.99	571.00		2,686.00	12,611.00	30,564.99
5310-00 - Telephone - Other						288.00			288.00
Total 5310-00 - Telephone	5,459.00	4,164.00	285.00	4,788.99	571.00	288.00	2,686.00	12,611.00	30,852.99

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North Lake Tahoe Resort Association Profit & Loss Budget Overview July 2017 through June 2018

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	51 - TMPI	60 - Membership	70 - Administrati...	TOTAL
	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18
5420-00 - Mail - USPS									
5470-00 - Mail - UPS	173.03	0.00	0.00	846.40	0.00		0.00	0.00	1,019.43
5480-00 - Mail - Fed Ex	243.24	0.00		106.16				0.00	349.40
5420-00 - Mail - USPS - Other	0.00	809.00	50.00	297.44	50.00	50.00	1,000.00	721.00	2,977.44
Total 5420-00 - Mail - USPS	416.27	809.00	50.00	1,250.00	50.00	50.00	1,000.00	721.00	4,346.27
5510-00 - Insurance/Bonding	2,902.00	1,442.00	259.00	2,060.00	259.00	100.00	745.00	1,751.00	9,518.00
5520-00 - Supplies									
5525-00 - Supplies- Computer <\$1000	0.00	500.00	0.00	1,493.04	0.00		750.00	2,000.00	4,743.04
5520-00 - Supplies - Other	3,090.00	1,010.00	500.00	3,219.96	500.00	250.00	1,250.00	5,210.00	15,029.96
Total 5520-00 - Supplies	3,090.00	1,510.00	500.00	4,713.00	500.00	250.00	2,000.00	7,210.00	19,773.00
5610-00 - Depreciation	457.00	249.00	426.00	1,049.00	426.00		180.00	2,018.00	4,805.00
5700-00 - Equipment Support & Maintenance	2,060.00	1,600.00	494.00	3,313.00	680.00	250.00	1,325.00	3,840.00	13,562.00
5710-00 - Taxes, Licenses & Fees	515.00	206.00	124.00	309.00	473.00	84.00	200.00	8,240.00	10,151.00
5740-00 - Equipment Rental/Leasing	2,060.00	2,660.00	330.00	6,106.00	2,223.00	150.00	2,990.00	2,575.00	19,094.00
5800-00 - Training Seminars	5,077.00	3,500.00	500.00	3,090.00	500.00		1,250.00	6,180.00	20,097.00
5810-00 - Public Outreach	1,650.00		750.00		2,656.00			0.00	5,056.00
5815 - Training Video Series	8,631.00			5,000.00					13,631.00
5820 - Sales CRM/CMS	2,000.00			2,500.00					2,000.00
5850-00 - Artist of Month - Commissions									2,500.00
5900-00 - Professional Fees									
5910-00 - Professional Fees - Attorneys								10,000.00	10,000.00
5920-00 - Professional Fees - Accountant	0.00				0.00			22,000.00	22,000.00
5921-00 - Professional Fees - Other								3,750.00	3,750.00
Total 5900-00 - Professional Fees	0.00				0.00			35,750.00	35,750.00
5940-00 - Research & Planning Membership	2,870.00		406.00		0.00				3,276.00
5941-00 - Research & Planning	4,698.00		1,969.00		375.00				7,042.00
6020-00 - Programs									
6016-00 - Special Event Partnership	50,000.00								50,000.00
6018-00 - Business Assoc. Grants	30,000.00								30,000.00
Total 6020-00 - Programs	80,000.00								80,000.00
6420-00 - Events									
6420-01 - Sponsorships									
6023-00 - Autumn Food & Wine	37,000.00								37,000.00
6421-01 - 4th of July Fireworks	20,000.00								20,000.00
6421-02 - AMGEN Tour of California	22,000.00								22,000.00
6421-03 - Barcelona Soccer	3,000.00								3,000.00
6421-04 - Broken Arrow Skyrace	15,000.00								15,000.00
6421-06 - Spartan	254,000.00								254,000.00
6421-07 - Tahoe Lacrosse Tournament	5,000.00								5,000.00
6421-08 - Tough Mudder	40,000.00								40,000.00
6421-09 - Wanderlust	37,000.00								37,000.00
6421-10 - WinterWonderGrass - Tahoe	19,400.00								19,400.00
6421-13 - Big Blue Adventure	15,000.00								15,000.00
6421-15 - Lake Tahoe Dance Collective	5,000.00								5,000.00
Total 6420-01 - Sponsorships	472,400.00								472,400.00
6421-00 - New Event Development	17,600.00							0.00	17,600.00
6422-00 - Event Media									
6422-03 - Human Powered Sports Campaign	25,000.00								25,000.00
Total 6422-00 - Event Media	25,000.00								25,000.00
6424-00 - Event Operation Expenses	9,000.00								9,000.00
Total 6420-00 - Events	524,000.00							0.00	524,000.00
6423-00 - Membership Activities									
6434-00 - Community Awards Dinner							18,500.00		18,500.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview July 2017 through June 2018

	11 - Marketing	30 - Conference	41 - Transportati...	42 - VIC	50 - Infrastructure	51 - TMPI	60 - Membership	70 - Administrati...	TOTAL
	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18	Jul '17 - Jun 18
6436-00 · Membership - Wnt/Sum Rec Lunch							4,185.00		4,185.00
6437-00 · Tuesday Morning Breakfast Club							7,150.00		7,150.00
6442-00 · Public Relations/Website							8,465.00		8,465.00
6444-00 · Trades							2,130.00		2,130.00
6423-00 · Membership Activities - Other							750.00	0.00	750.00
Total 6423-00 · Membership Activities							41,180.00	0.00	41,180.00
6490-00 · Classified Ads	0.00						0.00	773.00	773.00
6701-00 · Market Study Reports/Research	469.30							773.00	1,242.30
6730-00 · Marketing Cooperative/Media	1,292,654.00	119,167.00							1,411,821.00
6740-00 · Media/Collateral/Production				5,000.00					5,000.00
6742-00 · Non-NLT Co-Op Marketing Program									
6015-00 · Cross Country	4,000.00								4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	80,000.00			0.00					80,000.00
Total 6742-00 · Non-NLT Co-Op Marketing Program	84,000.00			0.00					84,000.00
6743-00 · BACC Marketing Programs									
6743-01 · Shop Local	20,000.00								20,000.00
6743-03 · Touch Lake Tahoe	20,000.00								20,000.00
6743-04 · High Notes	20,000.00								20,000.00
6743-05 · Peak Your Adventure	20,000.00								20,000.00
Total 6743-00 · BACC Marketing Programs	80,000.00								80,000.00
8100-00 · Cost of Goods Sold									
51100 · Freight and Shipping Costs				2,126.04					2,126.04
52500 · Purchase Discounts				-1,304.71					-1,304.71
59900 · POS Inventory Adjustments				1,209.54					1,209.54
8100-00 · Cost of Goods Sold - Other				44,647.13					44,647.13
Total 8100-00 · Cost of Goods Sold				46,678.00					46,678.00
8200-00 · Associate Relations	618.00	515.00	0.00	635.00	0.00		275.00	2,265.60	4,308.60
8300-00 · Board Functions								9,887.51	9,887.51
8500-00 · Credit Card Fees	0.00		0.00	3,487.00	0.00		2,580.00	0.00	6,067.00
8700-00 · Automobile Expenses	1,353.00		250.00	1,236.00	500.00		1,025.00	1,029.55	6,555.55
8750-00 · Meals/Meetings	3,605.00	850.00	250.00	897.00	500.00	250.00	440.00	1,391.00	8,183.00
8810-00 · Dues & Subscriptions	3,449.00	1,007.00	2,988.00	1,133.00	1,646.00		765.00	1,648.00	12,636.00
8910-00 · Travel	4,240.00		250.00	342.97	250.00	500.00	0.00	3,501.63	9,084.60
8920-00 · Bad Debt							10,330.00		10,330.00
Total Expense	2,522,831.00	363,074.92	26,946.00	431,568.17	39,767.00	14,533.00	186,417.89	612,675.00	4,197,812.99
Net Ordinary Income	431,133.99	62,049.08	4,604.00	73,751.82	6,796.00	2,483.00	36,857.11	-612,675.00	5,000.00
Other Income/Expense									
Other Expense									
8990-00 · Allocated	431,133.99	62,049.08	4,604.00	73,751.82	6,796.00	2,483.00	31,857.11	-612,675.00	0.00
Total Other Expense	431,133.99	62,049.08	4,604.00	73,751.82	6,796.00	2,483.00	31,857.11	-612,675.00	0.00
Net Other Income	-431,133.99	-62,049.08	-4,604.00	-73,751.82	-6,796.00	-2,483.00	-31,857.11	612,675.00	0.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	5,000.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
11 - Marketing

Table with columns for months (Jul 17 to Jun 18) and a TOTAL column for Jul '17 - Jun 18. Rows include Ordinary Income/Expense, Total Income, Gross Profit, and various Expense categories like Salaries & Wages, Rent, Telephone, Mail - USPS, Insurance/Bonding, Depreciation, Programs, and Events.

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

11 - Marketing

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
Total 6420-00 - Events	280,000.00	11,000.00	19,000.00	11,700.00	1,300.00	0.00	2,900.00	72,100.00	55,000.00	29,000.00	19,000.00	23,000.00	524,000.00
6701-00 - Market Study Reports/Research	317.47	0.00	0.00	0.00	0.00	0.00	0.00	151.83	0.00	0.00	0.00	0.00	469.30
6730-00 - Marketing Cooperative/Media	54,083.33	129,833.33	131,333.33	58,189.33	52,333.33	176,333.33	181,333.33	164,333.33	76,333.33	76,333.33	66,333.33	125,881.37	1,292,654.00
6742-00 - Non-NLT Co-Op Marketing Program													
6015-00 - Cross Country	0.00	0.00	0.00	0.00	0.00	4,000.00							4,000.00
6742-00 - Non-NLT Co-Op Marketing Program - Other	10,000.00	5,000.00	10,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	5,000.00	80,000.00
Total 6742-00 - Non-NLT Co-Op Marketing Program	10,000.00	5,000.00	10,000.00	5,000.00	5,000.00	14,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	5,000.00	84,000.00
6743-00 - BACC Marketing Programs													
6743-01 - Shop Local	2,560.12	1,000.00	1,000.00	1,000.00	1,000.00	1,439.88	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	20,000.00
6743-03 - Touch Lake Tahoe	0.00	0.00	0.00	0.00	0.00	8,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00	0.00	20,000.00
6743-04 - High Notes	0.00	1,500.00	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00	11,000.00	20,000.00
6743-05 - Peak Your Adventure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	20,000.00
Total 6743-00 - BACC Marketing Programs	2,560.12	2,500.00	2,500.00	1,000.00	1,000.00	9,439.88	5,000.00	5,000.00	5,000.00	5,000.00	8,000.00	33,000.00	80,000.00
8200-00 - Associate Relations	0.00	56.20	56.18	56.18	56.18	56.18	56.18	56.18	56.18	56.18	56.18	56.18	618.00
8700-00 - Automobile Expenses	112.75	112.75	112.75	112.75	112.75	112.75	112.75	112.75	112.75	112.75	112.75	112.75	1,353.00
8750-00 - Meals/Meetings	27.65	325.25	325.21	325.21	325.21	325.21	325.21	325.21	325.21	325.21	325.21	325.21	3,605.00
8810-00 - Dues & Subscriptions	1,044.20	218.62	218.62	218.62	218.62	218.62	218.62	218.62	218.62	218.62	218.62	218.62	3,449.00
8910-00 - Travel	860.57	1,500.00	0.00	0.00	0.00	0.00	0.00	1,500.00	279.33	0.00	100.00	0.00	4,240.00
Total Expense	384,895.15	189,755.83	212,336.15	112,149.90	97,705.70	264,540.56	234,969.86	283,738.72	197,850.14	149,733.53	154,724.42	240,431.00	2,522,831.00
Net Ordinary Income	15,267.84	46,439.83	23,859.51	124,045.76	138,489.96	-28,344.89	1,225.78	-56,413.12	29,475.45	77,592.06	72,601.17	-13,105.40	431,133.99
Other Income/Expense													
Other Expense													
8990-00 - Allocated	15,262.97	36,783.30	48,972.26	37,494.59	35,295.29	33,161.42	32,983.60	34,913.24	50,140.84	36,335.81	34,913.05	34,877.62	431,133.99
Total Other Expense	15,262.97	36,783.30	48,972.26	37,494.59	35,295.29	33,161.42	32,983.60	34,913.24	50,140.84	36,335.81	34,913.05	34,877.62	431,133.99
Net Other Income	-15,262.97	-36,783.30	-48,972.26	-37,494.59	-35,295.29	-33,161.42	-32,983.60	-34,913.24	-50,140.84	-36,335.81	-34,913.05	-34,877.62	-431,133.99
Net Income	4.87	9,656.53	-25,112.74	86,551.17	103,194.67	-61,506.31	-31,757.81	-91,326.36	-20,665.38	41,266.25	37,688.12	-47,983.02	0.00

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Accrual Basis

**North Lake Tahoe Resort Association
Profit & Loss Budget Overview**

30 - Conference

	<u>Jul 17</u>	<u>Aug 17</u>	<u>Sep 17</u>	<u>Oct 17</u>	<u>Nov 17</u>	<u>Dec 17</u>	<u>Jan 18</u>	<u>Feb 18</u>	<u>Mar 18</u>	<u>Apr 18</u>	<u>May 18</u>	<u>Jun 18</u>	<u>TOTAL Jul '17 - Ju...</u>
Ordinary Income/Expense													
Income													
4050-00 · County of Placer TOT Funding	12,057.00	24,483.67	24,483.67	24,483.67	24,483.67	24,483.67	24,483.65	27,316.60	27,316.60	27,316.60	27,316.60	27,316.60	295,542.00
4205-00 · Conference Dues	825.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	865.00	0.00	0.00	0.00	0.00	0.00	7,690.00
4600-00 · Commissions													
4601-00 · Commissions - South Shore	500.00	4,800.90	500.00	500.00	817.03	500.00	500.00	3,622.22	1,880.71	500.00	500.00	500.00	15,120.86
4600-00 · Commissions - Other	20,000.00	18,083.00	22,220.02	7,500.00	6,139.35	4,347.67	2,500.00	2,500.00	2,500.00	4,377.45	9,393.24	7,210.41	106,771.14
Total 4600-00 · Commissions	20,500.00	22,883.90	22,720.02	8,000.00	6,956.38	4,847.67	3,000.00	6,122.22	4,380.71	4,877.45	9,893.24	7,710.41	121,892.00
Total Income	33,382.00	48,567.57	48,403.69	33,683.67	32,640.05	30,531.34	28,348.65	33,438.82	31,697.31	32,194.05	37,209.84	35,027.01	425,124.00
Gross Profit	33,382.00	48,567.57	48,403.69	33,683.67	32,640.05	30,531.34	28,348.65	33,438.82	31,697.31	32,194.05	37,209.84	35,027.01	425,124.00
Expense													
5000-00 · Salaries & Wages													
5010-00 · Sales Commissions	2,000.00	6,404.31	5,318.41	2,971.15	0.00	11,991.02	0.00	0.00	0.00	0.00	2,692.81	0.00	31,377.70
5020-00 · P/R - Tax Expense	1,285.00	1,802.70	1,658.73	1,010.87	783.58	2,006.89	1,847.49	1,039.79	1,176.45	784.30	1,208.94	392.15	14,996.89
5030-00 · P/R - Health Insurance Expense	1,150.00	2,210.79	1,023.60	1,136.77	1,153.37	1,140.09	2,140.09	1,149.61	1,041.20	1,149.61	1,149.61	1,366.43	15,811.17
5040-00 · P/R - Workmans Comp	225.00	0.00	166.01	121.13	166.01	-403.49	166.01	166.01	166.01	166.01	166.01	0.00	1,104.71
5060-00 · 401 (k)	685.00	948.64	880.82	537.58	418.72	1,058.36	418.72	418.72	628.08	418.72	640.76	209.36	7,263.48
5070-00 · Other Benefits and Expenses	50.00	41.98	41.98	66.98	16.98	16.98	241.98	16.98	41.98	41.98	41.98	158.96	778.76
5000-00 · Salaries & Wages - Other	12,748.32	10,397.60	15,703.77	10,469.18	10,469.18	10,469.18	10,469.18	10,469.18	17,520.63	12,358.72	12,358.72	5,234.59	138,688.25
Total 5000-00 · Salaries & Wages	18,143.32	21,806.02	24,793.32	16,313.66	13,007.84	26,279.03	15,283.47	13,260.29	20,574.35	14,919.34	18,258.83	7,361.49	210,000.96
5100-00 · Rent													
5110-00 · Utilities	75.00	54.66	67.13	50.86	69.03	72.07	115.53	72.90	72.28	74.85	55.88	46.93	827.12
5140-00 · Repairs & Maintenance	0.00	0.00	0.00	5.29	0.00	106.66	218.73	195.65	126.43	254.48	0.00	0.00	907.24
5150-00 · Office - Cleaning	105.00	103.85	84.62	192.31	84.62	103.85	84.62	84.62	84.62	107.69	84.62	34.04	1,154.46
5100-00 · Rent - Other	753.74	985.44	985.44	985.44	985.44	985.44	985.44	985.44	985.44	985.44	985.44	986.00	11,594.14
Total 5100-00 · Rent	933.74	1,143.95	1,137.19	1,233.90	1,139.09	1,268.02	1,404.32	1,338.61	1,268.77	1,422.46	1,125.94	1,066.97	14,482.96
5310-00 · Telephone													
5320-00 · Telephone	230.96	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.54	4,164.00
Total 5310-00 · Telephone	230.96	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.55	357.54	4,164.00
5420-00 · Mail - USPS	100.00	0.00	0.00	65.00	79.00	0.00	0.00	113.00	113.00	113.00	113.00	113.00	809.00
5510-00 · Insurance/Bonding	117.78	58.16	301.21	149.30	149.30	141.38	141.38	86.75	86.75	86.74	86.75	36.50	1,442.00
5520-00 · Supplies													
5525-00 · Supplies- Computer <\$1000							0.00	0.00	0.00	500.00	0.00	0.00	500.00
5520-00 · Supplies - Other	19.24	90.07	90.07	90.07	90.07	90.07	90.07	90.07	90.07	90.07	90.07	90.06	1,010.00
Total 5520-00 · Supplies	19.24	90.07	90.07	90.07	90.07	90.07	90.07	90.07	90.07	590.07	90.07	90.06	1,510.00
5610-00 · Depreciation	22.09	22.09	22.09	18.59	10.91	10.91	10.91	28.47	28.47	28.46	28.46	17.55	249.00
5700-00 · Equipment Support & Maintenance	140.00	132.73	132.73	132.73	132.73	132.73	132.73	132.73	132.73	132.73	132.73	132.70	1,600.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	154.27	0.00	0.00	0.00	46.27	5.46	0.00	0.00	0.00	0.00	206.00
5740-00 · Equipment Rental/Leasing	131.20	229.89	229.89	229.89	229.89	229.89	229.89	229.89	229.89	229.89	229.89	229.89	2,660.00
5800-00 · Training Seminars	0.00	0.00	0.00	1,750.00	0.00	0.00	0.00	0.00	0.00	0.00	1,750.00	0.00	3,500.00
6730-00 · Marketing Cooperative/Media	9,166.67	9,166.67	9,166.67	9,166.67	9,166.67	9,166.67	9,166.67	11,000.07	11,000.07	11,000.07	11,000.07	11,000.03	119,167.00
8200-00 · Associate Relations	0.00	46.82	46.82	46.82	46.82	46.82	46.82	46.82	46.82	46.82	46.82	46.80	515.00
8700-00 · Automobile Expenses	38.88	0.00	109.08	0.00	0.00	0.00	0.00	152.81	152.81	152.81	152.81	152.80	912.00
8750-00 · Meals/Meetings	0.00	0.00	0.00	0.00	0.00	50.00	50.00	150.00	150.00	150.00	150.00	150.00	850.00
8810-00 · Dues & Subscriptions	340.00	0.00	0.00	0.00	0.00	0.00	0.00	130.00	130.00	130.00	130.00	147.00	1,007.00
Total Expense	29,383.88	33,053.95	36,540.89	29,554.18	24,409.87	37,773.07	26,960.08	27,122.52	34,361.28	29,359.94	33,652.92	20,902.34	363,074.92
Net Ordinary Income	3,998.12	15,513.62	11,862.80	4,129.49	8,230.18	-7,241.73	1,388.57	6,316.30	-2,663.97	2,834.11	3,556.92	14,124.67	62,049.08
Other Income/Expense													
Other Expense													
8990-00 · Allocated	3,497.76	4,869.43	6,526.01	4,966.10	4,667.20	4,377.19	4,353.02	5,306.45	7,376.01	5,499.79	5,306.43	5,303.69	62,049.08
Total Other Expense	3,497.76	4,869.43	6,526.01	4,966.10	4,667.20	4,377.19	4,353.02	5,306.45	7,376.01	5,499.79	5,306.43	5,303.69	62,049.08

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview

30 - Conference

	<u>Jul 17</u>	<u>Aug 17</u>	<u>Sep 17</u>	<u>Oct 17</u>	<u>Nov 17</u>	<u>Dec 17</u>	<u>Jan 18</u>	<u>Feb 18</u>	<u>Mar 18</u>	<u>Apr 18</u>	<u>May 18</u>	<u>Jun 18</u>	TOTAL <u>Jul '17 - Ju...</u>
Net Other Income	-3,497.76	-4,869.43	-6,526.01	-4,966.10	-4,667.20	-4,377.19	-4,353.02	-5,306.45	-7,376.01	-5,499.79	-5,306.43	-5,303.69	-62,049.08
Net Income	<u>500.36</u>	<u>10,644.19</u>	<u>5,336.79</u>	<u>-836.61</u>	<u>3,562.98</u>	<u>-11,618.92</u>	<u>-2,964.45</u>	<u>1,009.85</u>	<u>-10,039.98</u>	<u>-2,665.68</u>	<u>-1,749.51</u>	<u>8,820.98</u>	<u>0.00</u>

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

41 - Transportation

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul'17 - Ju...
Ordinary Income/Expense													
Income													
4050-00 - County of Placer TOT Funding	13,446.00	3,017.33	3,017.33	3,017.33	3,017.33	3,017.34	3,017.34	0.00	0.00	0.00	0.00	0.00	31,550.00
Total Income	13,446.00	3,017.33	3,017.33	3,017.33	3,017.33	3,017.34	3,017.34	0.00	0.00	0.00	0.00	0.00	31,550.00
Gross Profit	13,446.00	3,017.33	3,017.33	3,017.33	3,017.33	3,017.34	3,017.34	0.00	0.00	0.00	0.00	0.00	31,550.00
Expense													
5000-00 - Salaries & Wages													
5020-00 - P/R - Tax Expense	102.10	102.10	153.16	102.10	102.10	102.10	102.11	0.00	0.00	0.00	0.00	0.00	765.77
5030-00 - P/R - Health Insurance Expense	95.17	95.17	142.79	95.17	95.17	95.17	95.17	0.00	0.00	0.00	0.00	0.00	713.81
5040-00 - P/R - Workmans Comp	3.95	3.95	5.91	3.95	3.95	3.95	3.95	0.00	0.00	0.00	0.00	0.00	29.61
5060-00 - 401 (k)	47.82	47.82	71.70	47.82	47.82	47.82	47.82	0.00	0.00	0.00	0.00	0.00	358.62
5070-00 - Other Benefits and Expenses	1.32	1.32	1.99	1.32	1.32	1.32	1.32	0.00	0.00	0.00	0.00	0.00	9.91
5000-00 - Salaries & Wages - Other	7,995.31	773.99	1,161.02	773.99	773.99	773.99	773.99	0.00	0.00	0.00	0.00	0.00	13,026.28
Total 5000-00 - Salaries & Wages	8,245.67	1,024.35	1,536.57	1,024.35	1,024.35	1,024.35	1,024.36	0.00	0.00	0.00	0.00	0.00	14,904.00
5100-00 - Rent													
5110-00 - Utilities	35.00	13.66	13.66	13.66	13.66	13.66	13.66	0.00	0.00	0.00	0.00	0.00	116.96
5140-00 - Repairs & Maintenance	0.00	16.54	16.54	16.54	16.54	16.54	16.54	0.00	0.00	0.00	0.00	0.00	99.24
5150-00 - Office - Cleaning	40.00	5.27	5.27	5.27	5.27	5.27	5.27	0.00	0.00	0.00	0.00	0.00	71.62
5100-00 - Rent - Other	340.38	263.80	263.80	263.80	263.80	263.80	263.80	0.00	0.00	0.00	0.00	0.00	1,923.18
Total 5100-00 - Rent	415.38	299.27	299.27	299.27	299.27	299.27	299.27	0.00	0.00	0.00	0.00	0.00	2,211.00
5310-00 - Telephone													
5320-00 - Telephone	177.48	18.00	18.00	18.00	18.00	18.00	17.52	0.00	0.00	0.00	0.00	0.00	285.00
Total 5310-00 - Telephone	177.48	18.00	18.00	18.00	18.00	18.00	17.52	0.00	0.00	0.00	0.00	0.00	285.00
5420-00 - Mail - USPS	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
5510-00 - Insurance/Bonding	18.60	40.07	40.07	40.07	40.07	40.06	40.06	0.00	0.00	0.00	0.00	0.00	259.00
5520-00 - Supplies	71.43	71.43	71.43	71.43	71.43	71.43	71.42	0.00	0.00	0.00	0.00	0.00	500.00
5610-00 - Depreciation	11.19	69.14	69.14	69.14	69.14	69.14	69.11	0.00	0.00	0.00	0.00	0.00	426.00
5700-00 - Equipment Support & Maintenance	56.00	73.00	73.00	73.00	73.00	73.00	73.00	0.00	0.00	0.00	0.00	0.00	494.00
5710-00 - Taxes, Licenses & Fees	0.00	0.00	124.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	124.00
5740-00 - Equipment Rental/Leasing	112.35	36.45	36.45	36.45	36.45	36.45	35.40	0.00	0.00	0.00	0.00	0.00	330.00
5800-00 - Training Seminars							500.00	0.00	0.00	0.00	0.00	0.00	500.00
5810-00 - Public Outreach	0.00	125.00	125.00	125.00	125.00	125.00	125.00	0.00	0.00	0.00	0.00	0.00	750.00
5940-00 - Research & Planning Membership	406.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	406.00
5941-00 - Research & Planning	375.00	265.46	265.46	265.46	265.46	265.46	266.70	0.00	0.00	0.00	0.00	0.00	1,989.00
8700-00 - Automobile Expenses	0.00	41.67	41.67	41.67	41.67	41.67	41.65	0.00	0.00	0.00	0.00	0.00	250.00
8750-00 - Meals/Meetings	0.00	41.67	41.67	41.67	41.67	41.67	41.65	0.00	0.00	0.00	0.00	0.00	250.00
8810-00 - Dues & Subscriptions	0.00	498.00	498.00	498.00	498.00	498.00	498.00	0.00	0.00	0.00	0.00	0.00	2,988.00
8910-00 - Travel	0.00	41.67	41.67	41.67	41.67	41.67	41.65	0.00	0.00	0.00	0.00	0.00	250.00
Total Expense	9,939.10	2,645.18	3,281.40	2,645.18	2,645.18	2,645.17	3,144.79	0.00	0.00	0.00	0.00	0.00	26,946.00
Net Ordinary Income	3,506.90	372.15	-264.07	372.15	372.15	372.17	-127.45	0.00	0.00	0.00	0.00	0.00	4,604.00
Other Income/Expense													
Other Expense													
8990-00 - Allocated	3,496.79	184.70	184.70	184.70	184.70	184.70	183.71	0.00	0.00	0.00	0.00	0.00	4,604.00
Total Other Expense	3,496.79	184.70	184.70	184.70	184.70	184.70	183.71	0.00	0.00	0.00	0.00	0.00	4,604.00
Net Other Income	-3,496.79	-184.70	-184.70	-184.70	-184.70	-184.70	-183.71	0.00	0.00	0.00	0.00	0.00	-4,604.00
Net Income	10.11	187.45	-448.77	187.45	187.45	187.47	-311.16	0.00	0.00	0.00	0.00	0.00	0.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview

42 - VIC

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
Ordinary Income/Expense													
Income													
4050-00 · County of Placer TOT Funding	23,099.00	27,364.33	27,364.33	27,364.33	27,364.33	27,364.33	27,364.35	43,135.80	43,135.80	43,135.80	43,135.80	43,135.80	402,964.00
46000 · Merchandise Sales													
4502-00 · Non-Retail VIC income	1,000.00	4,000.00	200.00	200.00	200.00	1,200.00	200.00	200.00	200.00	200.00	200.00	1,200.00	9,000.00
46000 · Merchandise Sales - Other	13,065.73	9,720.54	9,523.96	5,872.63	3,821.21	7,063.21	1,774.50	2,893.87	4,843.92	8,988.70	10,574.81	15,212.92	93,356.00
Total 46000 · Merchandise Sales	14,065.73	13,720.54	9,723.96	6,072.63	4,021.21	8,263.21	1,974.50	3,093.87	5,043.92	9,188.70	10,774.81	16,412.92	102,356.00
Total Income	37,164.73	41,084.87	37,088.29	33,436.96	31,385.54	35,627.54	29,338.85	46,229.67	48,179.72	52,324.50	53,910.61	59,548.72	505,320.00
Gross Profit	37,164.73	41,084.87	37,088.29	33,436.96	31,385.54	35,627.54	29,338.85	46,229.67	48,179.72	52,324.50	53,910.61	59,548.72	505,320.00
Expense													
5000-00 · Salaries & Wages													
5020-00 · P/R - Tax Expense	2,131.06	2,131.05	1,986.24	1,324.16	1,324.16	1,324.16	1,324.16	1,324.16	1,986.24	1,324.16	1,324.16	2,131.05	19,634.76
5030-00 · P/R - Health Insurance Expense	2,135.00	2,135.01	3,202.52	2,135.01	2,135.01	2,135.01	2,135.01	2,135.01	3,202.52	2,135.01	2,135.01	2,135.01	27,755.13
5040-00 · P/R - Workmans Comp	66.24	66.24	99.37	66.24	66.24	66.24	66.24	66.24	99.37	66.24	66.24	66.24	861.21
5060-00 · 401 (k)	544.98	544.98	817.47	544.98	544.98	544.98	544.98	544.98	817.47	544.98	544.98	544.98	7,084.82
5070-00 · Other Benefits and Expenses	47.43	47.43	71.16	47.43	47.43	47.43	47.43	47.43	71.15	47.43	47.43	47.43	617.18
5000-00 · Salaries & Wages - Other	13,166.30	20,973.10	20,373.60	14,055.88	12,249.08	12,249.08	12,249.08	12,249.08	18,373.61	12,249.08	12,249.08	18,973.12	179,410.09
Total 5000-00 · Salaries & Wages	18,091.02	25,897.83	26,550.37	18,173.71	16,366.92	16,366.92	16,366.92	16,366.92	24,550.37	16,366.92	16,366.92	23,898.34	235,363.19
5100-00 · Rent													
5110-00 · Utilities	520.00	617.33	617.33	617.33	617.33	617.33	617.33	617.33	617.33	617.33	617.33	617.94	7,311.26
5140-00 · Repairs & Maintenance	0.00	157.39	157.39	157.39	157.39	157.39	157.39	157.39	157.39	157.39	157.39	157.39	1,731.33
5150-00 · Office - Cleaning	50.00	197.12	197.12	197.12	197.12	197.12	197.12	197.12	197.12	197.12	197.12	197.12	2,218.33
5100-00 · Rent - Other	6,090.13	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	7,751.45	91,356.08
Total 5100-00 · Rent	6,660.13	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.29	8,723.90	102,617.01
5310-00 · Telephone													
5320-00 · Telephone	340.30	296.79	296.79	296.79	296.79	296.79	296.79	533.59	533.59	533.59	533.59	533.59	4,788.99
Total 5310-00 · Telephone	340.30	296.79	296.79	296.79	296.79	296.79	296.79	533.59	533.59	533.59	533.59	533.59	4,788.99
5420-00 · Mail - USPS													
5470-00 · Mail - UPS	41.53	73.17	73.17	73.17	73.17	73.17	73.17	73.17	73.17	73.17	73.17	73.17	846.40
5480-00 · Mail - Fed Ex	50.00	41.56	2.72	1.36	1.36	1.36	1.36	1.36	1.36	1.36	1.36	1.00	106.16
5420-00 · Mail - USPS - Other	0.00	27.04	27.04	27.04	27.04	27.04	27.04	27.04	27.04	27.04	27.04	27.04	297.44
Total 5420-00 · Mail - USPS	91.53	141.77	102.93	101.57	101.57	101.57	101.57	101.57	101.57	101.57	101.57	101.21	1,250.00
5510-00 · Insurance/Bonding	154.98	173.18	173.18	173.18	173.18	173.18	173.18	173.18	173.18	173.18	173.18	173.22	2,060.00
5520-00 · Supplies													
5525-00 · Supplies- Computer <\$1000	0.00	81.82	81.82	81.82	81.82	81.82	81.82	581.82	81.82	81.82	81.82	174.84	1,493.04
5520-00 · Supplies - Other	307.38	264.78	264.78	264.78	264.78	264.78	264.78	264.78	264.78	264.78	264.78	264.78	3,219.96
Total 5520-00 · Supplies	307.38	346.60	346.60	346.60	346.60	346.60	346.60	846.60	346.60	346.60	346.60	439.62	4,713.00
5610-00 · Depreciation	33.27	92.34	92.34	92.34	92.34	92.34	92.34	92.34	92.34	92.34	92.34	92.33	1,049.00
5700-00 · Equipment Support & Maintenance	280.00	275.73	275.73	275.73	275.73	275.73	275.73	275.73	275.73	275.73	275.73	275.70	3,313.00
5710-00 · Taxes, Licenses & Fees	0.00	28.09	28.09	28.09	28.09	28.09	28.09	28.09	28.09	28.09	28.09	28.10	309.00
5740-00 · Equipment Rental/Leasing	353.36	513.88	513.88	513.88	513.88	513.88	513.88	513.88	513.88	513.88	513.88	613.84	6,106.00
5800-00 · Training Seminars	0.00	53.64	53.64	53.64	1,303.64	53.64	53.64	53.64	53.64	53.64	1,303.64	53.60	3,090.00
5815 · Training Video Series													
5850-00 · Artist of Month - Commissions	0.00	227.27	227.27	227.27	227.27	227.27	227.27	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	5,000.00
6740-00 · Media/Collateral/Production	0.00	0.00	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00	5,000.00
8100-00 · Cost of Goods Sold													
51100 · Freight and Shipping Costs	150.00	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	2,126.04
52500 · Purchase Discounts	0.00	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-1,304.71
59900 · POS Inventory Adjustments	75.00	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	1,209.54
8100-00 · Cost of Goods Sold - Other	7,363.27	4,541.63	4,658.46	2,872.48	1,869.07	3,454.83	867.96	752.22	4,138.66	4,396.65	4,172.46	5,559.44	44,647.13
Total 8100-00 · Cost of Goods Sold	7,588.27	4,705.80	4,822.63	3,036.65	2,033.24	3,619.00	1,032.13	916.39	4,302.83	4,560.82	4,336.63	5,723.61	46,678.00
8200-00 · Associate Relations	0.00	102.60	298.69	0.00	36.25	36.25	41.22	0.00	0.00	0.00	0.00	119.99	635.00
8500-00 · Credit Card Fees	34.95												

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

42 - VIC

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Ju...
8700-00 · Automobile Expenses	0.00	151.35	70.51	156.47	379.55	52.86	17.46	54.15	89.81	61.12	142.21	60.51	1,236.00
8750-00 · Meals/Meetings	0.00	125.01	0.00	39.85	143.59	128.46	0.00	92.02	92.02	92.02	92.02	92.01	897.00
8810-00 · Dues & Subscriptions	49.99	49.99	49.99	49.99	49.99	97.87	49.99	150.00	150.00	150.00	150.00	135.19	1,133.00
8910-00 · Travel	0.00	0.00	0.00	0.00	213.48	0.00	129.49	0.00	0.00	0.00	0.00	0.00	342.97
Total Expense	33,985.18	42,464.40	43,060.91	32,658.67	31,590.38	32,479.03	29,752.43	31,300.84	42,377.83	34,540.12	34,764.36	42,594.00	431,568.17
Net Ordinary Income	3,179.54	-1,379.53	-5,972.62	778.28	-204.84	3,148.50	-413.58	14,928.82	5,801.88	17,784.37	19,146.24	16,954.71	73,751.82
Other Income/Expense													
Other Expense													
8990-00 · Allocated	3,179.78	6,149.63	8,205.66	6,269.61	5,898.64	5,538.70	5,508.70	5,745.55	8,314.14	5,985.51	6,216.52	6,739.38	73,751.82
Total Other Expense	3,179.78	6,149.63	8,205.66	6,269.61	5,898.64	5,538.70	5,508.70	5,745.55	8,314.14	5,985.51	6,216.52	6,739.38	73,751.82
Net Other Income	-3,179.78	-6,149.63	-8,205.66	-6,269.61	-5,898.64	-5,538.70	-5,508.70	-5,745.55	-8,314.14	-5,985.51	-6,216.52	-6,739.38	-73,751.82
Net Income	-0.23	-7,529.16	-14,178.28	-5,491.32	-6,103.48	-2,390.19	-5,922.28	9,183.27	-2,512.25	11,798.86	12,929.72	10,215.33	0.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

50 - Infrastructure

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Ju...
Ordinary Income/Expense													
Income													
4050-00 · County of Placer TOT Funding	13,434.00	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	0.00	0.00	0.00	0.00	0.00	46,563.00
Total Income	13,434.00	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	0.00	0.00	0.00	0.00	0.00	46,563.00
Gross Profit	13,434.00	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	5,521.50	0.00	0.00	0.00	0.00	0.00	46,563.00
Expense													
5000-00 · Salaries & Wages													
5020-00 · P/R - Tax Expense	188.17	188.17	282.27	188.17	188.17	188.17	188.17	0.00	0.00	0.00	0.00	0.00	1,411.29
5030-00 · P/R - Health Insurance Expense	211.45	211.45	317.15	211.45	211.45	211.45	211.45	0.00	0.00	0.00	0.00	0.00	1,585.85
5040-00 · P/R - Workmans Comp	8.50	8.50	12.74	8.50	8.50	8.50	8.50	0.00	0.00	0.00	0.00	0.00	63.74
5060-00 · 401 (k)	97.48	97.48	146.24	97.48	97.48	97.48	97.48	0.00	0.00	0.00	0.00	0.00	731.12
5070-00 · Other Benefits and Expenses	2.80	2.80	4.19	2.80	2.80	2.80	2.80	0.00	0.00	0.00	0.00	0.00	20.99
5000-00 · Salaries & Wages - Other	7,737.27	2,047.79	3,071.79	2,047.79	2,047.79	2,047.79	2,047.79	0.00	0.00	0.00	0.00	0.00	21,048.01
Total 5000-00 · Salaries & Wages	8,245.67	2,556.19	3,834.38	2,556.19	2,556.19	2,556.19	2,556.19	0.00	0.00	0.00	0.00	0.00	24,861.00
5100-00 · Rent													
5110-00 · Utilities	35.00	9.79	9.79	9.79	9.79	9.79	9.79	0.00	0.00	0.00	0.00	0.00	93.74
5140-00 · Repairs & Maintenance	0.00	19.97	19.97	19.97	19.97	19.97	19.97	0.00	0.00	0.00	0.00	0.00	119.82
5150-00 · Office - Cleaning	40.00	13.26	13.26	13.26	13.26	13.26	13.26	0.00	0.00	0.00	0.00	0.00	119.56
5100-00 · Rent - Other	340.38	437.25	437.25	437.25	437.25	437.25	437.25	0.00	0.00	0.00	0.00	0.00	2,963.88
Total 5100-00 · Rent	415.38	480.27	480.27	480.27	480.27	480.27	480.27	0.00	0.00	0.00	0.00	0.00	3,297.00
5310-00 · Telephone													
5320-00 · Telephone	177.48	65.59	65.59	65.59	65.59	65.59	65.57	0.00	0.00	0.00	0.00	0.00	571.00
Total 5310-00 · Telephone	177.48	65.59	65.59	65.59	65.59	65.59	65.57	0.00	0.00	0.00	0.00	0.00	571.00
5420-00 · Mail - USPS	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
5510-00 · Insurance/Bonding	18.60	40.07	40.07	40.07	40.07	40.07	40.05	0.00	0.00	0.00	0.00	0.00	259.00
5520-00 · Supplies	7.70	82.05	82.05	82.05	82.05	82.05	82.05	0.00	0.00	0.00	0.00	0.00	500.00
5610-00 · Depreciation	11.19	69.13	69.13	69.13	69.13	69.13	69.16	0.00	0.00	0.00	0.00	0.00	426.00
5700-00 · Equipment Support & Maintenance	56.00	104.00	104.00	104.00	104.00	104.00	104.00	0.00	0.00	0.00	0.00	0.00	680.00
5710-00 · Taxes, Licenses & Fees	0.00	78.83	78.83	78.83	78.83	78.83	78.85	0.00	0.00	0.00	0.00	0.00	473.00
5740-00 · Equipment Rental/Leasing	112.35	351.77	351.77	351.77	351.77	351.77	351.77	0.00	0.00	0.00	0.00	0.00	2,223.00
5800-00 · Training Seminars							500.00	0.00	0.00	0.00	0.00	0.00	500.00
5810-00 · Public Outreach	0.00	442.67	442.67	442.67	442.67	442.67	442.65	0.00	0.00	0.00	0.00	0.00	2,656.00
5941-00 · Research & Planning	375.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375.00
8700-00 · Automobile Expenses	0.00	100.00	100.00	100.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
8750-00 · Meals/Meetings	0.00	100.00	100.00	100.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
8810-00 · Dues & Subscriptions	0.00	274.33	274.33	274.33	274.33	274.33	274.35	0.00	0.00	0.00	0.00	0.00	1,646.00
8910-00 · Travel	0.00	41.67	41.67	41.67	41.67	41.67	41.65	0.00	0.00	0.00	0.00	0.00	250.00
Total Expense	9,469.37	4,786.57	6,064.76	4,786.57	4,786.57	4,786.57	5,086.59	0.00	0.00	0.00	0.00	0.00	39,767.00
Net Ordinary Income	3,964.63	734.93	-543.26	734.93	734.93	734.93	434.91	0.00	0.00	0.00	0.00	0.00	6,796.00
Other Income/Expense													
Other Expense													
8990-00 · Allocated	3,496.79	549.87	549.87	549.87	549.87	549.87	549.86	0.00	0.00	0.00	0.00	0.00	6,796.00
Total Other Expense	3,496.79	549.87	549.87	549.87	549.87	549.87	549.86	0.00	0.00	0.00	0.00	0.00	6,796.00
Net Other Income	-3,496.79	-549.87	-549.87	-549.87	-549.87	-549.87	-549.86	0.00	0.00	0.00	0.00	0.00	-6,796.00
Net Income	467.84	185.06	-1,093.13	185.06	185.06	185.06	-114.95	0.00	0.00	0.00	0.00	0.00	0.00

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

51 - TMPI

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Ju...
Ordinary Income/Expense													
Income													
4050-00 · County of Placer TOT Funding							0.00	3,403.20	3,403.20	3,403.20	3,403.20	3,403.20	17,016.00
Total Income							0.00	3,403.20	3,403.20	3,403.20	3,403.20	3,403.20	17,016.00
Gross Profit							0.00	3,403.20	3,403.20	3,403.20	3,403.20	3,403.20	17,016.00
Expense													
5000-00 · Salaries & Wages													
5020-00 · P/R - Tax Expense							0.00	139.76	209.65	139.76	139.76	139.76	768.69
5040-00 · P/R - Workmans Comp							0.00	5.40	8.11	5.40	5.40	5.40	29.71
5060-00 · 401 (k)							0.00	65.45	98.19	65.45	65.45	65.45	359.99
5070-00 · Other Benefits and Expenses							0.00	1.81	2.71	1.81	1.81	1.81	9.95
5000-00 · Salaries & Wages - Other							0.00	1,506.30	2,259.46	1,506.30	1,506.30	1,506.30	8,284.66
Total 5000-00 · Salaries & Wages							0.00	1,718.72	2,578.12	1,718.72	1,718.72	1,718.72	9,453.00
5100-00 · Rent							0.00	581.60	581.60	581.60	581.60	581.60	2,908.00
5310-00 · Telephone							0.00	57.60	57.60	57.60	57.60	57.60	288.00
5420-00 · Mail - USPS							0.00	10.00	10.00	10.00	10.00	10.00	50.00
5510-00 · Insurance/Bonding							0.00	20.00	20.00	20.00	20.00	20.00	100.00
5520-00 · Supplies							0.00	50.00	50.00	50.00	50.00	50.00	250.00
5700-00 · Equipment Support & Maintenance							0.00	50.00	50.00	50.00	50.00	50.00	250.00
5710-00 · Taxes, Licenses & Fees							0.00	17.00	17.00	17.00	17.00	16.00	84.00
5740-00 · Equipment Rental/Leasing							0.00	30.00	30.00	30.00	30.00	30.00	150.00
8700-00 · Automobile Expenses							0.00	50.00	50.00	50.00	50.00	50.00	250.00
8750-00 · Meals/Meetings							0.00	50.00	50.00	50.00	50.00	50.00	250.00
8910-00 · Travel							0.00	100.00	100.00	100.00	100.00	100.00	500.00
Total Expense							0.00	2,734.92	3,594.32	2,734.92	2,734.92	2,733.92	14,533.00
Net Ordinary Income							0.00	668.28	-191.12	668.28	668.28	669.28	2,483.00
Other Income/Expense													
Other Expense													
8990-00 · Allocated							0.00	500.00	500.00	500.00	500.00	483.00	2,483.00
Total Other Expense							0.00	500.00	500.00	500.00	500.00	483.00	2,483.00
Net Other Income							0.00	-500.00	-500.00	-500.00	-500.00	-483.00	-2,483.00
Net Income							0.00	168.28	-691.12	168.28	168.28	186.28	0.00

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

60 - Membership

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
Ordinary Income/Expense													
Income													
4200-00 - Membership Dues	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	16,500.00	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00	150,000.00
4201-00 - New Member Fees	0.00	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75.00
4250-00 - Revenues-Membership Activities													
4250-01 - Community Awards													
4250-04 - Silent Auction							0.00	0.00	0.00	12,000.00	0.00	0.00	12,000.00
4250-05 - Sponsorships							0.00	0.00	0.00	6,500.00	0.00	0.00	6,500.00
4250-01 - Community Awards - Other							0.00	0.00	0.00	22,500.00	0.00	0.00	22,500.00
Total 4250-01 - Community Awards							0.00	0.00	0.00	41,000.00	0.00	0.00	41,000.00
4250-02 - Chamber Events	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	3,000.00	0.00	0.00	6,725.00	12,725.00
4250-03 - Summer/Winter Rec Luncheon	0.00	0.00	0.00	4,300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	7,300.00
4251-00 - Tues AM Breakfast Club Sponsors													
4251-01 - Tues AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	250.00	250.00	300.00	300.00	300.00	300.00	300.00	2,000.00
4251-00 - Tues AM Breakfast Club - Other	0.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	8,250.00
Total 4251-00 - Tues AM Breakfast Club	0.00	750.00	750.00	750.00	750.00	1,000.00	1,000.00	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	10,250.00
4250-00 - Revenues-Membership Activities - Other													
	0.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	1,925.00
Total 4250-00 - Revenues-Membership Activities	0.00	925.00	925.00	5,225.00	925.00	1,175.00	1,175.00	4,225.00	4,225.00	42,225.00	1,225.00	10,950.00	73,200.00
Total Income	11,000.00	11,925.00	12,000.00	16,225.00	11,925.00	12,175.00	17,675.00	17,725.00	55,725.00	14,725.00	24,450.00	24,450.00	223,275.00
Gross Profit	11,000.00	11,925.00	12,000.00	16,225.00	11,925.00	12,175.00	17,675.00	17,725.00	55,725.00	14,725.00	24,450.00	24,450.00	223,275.00
Expense													
5000-00 - Salaries & Wages													
5000-01 - In-Market Administration	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-1,375.00	-16,500.00
5020-00 - P/R - Tax Expense	565.00	525.00	775.00	525.00	525.00	525.00	525.00	525.00	787.50	525.00	525.00	525.00	6,852.50
5030-00 - P/R - Health Insurance Expense	875.00	2,000.00	752.71	912.68	950.00	950.00	950.00	950.00	1,800.00	950.00	950.00	950.00	12,990.39
5040-00 - P/R - Workmans Comp	105.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	930.00
5050-00 - 401 (K)	305.00	220.00	320.00	220.00	320.00	320.00	320.00	320.00	480.00	320.00	320.00	320.00	3,785.00
5070-00 - Other Benefits and Expenses	25.00	25.00	25.00	25.00	93.00	93.00	93.00	93.00	93.00	93.00	93.00	93.00	844.00
5000-00 - Salaries & Wages - Other	5,750.00	6,850.00	11,000.00	7,650.00	7,800.00	7,800.00	7,800.00	7,800.00	11,700.00	7,800.00	7,800.00	7,800.00	97,550.00
Total 5000-00 - Salaries & Wages	6,250.00	8,320.00	11,572.71	8,032.68	8,388.00	8,388.00	8,388.00	8,388.00	13,560.50	8,388.00	8,388.00	8,388.00	106,451.89
5100-00 - Rent													
5110-00 - Utilities	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
5140-00 - Repairs & Maintenance	0.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	605.00
5150-00 - Office - Cleaning	75.00	150.00	85.00	75.00	75.00	85.00	75.00	75.00	85.00	75.00	150.00	85.00	1,090.00
5100-00 - Rent - Other	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	8,700.00
Total 5100-00 - Rent	850.00	980.00	915.00	905.00	905.00	915.00	905.00	905.00	915.00	905.00	980.00	915.00	10,995.00
5310-00 - Telephone													
5320-00 - Telephone	280.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	216.00	2,686.00
Total 5310-00 - Telephone	280.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	219.00	216.00	2,686.00
5420-00 - Mail - USPS													
	50.00	50.00	50.00	50.00	50.00	50.00	50.00	250.00	250.00	50.00	50.00	50.00	1,000.00
5510-00 - Insurance/Bonding													
	25.00	55.00	170.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	745.00
5520-00 - Supplies													
5525-00 - Supplies- Computer <\$1000	0.00	0.00	0.00	0.00	0.00	0.00	125.00	125.00	125.00	125.00	125.00	125.00	750.00
5520-00 - Supplies - Other	90.00	135.00	95.00	95.00	100.00	135.00	125.00	95.00	95.00	95.00	95.00	95.00	1,250.00
Total 5520-00 - Supplies	90.00	135.00	95.00	95.00	100.00	135.00	250.00	220.00	220.00	220.00	220.00	220.00	2,000.00
5610-00 - Depreciation													
	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	180.00
5700-00 - Equipment Support & Maintenance													
	540.00	55.00	235.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	1,325.00
5710-00 - Taxes, Licenses & Fees													
	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	50.00	200.00
5740-00 - Equipment Rental/Leasing													
	225.00	265.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	2,990.00
5800-00 - Training Seminars													
	0.00	0.00	0.00	0.00	0.00	0.00	250.00	750.00	250.00	0.00	0.00	0.00	1,250.00
6423-00 - Membership Activities													
6434-00 - Community Awards Dinner	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,500.00	10,000.00	0.00	0.00	18,500.00
6436-00 - Membership - Wnt/Sum Rec Lunch	10.00	0.00	2,750.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,425.00	4,185.00
6437-00 - Tuesday Morning Breakfast Club	0.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	7,150.00
6442-00 - Public Relations/Website	280.00	280.00	280.00	280.00	280.00	2,795.00	2,795.00	295.00	295.00	295.00	295.00	295.00	8,465.00
6444-00 - Trades	0.00	580.00	0.00	275.00	0.00	0.00	0.00	0.00	500.00	500.00	0.00	275.00	2,130.00
6423-00 - Membership Activities - Other	75.00	0.00	75.00	0.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	750.00
Total 6423-00 - Membership Activities	365.00	1,510.00	3,755.00	1,205.00	1,005.00	3,520.00	3,520.00	1,020.00	10,020.00	11,520.00	1,020.00	2,720.00	41,180.00
8200-00 - Associate Relations													
	0.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	275.00
8500-00 - Credit Card Fees													
	210.00	170.00	180.00	160.00	195.00	195.00	295.00	295.00	295.00	195.00	195.00	195.00	2,580.00
8700-00 - Automobile Expenses													
	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	200.00	75.00	75.00	1,025.00
8750-00 - Meals/Meetings													
	0.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	440.00
8810-00 - Dues & Subscriptions													
	115.00	50.00	150.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	755.00
8920-00 - Bad Debt													
	1,375.00	475.00	2,775.00	995.00	585.00	585.00	585.00	661.20	661.20	661.20	661.20	310.20	10,330.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview

60 - Membership

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
Total Expense	10,465.00	12,439.00	20,571.71	12,226.68	12,012.00	14,622.00	15,027.00	13,273.20	27,005.70	22,848.20	12,298.20	13,629.20	186,417.89
Net Ordinary Income	535.00	-514.00	-8,571.71	3,998.32	-87.00	-2,447.00	2,648.00	4,451.80	-9,280.70	32,876.80	2,426.80	10,820.80	36,857.11
Other Income/Expense													
Other Expense													
8990-00 - Allocated	2,863.74	2,546.26	3,442.50	2,598.53	2,436.85	2,279.97	2,266.88	2,370.14	3,489.78	2,474.72	2,370.11	2,717.63	31,857.11
Total Other Expense	2,863.74	2,546.26	3,442.50	2,598.53	2,436.85	2,279.97	2,266.88	2,370.14	3,489.78	2,474.72	2,370.11	2,717.63	31,857.11
Net Other Income	-2,863.74	-2,546.26	-3,442.50	-2,598.53	-2,436.85	-2,279.97	-2,266.88	-2,370.14	-3,489.78	-2,474.72	-2,370.11	-2,717.63	-31,857.11
Net Income	-2,328.74	-3,060.26	-12,014.21	1,399.79	-2,523.85	-4,726.97	381.12	2,081.66	-12,770.48	30,402.08	56.69	8,103.17	5,000.00

North Lake Tahoe Resort Association
Profit & Loss Budget Overview

70 - Administration

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Ju...
Ordinary Income/Expense													
Expense													
5000-00 - Salaries & Wages													
5020-00 - P/R - Tax Expense	2,561.13	2,561.13	3,841.66	2,561.13	2,561.13	2,561.13	2,561.13	2,561.13	3,841.67	2,561.13	2,561.13	2,561.13	33,294.63
5030-00 - P/R - Health Insurance Expense	2,586.03	2,586.03	3,879.07	2,586.03	2,586.03	2,586.03	2,586.03	2,586.03	3,879.07	2,586.03	2,586.03	2,586.03	33,618.44
5040-00 - P/R - Workmans Comp	153.63	153.63	230.42	153.63	153.63	153.63	153.63	153.63	230.43	153.63	153.63	153.63	1,997.15
5060-00 - 401 (k)	438.48	438.48	657.73	438.48	438.48	438.48	438.48	438.48	657.73	438.48	438.48	438.48	5,700.26
5070-00 - Other Benefits and Expenses	97.89	97.89	146.80	97.89	97.89	97.89	97.89	97.89	146.81	97.89	97.89	97.89	1,272.51
5000-00 - Salaries & Wages - Other	20,447.65	30,458.87	45,676.77	30,458.87	31,366.89	31,366.89	31,366.89	34,090.95	48,400.83	34,090.95	34,090.95	34,090.50	405,907.01
Total 5000-00 - Salaries & Wages	26,284.81	36,296.03	54,432.45	36,296.03	37,204.05	37,204.05	37,204.05	39,928.11	57,156.54	39,928.11	39,928.11	39,927.66	481,790.00
5100-00 - Rent													
5110-00 - Utilities	120.00	116.94	116.94	116.94	116.94	116.94	116.94	116.94	116.94	116.94	116.94	116.94	1,406.34
5140-00 - Repairs & Maintenance	150.00	374.64	374.64	374.64	374.64	374.64	374.64	374.64	374.64	374.64	374.64	374.63	4,271.03
5150-00 - Office - Cleaning	155.00	170.52	170.52	170.52	170.52	170.52	170.52	170.53	170.53	170.53	170.53	170.53	2,030.77
5100-00 - Rent - Other	1,132.69	1,807.20	1,807.20	1,807.20	1,807.20	1,807.20	1,807.20	1,807.20	1,807.20	1,807.19	1,807.19	1,806.90	21,011.57
Total 5100-00 - Rent	1,557.69	2,469.30	2,469.30	2,469.30	2,469.30	2,469.30	2,469.30	2,469.31	2,469.31	2,469.30	2,469.30	2,469.00	28,719.71
5310-00 - Telephone													
5320-00 - Telephone	641.31	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.19	12,611.00
Total 5310-00 - Telephone	641.31	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.15	1,088.19	12,611.00
5420-00 - Mail - USPS	250.00	42.82	42.82	42.82	42.82	42.82	42.82	42.82	42.82	42.82	42.82	42.80	721.00
5510-00 - Insurance/Bonding	136.38	146.78	146.78	146.78	146.78	146.78	146.78	146.78	146.78	146.78	146.78	146.82	1,751.00
5520-00 - Supplies													
5525-00 - Supplies- Computer <\$1000	0.00	0.00	0.00	1,000.00	0.00	0.00	0.00	0.00	1,000.00	0.00	0.00	0.00	2,000.00
5520-00 - Supplies - Other	580.40	420.87	420.87	420.87	420.87	420.87	420.87	420.87	420.87	420.87	420.87	420.90	5,210.00
Total 5520-00 - Supplies	580.40	420.87	420.87	1,420.87	420.87	420.87	420.87	420.87	1,420.87	420.87	420.87	420.90	7,210.00
5610-00 - Depreciation	85.64	175.67	175.67	175.67	175.67	175.67	175.67	175.67	175.67	175.67	175.67	175.66	2,018.00
5700-00 - Equipment Support & Maintenance	420.00	310.91	310.91	310.91	310.91	310.91	310.91	310.91	310.91	310.91	310.91	310.90	3,840.00
5710-00 - Taxes, Licenses & Fees	906.93	666.64	666.64	666.64	666.64	666.64	666.64	666.64	666.64	666.64	666.64	666.67	8,240.00
5740-00 - Equipment Rental/Leasing	172.01	218.45	218.45	218.45	218.45	218.45	218.45	218.45	218.45	218.45	218.45	218.49	2,575.00
5800-00 - Training Seminars	0.00	0.00	0.00	0.00	3,000.00	0.00	0.00	0.00	3,180.00	0.00	0.00	0.00	6,180.00
5900-00 - Professional Fees													
5910-00 - Professional Fees - Attorneys	0.00	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
5920-00 - Professional Fees - Accountant	0.00	8,000.00	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	0.00	22,000.00
5921-00 - Professional Fees - Other	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00	750.00	0.00	0.00	0.00	0.00	0.00	3,750.00
Total 5900-00 - Professional Fees	0.00	8,000.00	7,000.00	8,000.00	2,000.00	2,000.00	1,750.00	1,000.00	1,000.00	3,000.00	1,000.00	1,000.00	35,750.00
6490-00 - Classified Ads	0.00	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.30	773.00
6701-00 - Market Study Reports/Research	0.00	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.30	773.00
8200-00 - Associate Relations	0.00	206.00	206.00	206.00	206.00	206.00	206.00	206.00	206.00	206.00	206.00	205.60	2,265.60
8300-00 - Board Functions	447.05	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.02	858.01	9,887.51
8500-00 - Credit Card Fees	47.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-47.94	0.00
8700-00 - Automobile Expenses	0.00	93.64	93.64	93.64	93.64	93.64	93.64	93.64	93.64	93.64	93.64	93.15	1,029.55
8750-00 - Meals/Meetings	15.00	125.09	125.09	125.09	125.09	125.09	125.09	125.09	125.09	125.09	125.09	125.10	1,391.00
8810-00 - Dues & Subscriptions	252.68	126.85	126.85	126.85	126.85	126.85	126.85	126.85	126.85	126.85	126.85	126.82	1,648.00
8910-00 - Travel	0.00	318.36	318.36	318.36	318.36	318.36	318.36	318.36	318.36	318.36	318.36	318.03	3,501.63
Total Expense	31,797.84	51,704.37	68,840.79	52,704.37	49,612.39	46,612.39	46,362.39	48,336.46	69,744.89	50,336.45	48,336.20	48,286.46	612,675.00
Net Ordinary Income	-31,797.84	-51,704.37	-68,840.79	-52,704.37	-49,612.39	-46,612.39	-46,362.39	-48,336.46	-69,744.89	-50,336.45	-48,336.20	-48,286.46	-612,675.00
Other Income/Expense													
Other Expense													
8990-00 - Allocated	-31,797.84	-51,704.37	-68,840.79	-52,704.37	-49,612.39	-46,612.39	-46,612.39	-48,336.46	-69,494.94	-50,336.45	-48,336.20	-48,286.41	-612,675.00
Total Other Expense	-31,797.84	-51,704.37	-68,840.79	-52,704.37	-49,612.39	-46,612.39	-46,612.39	-48,336.46	-69,494.94	-50,336.45	-48,336.20	-48,286.41	-612,675.00
Net Other Income	31,797.84	51,704.37	68,840.79	52,704.37	49,612.39	46,612.39	46,612.39	48,336.46	69,494.94	50,336.45	48,336.20	48,286.41	612,675.00

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Overview

70 - Administration

	<u>Jul 17</u>	<u>Aug 17</u>	<u>Sep 17</u>	<u>Oct 17</u>	<u>Nov 17</u>	<u>Dec 17</u>	<u>Jan 18</u>	<u>Feb 18</u>	<u>Mar 18</u>	<u>Apr 18</u>	<u>May 18</u>	<u>Jun 18</u>	TOTAL <u>Jul '17 - Ju...</u>
Net Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>250.00</u>	<u>0.00</u>	<u>-249.95</u>	<u>0.00</u>	<u>0.00</u>	<u>-0.05</u>	<u>0.00</u>

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Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2017 through June 2018

Table with columns for months from Jul 17 to Jun 18, and a TOTAL column for Jul '17 - Jun 18. Rows include Ordinary Income/Expense, Income, and Expense categories with various sub-items and their respective budget values.

North Lake Tahoe Resort Association Profit & Loss Budget Overview July 2017 through June 2018

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
5740-00 · Equipment Rental/Leasing	1,256.06	1,789.05	1,774.10	1,774.10	1,774.10	1,774.10	1,773.08	1,415.88	1,415.88	1,415.88	1,415.88	1,415.88	15,158.88
5800-00 · Training Seminars	0.00	2,053.64	53.64	1,803.64	4,303.64	1,130.64	1,303.64	803.64	5,483.64	53.64	3,053.64	53.60	20,097.00
5810-00 · Public Outreach	0.00	567.67	567.67	567.67	567.67	567.67	567.65	0.00	1,650.00	0.00	0.00	0.00	5,056.00
5815 · Training Video Series	0.00	2,000.00	0.00	0.00	2,000.00	0.00	0.00	3,000.00	1,000.00	1,000.00	3,631.00	1,000.00	13,631.00
5820 · Sales CRM/CMS	0.00	2,000.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	0.00	0.00	2,000.00
5850-00 · Artist of Month - Commissions	0.00	227.27	227.27	227.27	227.27	227.27	227.27	227.27	227.27	227.27	227.27	227.30	2,500.00
5900-00 · Professional Fees													
5910-00 · Professional Fees - Attorneys	0.00	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
5920-00 · Professional Fees - Accountant	0.00	8,000.00	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	0.00	22,000.00
5921-00 · Professional Fees - Other	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00	750.00	0.00	0.00	0.00	0.00	0.00	3,750.00
Total 5900-00 · Professional Fees	0.00	8,000.00	7,000.00	8,000.00	2,000.00	2,000.00	1,750.00	1,000.00	1,000.00	3,000.00	1,000.00	1,000.00	35,750.00
5940-00 · Research & Planning Membership	2,958.00	318.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,276.00
5941-00 · Research & Planning	750.00	265.46	2,265.46	265.46	265.46	265.46	2,266.70	0.00	0.00	698.00	0.00	0.00	7,042.00
6020-00 · Programs													
6016-00 · Special Event Partnership	0.00	0.00	0.00	2,500.00	2,500.00	20,000.00	5,000.00	0.00	0.00	0.00	0.00	20,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	0.00	20,000.00	0.00	30,000.00
Total 6020-00 · Programs	0.00	0.00	0.00	2,500.00	2,500.00	30,000.00	5,000.00	0.00	0.00	0.00	20,000.00	20,000.00	80,000.00
6420-00 · Events													
6420-01 · Sponsorships													
6023-00 · Autumn Food & Wine	30,000.00	7,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37,000.00
6421-01 · 4th of July Fireworks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	20,000.00
6421-02 · AMGEN Tour of California	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,700.00	0.00	4,000.00	300.00	0.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	15,000.00
6421-05 · Spartan	250,000.00	4,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	40,000.00
6421-09 · Wandertust	0.00	0.00	0.00	0.00	0.00	0.00	0.00	34,000.00	0.00	0.00	0.00	3,000.00	37,000.00
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	19,000.00	0.00	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,400.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	15,000.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	5,000.00
Total 6420-01 · Sponsorships	280,000.00	11,000.00	19,000.00	0.00	400.00	0.00	0.00	71,700.00	55,000.00	4,000.00	8,300.00	23,000.00	472,400.00
6421-00 · New Event Development	0.00	0.00	0.00	11,700.00	900.00	0.00	2,900.00	400.00	0.00	0.00	1,700.00	0.00	17,600.00
6422-00 · Event Media													
6422-03 · Human Powered Sports Campaign	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	0.00	25,000.00
Total 6422-00 · Event Media	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	0.00	25,000.00
6424-00 · Event Operation Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,000.00	0.00	9,000.00
Total 6420-00 · Events	280,000.00	11,000.00	19,000.00	11,700.00	1,300.00	0.00	2,900.00	72,100.00	55,000.00	29,000.00	19,000.00	23,000.00	524,000.00
6423-00 · Membership Activities													
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,500.00	10,000.00	0.00	0.00	18,500.00
6436-00 · Membership - Wnt/Sum Rec Lunch	10.00	0.00	2,750.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,425.00	4,185.00
6437-00 · Tuesday Morning Breakfast Club	0.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	7,150.00
6442-00 · Public Relations/Website	280.00	280.00	280.00	280.00	280.00	2,795.00	2,795.00	295.00	295.00	295.00	295.00	295.00	8,465.00
6444-00 · Trades	0.00	580.00	0.00	275.00	0.00	0.00	0.00	0.00	500.00	500.00	0.00	275.00	2,130.00
6423-00 · Membership Activities - Other	75.00	0.00	75.00	0.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	750.00
Total 6423-00 · Membership Activities	365.00	1,510.00	3,755.00	1,205.00	1,005.00	3,520.00	3,520.00	1,020.00	10,020.00	11,520.00	1,020.00	2,720.00	41,180.00
6490-00 · Classified Ads	0.00	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.27	70.30	773.00
6701-00 · Market Study Reports/Research	317.47	70.27	70.27	70.27	70.27	70.27	70.27	222.10	70.27	70.27	70.27	70.30	1,242.30
6730-00 · Marketing Cooperative/Media	63,250.00	139,000.00	140,500.00	67,356.00	61,500.00	185,500.00	190,500.00	175,333.40	87,333.40	87,333.40	77,333.40	136,881.40	1,411,621.00
6740-00 · Media/Collateral/Production	0.00	0.00	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program													
6015-00 · Cross Country	0.00	0.00	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	10,000.00	5,000.00	10,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	5,000.00	80,000.00
Total 6742-00 · Non-NLT Co-Op Marketing Program	10,000.00	5,000.00	10,000.00	5,000.00	5,000.00	14,000.00	5,000.00	5,000.00	10,000.00	5,000.00	5,000.00	5,000.00	84,000.00
6743-00 · BACC Marketing Programs													
6743-01 · Shop Local	2,560.12	1,000.00	1,000.00	1,000.00	1,000.00	1,439.88	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	20,000.00
6743-03 · Touch Lake Tahoe	0.00	0.00	0.00	0.00	0.00	8,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00	0.00	20,000.00
6743-04 · High Notes	0.00	1,500.00	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00	11,000.00	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	20,000.00
Total 6743-00 · BACC Marketing Programs	2,560.12	2,500.00	2,500.00	1,000.00	1,000.00	9,439.88	5,000.00	5,000.00	5,000.00	5,000.00	8,000.00	33,000.00	80,000.00
8100-00 · Cost of Goods Sold													
51100 · Freight and Shipping Costs	150.00	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	179.64	2,126.04
52500 · Purchase Discounts	0.00	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-118.61	-1,304.71
59900 · POS Inventory Adjustments	75.00	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	103.14	1,209.54
8100-00 · Cost of Goods Sold - Other	7,363.27	4,541.63	4,658.46	2,872.48	1,869.07	3,454.83	867.96	752.22	4,138.66	4,396.65	4,172.46	5,559.44	44,647.13

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
 July 2017 through June 2018

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL Jul '17 - Jun 18
Total 8100-00 - Cost of Goods Sold	7,588.27	4,705.80	4,822.63	3,036.65	2,033.24	3,619.00	1,032.13	916.39	4,302.83	4,560.82	4,336.63	5,723.61	46,678.00
8200-00 - Associate Relations	0.00	436.62	632.69	334.00	370.25	370.25	375.22	334.00	334.00	334.00	334.00	453.57	4,308.60
8300-00 - Board Functions	447.05	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.27	858.02	858.01	9,887.51
8500-00 - Credit Card Fees	292.89	729.23	614.97	529.61	479.97	540.28	577.83	447.17	418.61	435.05	552.39	449.00	6,067.00
8700-00 - Automobile Expenses	226.63	574.41	602.65	579.53	802.61	475.92	340.50	538.35	574.01	670.32	626.41	544.21	6,555.55
8750-00 - Meals/Meetings	42.65	757.02	631.97	671.82	775.56	810.43	581.95	782.32	782.32	782.32	782.32	782.32	8,183.00
8810-00 - Dues & Subscriptions	1,801.87	1,217.79	1,317.79	1,217.79	1,217.79	1,265.67	1,217.81	675.47	675.47	675.47	675.47	677.61	12,636.00
8910-00 - Travel	860.67	1,901.70	401.70	401.70	615.18	401.70	531.15	1,918.36	697.69	418.36	518.36	418.03	9,084.60
8920-00 - Bad Debt	1,375.00	475.00	2,775.00	995.00	585.00	585.00	585.00	661.20	661.20	661.20	661.20	310.20	10,330.00
Total Expense	509,935.52	336,849.30	390,696.61	246,725.55	222,762.09	403,458.79	361,303.14	406,506.66	374,934.17	289,553.16	286,511.02	368,576.93	4,197,812.99
Net Ordinary Income	-1,345.79	9,462.63	-48,470.13	81,354.57	97,922.99	-80,390.40	-41,206.15	-78,384.37	-46,603.34	81,419.18	50,053.22	-18,822.40	5,000.00
Other Income/Expense													
Other Expense													
8990-00 - Allocated	-0.01	-621.18	-959.79	-640.97	-579.84	-520.54	-766.62	498.92	325.83	459.38	969.91	1,834.91	0.00
Total Other Expense	-0.01	-621.18	-959.79	-640.97	-579.84	-520.54	-766.62	498.92	325.83	459.38	969.91	1,834.91	0.00
Net Other Income	0.01	621.18	959.79	640.97	579.84	520.54	766.62	-498.92	-325.83	-459.38	-969.91	-1,834.91	0.00
Net Income	-1,345.78	10,083.81	-47,510.34	81,995.54	98,502.83	-79,869.86	-40,439.53	-78,883.29	-46,929.17	80,959.80	49,093.31	-20,657.31	5,000.00



MEMORANDUM

Date: April 11, 2018
TO: Board of Directors
FROM: Amber Burke
RE: Reallocation of Event Budget

Action Requested:

Approval on moving forward with two new line items in the 17.18 Event Sponsorship budget – Pops in the Park Sponsorship and Autumn Food & Wine Festival brand refresh.

Background:

The NLTRA sponsored Pops in the Park in 2017 and had positive engagement with the East Sacramento audience. The opportunity has been presented again and we have remaining funds in the event budget which can be reallocated to cover the cost. The goal is to promote NLT activities including mid-week visits, live music and lodging promotions.

The Autumn Food & Wine brand (logo/creative/etc.) has not been refreshed in 10+ years. The intention is to freshen it up without compromising the brand recognition. A quote has been received from The Augustine Agency to provide three (3) logo recommendations.

Fiscal Impact:

Pops in the Park Sponsorship - \$6,000
AF&W Brand Refresh - \$2,800 - \$3,800

Funds that were originally allocated to the 2018 AMGEN Tour of California, \$22,000, are available for reallocation. There will not be a financial impact to the overall approved budget amount of \$524,000.

2017.2018 Event Sponsorship Budget Recommended New Line Items

Pops in the Park Sponsorship

- \$6,000 (\$2,500 Sponsorship, \$1,300 Activation, \$2,200 Staff Travel & Expenses)
- Four (4) Concert Series in Sacramento
 - 6/2 – East Portal Park (Ideateam – Funk)
 - 6/9 – Bertha Henschel Park (Band TBD)
 - 6/16 – McKinley Park (Band TBD)
 - 6/23 – Glenn Hall Park (Band TBD)
- Attendance: 3,000 – 5,000/concert
- East Sacramento Demographics
 - Median Age: 39.7
 - HHI \$60k - \$100k: 25%
 - HHI \$100k - \$200k: 41%
 - HHI \$200k+: 14%
- Major Sponsorship Includes:
 - Booth (10' x 10') at all 4 events
 - Full page ad in Pops program to be distributed at all four concerts
 - Logo link displayed at eastsacpopsinthepark.com
 - Logo listed on Pops in the Park banner to be displayed on H Street
 - Logo listed on posters (100 to businesses) and fliers (2,500 to schools)
 - Verbal recognition at all concerts
 - Name recognition on media advisories
- Sponsored event in 2017 and had extremely positive feedback from audience and great engagement at our 10x10 booth. Pushed all North Lake Tahoe activities with a live music focus.
- In 2018, the focus will be on driving mid-week visitation, NLT events including live music and lodging promotions.
- NLT staff will create opportunities to collect data at the event through initiatives such as coupon codes with hotels, surveys and an enter to win contest.

Autumn Food & Wine Festival Brand Refresh

- \$2,800 – 3,800 Estimate from Augustine
- Includes the following:
 - 3 Logo concepts
 - Each with color palette recommendations
 - Each with font recommendations
 - Deliverables include high res file formats of chosen logo including (Adobe Illustrator, PDF, PNG, JPEG, EPS)
- Current logo



**Special Event/Sponsorship Budget
July 2017 - June 2018**

Budget \$524,000

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Forecast Month	Actual Month	(Over)/Under Budget
Event Media						
Human Powered Sports Campaign	\$21,000	\$74	\$20,926			\$0
Augustine/Rictor 7 Buy & Creative	\$21,000		\$20,926	April		
Richter7 Buy		\$74			November	
Event Media Totals	\$21,000	\$74	\$20,926			\$0
Sponsorships						
2017 Spartan World Championships	\$254,000	\$254,000	\$0			\$0
Cash Sponsorship	\$250,000	\$250,000		July	July	
The Abbi Agency	\$4,000	\$4,000		October	October	
2018 Tough Mudder	\$40,000	\$0	\$40,550			(\$550)
Cash Sponsorship Deposit	\$20,000		\$20,000	March		
Cash Sponsorship Balance	\$20,000		\$20,000	June		
Booth Activation			\$550	June		
2018 WinterWonderGrass Tahoe	\$19,400	\$16,154	\$4,000			(\$754)
Cash Sponsorship	\$15,000	\$15,000		September	November	
Tahoe City Banners	\$400	\$400		November	November	
Banner Printing		\$754				
The Abbi Agency	\$4,000		\$4,000	April		
2017 Autumn Food & Wine Festival	\$37,000	\$37,179	\$0			(\$179)
Cash Sponsorship	\$30,000	\$30,000		July	September	
The Abbi Agency	\$4,000	\$4,000		September	October	
Swag	\$3,000	\$2,918		August	September	
NLTRA Liquor Liability Insurance						
ABC Special Event License		\$200		August	August	
FedEX		\$62			August	
2018 AMGEN Tour of California Women's Race	\$22,000	\$0	\$0			\$22,000
Cash Sponsorship	\$17,700	\$0	\$0	February		Event not in NLT
Swag	\$4,000	\$0	\$0	April		
KTKE Radio Announcements	\$300	\$0	\$0	May		
2018 Broken Arrow Skyrace	\$15,000	\$15,000	\$400			(\$400)
Cash Sponsorship	\$15,000	\$15,000		March		
Booth Activation			\$400	June		
2018 Tahoe Lacrosse Tournament	\$5,000	\$5,000	\$0			\$0
Cash Sponsorship	\$5,000	\$5,000		March	March	
4th of July Fireworks Sponsorship	\$20,000	\$20,000	\$0			\$0
2018 Tahoe City Fireworks	\$10,000	\$10,000		February	January	
2018 Kings Beach Fireworks	\$10,000	\$10,000		February	January	
2018 Wanderlust	\$41,000	\$34,043	\$7,000			(\$43)
2017 Booth Activation		\$43				
Cash Sponsorship	\$30,000	\$30,000		February	January	
Swag - Essential Oils	\$3,000		\$3,000	June		
The Abbi Agency (2017)	\$4,000	\$4,000		August	September	
The Abbi Agency (2018)	\$4,000		\$4,000	June		
Event Opportunities	\$23,000	\$0	\$3,000			\$20,000
Big Blue Adventure	\$15,000	\$0	\$0	March		Through NLT Coop
Additional Opportunities	\$8,000		\$3,000			
New Event Development	\$10,000	\$5,035	\$1,008			\$3,957
Miscellaneous	\$10,000			October		
NASTAR National Championships		\$5,000		February		
NASTAR Booth Activation		\$35	\$1,008	March		
Sponsorship Totals	\$486,400	\$386,411	\$55,958			\$44,031
New Event Development						
Event Development	\$7,600	\$4,628	\$652			\$2,320
Visit California Attendance - Amber	\$1,300	\$1,375	\$0			
Registration & Flight	\$900	\$525		November	Nov/Dec	
Hotel		\$839			Nov/Feb	
T&E	\$400	\$11		February	February	
National Association of Sports Commission	\$4,600	\$2,872	\$600			
Registration & Flight	\$2,900	\$1,994		January	January	
T&E	\$1,700	\$878	\$600	May	Jan/May	
Additional Opportunities	\$1,700	\$381	\$52	October		
Tahoe Prosperity Center Economic Summit		\$85			October	
MTS 2018		\$296	\$52		January	
New Event Development Totals	\$7,600	\$4,628	\$652			\$2,320
Operations						
Operations	\$9,000	\$98	\$9,000			(\$98)
Swag	\$9,000		\$9,000	May		
Stickers for participant bags						
Large Check		\$98			January	
New Event Banners						
Operations Totals	\$9,000	\$98	\$9,000			(\$98)
Total Spend	\$524,000	\$391,211	\$86,536			\$46,253

Approved Budget	\$524,000
Spent	\$391,211
Allocated (Not Yet Paid)	\$86,536
Remaining Budget	\$46,253



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 4/5/18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Request for Support from the Squaw Valley Alpine Meadows Micro Mass Transit District – Tourism Business Improvement District Organizers

Action Requested:

The Squaw Valley Alpine Meadows Micro Mass Transit District – Tourism Business Improvement District (SV-AM MMTD TBID) has been requested by Placer County to seek feedback from community stakeholders, including the Truckee North Tahoe Transportation Management Agency (TMA) and the NLTRA Board of Directors.

Background:

The SV-AM MMTD is organized by a steering committee of lodging properties, ski area representatives, and homeowners within Squaw Valley and Alpine Meadows. They are proposing transit service within Squaw Valley and Alpine Meadows that would be free to the user and funded through a Tourism Business Improvement District (TBID). The TBID would assess short-term room rental revenue at 1%, generating approximately \$410,000 annually. The process to establish a TBID requires 50%+1 signed petitions based on revenue generation. The SV-AM MMTD has achieved the necessary threshold and is now being scheduled for consideration by the Placer County Board of Supervisors later this spring. Placer County has requested your input on this issue.

I have met with members of the steering committee including: Keith Fountain, various Squaw Valley HOA members and Andy Wirth. During these meetings and calls, I have expressed the NLTRA's desire to implement the Tourism Master Plan transportation priorities through regional funding efforts. I have also expressed the concern that this TBID could impact the support for future funding efforts of regional solutions. Those that I have spoken with agree that there needs to be regional funding increases in addition to this effort. They also have stated that they are open to consideration of blending their TBID into a regional TBID through mechanisms such as zones of benefit, or dissolution, if the regional effort replaces the desired services.

Recommendation:

The Board of Directors provide input to the Placer County Board of Supervisors including, but not limited to:

- commend SV-AM MMTD TBID for their efforts to raise additional funds and provide increased transit services;
- reaffirm NLTRA's support for Tourism Master Plan Transportation priorities focused on region-wide solutions and additional region-wide funding;

- recommend coordination of SV-AM MMTD services with existing transit systems to ensure maximum effectiveness; and,
- provide proponents and Placer County with additional feedback on the proposal.

The proponents have included a number of documents for your review. I have ordered them as follows:

Attachments:

- Presentation
- Email to Cindy Gustafson, citing documents to be included
- Email to Jaime Wright with Funding Application for 2019-2020 (not being requested at this time)
- Northstar White Paper with Cover Letter and Photo
- Squaw Valley Ski Holdings Pledge of Support
- Draft Letter to Board of Supervisors: Commitment to Work with Future Changes to Transportation Programs
- Squaw Valley/Alpine Meadows Micro Mass Transit District Management District Plan
- Petition to Placer County Board of Supervisors (2,000 signatures)



**Squaw Valley | Alpine Meadows
Micro Mass Transit District**

Circa 1950

Transportation Issues in SV|AM

- High **traffic/congestion**
- **No existing resort transit service**
- Residents & guests **must drive**
- **Visitors are accustomed to free and fast transit systems**
- Local transit is **only a small piece** of the overall solution

Jensen's 2015 "Hierarchy of Doom"

1. **Uber: 10 ski areas**
2. **Alpha: 35 ski areas**
3. **Status Quo: 125 ski areas**
4. **Survivor: 150 ski areas**
5. **Sunset: 150 ski areas**

Squaw Valley | Alpine Meadows Micro Mass Transit District

What Are the Goals of Our District?

- **In-valley, on-demand, free,** transportation service
- Reduce automobile trips
- Reduce the number of vehicles

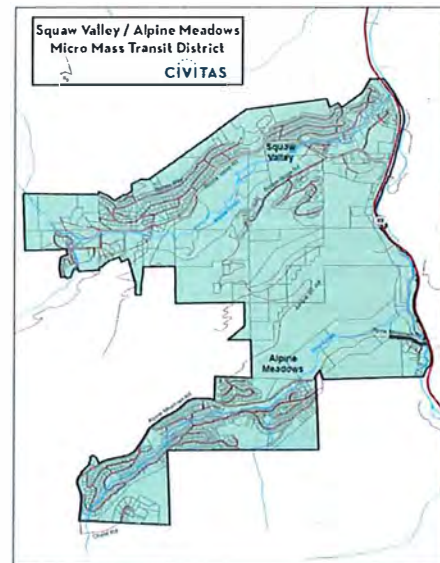


Squaw Valley | Alpine Meadows Micro Mass Transit District

Proposed Transit Service

- Pilot program
 - 2016-17 holiday season
 - 2017 FIS Ski World Cup
 - provided estimate transit service demand
- Proposed SV | AM MMTD
 - finance a similar **free** service
 - year around throughout the district
 - for residents, guests, and employees

See *Management District Plan* and *Formation Timeline*



Squaw Valley | Alpine Meadows Micro Mass Transit District

Service Plan (Year One, Squaw Valley Focus)

- Third-party Service Provider
 - Chariot Model of Transit-as-a-Service
- Fixed Routes and On-demand Service
- Servicing 500 SFRs & 1,175 MFRs
- Ridership 40,000 annually
- Year-round with Seasonal Adjustments
- Free and Frequent (Every 15 Minutes)
- 8:00 AM to 5:00 PM Adjusted for Special Factors
- Evening Service to Tahoe City & Truckee as Budget Allows
- Collaborate and coordinate with TMA and TART

See TMA Informational Documentation Submission for Details

Squaw Valley | Alpine Meadows Micro Mass Transit District

Squaw Valley Route

Stops

- Squaw Valley Rd
- Winding Creek Rd
- Tiger Tail Rd
- Victor Drive
- Russell Rd
- Lanny Ln
- Christy Ln
- Christy Hill Rd

Timing

Every 15 minutes



Squaw Valley | Alpine Meadows Micro Mass Transit District

Squaw Valley On-Demand

- Dynamic stops at any location within the service zone
- Guests reserve via mobile app or on website
- Ideal for:
 - Reverse service during peak hours
 - Off peak service
 - Midday service
 - Late night service
- Frequency: Every 10 minutes or less
- Service zone can be fully customized



Squaw Valley | Alpine Meadows Micro Mass Transit District

Alpine Meadows Route

Stops

- Alpine Meadows Rd
- Snow Crest Road
- Mineral Springs Tr
- John Scott Tr
- Deer Park Dr
- Bear Creek Dr
- Big John Road
- Bear Falls Ln

Timing

Every 15 minutes



Squaw Valley | Alpine Meadows Micro Mass Transit District

Service Provider Driver Profile

Safe, trained and tested employee drivers



Background checks

Employees go through extensive background checks, powered by Checkr



Consistent driver

Riders will generally have the same driver every day, except for holiday/sick days



Drug testing

Completed and passed third-party urine drug screening test



Fully trained

Completed a minimum of 20 hours of training



Fully licensed

Drivers have appropriate licenses and are compliance with state/local laws



Recent DMV check

DMV record has been checked in the last 6 months



Safe driving record

Driver must not have more than 2 moving violations and/or accidents in last 7 yrs



Unionized (CA only)

California drivers are represented by Teamsters Union

Squaw Valley | Alpine Meadows Micro Mass Transit District

Costs of Two Shuttles Per Route

	# OF TRIPS DAILY	DAILY CAPACITY	MONTHLY PRICE	ANNUAL PRICE	ONE TIME SETUP
Squaw Valley 7 Days Per Week Mon-Sun 9am-5pm	32 Trips Every 15 min	224-448	\$29,837	\$358,044	\$6,670 with Ski Rack \$1,320 without Ski Rack
Alpine Meadows 7 Days Per Week Mon-Sun 9am-5pm	32 Trips Every 15 min	224-448	\$30,598	\$367,176	\$6,670 with Ski Rack \$1,320 without Ski Rack
Total	64 Trips Every 15 min. 2 Valleys	448-896	\$60,435	\$725,220	\$13,340 with Ski Rack \$2,640 without Ski Rack

Squaw Valley | Alpine Meadows Micro Mass Transit District

Performance Measures (Year One, Squaw Valley Focus)

- Ridership **40,000**
- Vehicle Service Hours **3,510**
- Vehicle Service Miles **35,100**
- Reduced Local Traffic / Vehicle Trips **30,000**
- Customer Satisfaction - Surveys & Social Media

Model Assumptions and Calculations Reviewed with Gordon Shaw

Squaw Valley | Alpine Meadows Micro Mass Transit District

2015 NLT Tourism Master Plan Compliant

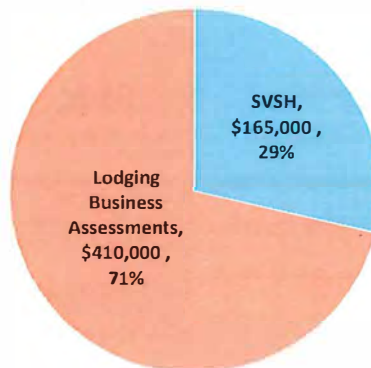
The Master Plan recognizes TBIDs as an appropriate funding mechanism for lodging businesses services.

The Master Plan states:

- “TBIDs have a **sustainable competitive advantage over those destinations that do not have them.**”
- Other transportation priorities include “**Creating point-to-point shuttles to key destinations.**”
- “**Servicing residential areas with shuttles**” is identified as a Transportation Tier 1 priority, Long-term.
- “**Creating point-to-point shuttles to ski areas**” is identified as a Tier 2 Priority, Short-term.

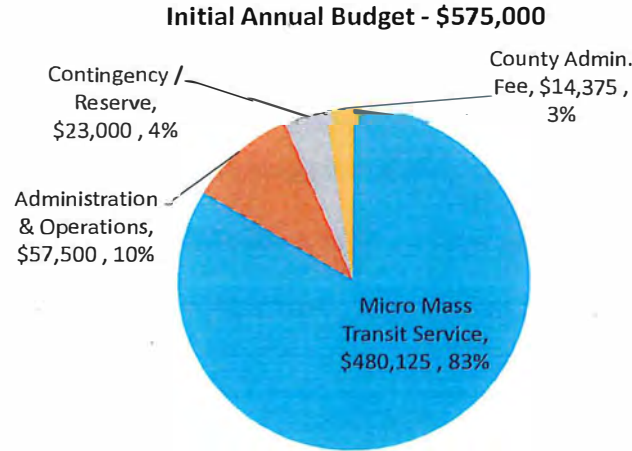
Squaw Valley | Alpine Meadows Micro Mass Transit District

Proposed Funding Without County Contribution



Squaw Valley | Alpine Meadows Micro Mass Transit District

Proposed Budget Without County Funds



Squaw Valley | Alpine Meadows Micro Mass Transit District

Who are We?

Squaw Valley and Alpine Meadows property owners, business owners, and HOA board members with a breadth of business experience and commitment to the SV|AM MMTD goals.

Keith Fountain, Committee Chair: SV Lodge Owner & Board Member, SV HOA Forum Moderator

Sharla Chador: Alpine Meadows Resident, AM Estates Association Board

Peter Grant: Red Wolf Lodge at Squaw Valley Board President

Steven Kastan: Alpine Meadows Resident, AM Property Manager

Evan Benjaminson: Granite Peak Management Founding Partner

Robert Olson: Alpine Meadows Resident, Bear Creek HOA Board Member

Casey Blann: SV Ski Holdings SVP of Mountain Operations at Alpine Meadows

Maggie Shane: The Village at SV / 22 Station Owner & Past President Board Member, Past President of SVNC Board

Jon Borden: SV Resident, Truckee Donner Lodge Owner, Truckee TBID

David Stepner: SV Resident, SV MAC Member, Friends of SV Steering Committee Member

John Cate: SV Lodge Owner

Mike Willette: SV Resident, SV POA President

Squaw Valley | Alpine Meadows Micro Mass Transit District

What are the Advantages of a TBID?

A TBID is a stable source of funding for specific services designed to benefit lodging businesses. Funds raised through a small assessment on lodging stays are used to provide services desired by and directly benefitting the lodging businesses in the district.

- They provide a stable funding source for tourism services
- They are designed and created by those who pay the assessment
- They are governed by those who pay the assessment
- Funds cannot be diverted for other government programs

Civitas Advisors

Squaw Valley | Alpine Meadows Micro Mass Transit District

Lodging Business Support

9 lodging businesses have signed petitions representing over 50% of the annual SV|AM MMTD assessment.

Petitions have been signed by 7 of the top 11 assessed businesses including:

- PlumpJack Squaw Valley Inn
- Squaw Valley Lodge Homeowners Association
- The Red Wolf Lodge at Squaw Valley Owners Association
- Olympic Village Inn/Village Inn Owners' Association
- Tahoe Resort Property Management dba Tahoe Getaways
- The Village at Squaw Valley/Squaw Valley Hospitality
- Tahoe Vacation Rentals/Granite Peak Management
- Pullen Rental Group Inc.
- Christy Inn Lodge

Squaw Valley | Alpine Meadows Micro Mass Transit District

SVSH Private/Public Partnership

SVSH:

- Wishes to improve overall resort experience for guests and homeowners
- Has funded the SV|AM MTMD formation efforts
- Is willing to commit to provide supplemental funding for the transit program
- Believes local transit improvements should be funded by all stakeholders (ski resort, lodging, and Placer County)

See *SVSH Pledge of Support* Casey Blann to PC BoS, October 23, 2017

Squaw Valley | Alpine Meadows Micro Mass Transit District

SV|AM and Northstar Comparison

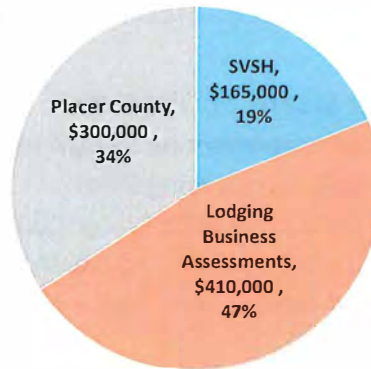
- Northstar is a planned development from the 1970s that built in transportation costs from the onset
- SV|AM is an organic development from many disparate owners that began in the 1940s and shares no common ownership structure
- SV|AM did not have a required strategic plan for transportation as a requirement of development

See White Paper for Details

Squaw Valley | Alpine Meadows Micro Mass Transit District

Placer County Partnership (Fiscal 2019/2020)

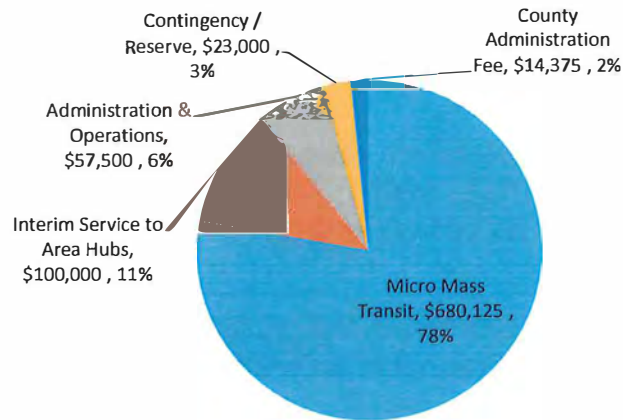
- Funding request likely to occur after initial year of operations and meeting performance metrics
 - Additional \$300,000 annual contribution from TOT revenue
- Supports enhanced transit service implementation in both valleys (increased frequency and/or number of vehicles)
- Enables opportunity for pop-up routes to area hubs



Squaw Valley | Alpine Meadows Micro Mass Transit District

Budget with County Funding

Annual Budget - \$875,000



Squaw Valley | Alpine Meadows Micro Mass Transit District

Squaw Alpine Transit Company (SATCo)

- New nonprofit corporation to administer SV|AM MMTD transit program
- 9 member Board of Directors
 - 4 directors representing SV|AM MMTD lodging businesses
 - 2 directors representing SVSH
 - 1 director representing Placer County
 - 1 director representing Squaw Valley community-at-large
 - 1 director representing Alpine Meadows community-at-large

Squaw Valley | Alpine Meadows Micro Mass Transit District

Future Changes to Transit

- The Steering Committee is committed to adapting to change.
- We will promote the most efficient and effective transportation solutions.
- If a new transportation solution is proposed in the future that replaces the need for SV|AM MMTD services, we will petition the County to disestablish the SV|AM MMTD.

*See Commitment to Work with Future Changes to Transportations Programs
Draft Letter to PC BoS*

Squaw Valley | Alpine Meadows Micro Mass Transit District

Why Should You Support TBID Formation?

- Importance of services to improve visitor experience
- Stable funding for services to keep our destination competitive
- SV|AM MMTD funding to supplement existing transit services
- SV|AM MMTD will exist for an initial 5-year term to fund the “first-mile / last-mile” transit program
- First TBID in Placer County and a model per narrow focus, clear objectives and measurable results

Squaw Valley | Alpine Meadows Micro Mass Transit District

Our Request of TNT/TMA

- Support formation of the SV|AM MMTD with the Placer County Board of Supervisors
- Collaborate and coordinate with SATCo to help us achieve our goals

Squaw Valley | Alpine Meadows Micro Mass Transit District

Thank You for Supporting the SV|AM MMTD

Squaw Valley | Alpine Meadows Micro Mass Transit District

Cindy Gustafson

From: Keith Fountain
Sent: Tuesday, April 3, 2018 8:18 AM
To: Cindy Gustafson
Subject: SV|AM MMTD: April 5th TNT/TMA Presentation - Supplementary Materials
Attachments: RE: Squaw Valley Micro Mass Transit District - TMA Informational Documen... (74.2 KB); SV AM MMTD Petition to Placer County Supervisors as of July 24th.pdf; Best Petition Comments.docx; SV|AM Micro Mass Transit District (MMTD) (15.8 KB); SVAM MMTD letter March 27 2018.pdf; 1950's traffic jam photo from E Poulsen.pdf; Final White Paper.pdf; Draft Letter to Placer County BOS 2-16-18.docx

Good Morning Cindy,

Here are the documents referenced in our presentation to the TMA:

Management District Plan (March 7, 2018) - Previously Provided
SV|AM MMTD Formation Timeline – Previously Provided
TMA Informational Documentation Submission – Attached
Online [Petition](#) to Placer County Board of Supervisors (with over 2,000 signatures) & Best Comments – Attached (We are no longer asking for TOT funding at this time)
SVSH Pledge of Support (Casey Blann, SVSH SVP, to PC BoS, October 23,2017) - Attached
Northstar White Paper with Cover Letter and Photo – Attached
Commitment to Work with Future Changes to Transportations Programs Draft Letter to PC BoS – Attached

We will use the same with your board on the 11th.

I will provide you with a PP and pdf of the NLTRA version by the end of the week.

Thanks.

Keith Fountain



Riverwood Partners
24000 Upton Road
Shenandoah Valley
Plymouth, CA 95669
keith@riverwoodpartners.net
209-245-6487 Work
415-606-1743 Mobile

Cindy Gustafson

From: Keith Fountain <keith@riverwoodpartners.net>
Sent: Wednesday, March 28, 2018 7:20 AM
To: Jaime Wright (Jaime@laketahoetransit.com)
Subject: RE: Squaw Valley Micro Mass Transit District - TMA Informational Documentation Request

Good Morning Jaime,

We are pleased to provide you the following reply to your request for information about our project.

It is as accurate as we can best determine at this time.

We look forward to discussing our assumptions and expectations with you and the TMA board on April 5th or sooner should that be deemed helpful.

After lengthy consideration we have decided to submit this information in order to 1.) more fully explain the objective of our proposed Micro Mass Transit District and 2.) establish a dialogue with TMA -- **but not as a formal request for TOT funds at this time.**

We do however seek TMA endorsement of our TBID with the Placer County Board of Supervisors and expect this package in combination with our Management District Plan as presented to your board on April 5th are sufficient to secure that motion.

Furthermore, it is our intention to return to you in fiscal 2019/2020, after a successful first winter-season pilot of our service as funded by our District and Squaw Valley Ski Holdings, to request TOT funds toward a more comprehensive solution to our local transit needs.

Thank you for your thoughtful consideration.

Keith

Organization: Squaw Valley | Alpine Meadows Micro Mass Transit District (SV|AM MMTD) - Steering Committee

Contact Information: Keith Fountain, Chairperson

Amount Requested: \$300,000 (estimate) in Fiscal 2019/2020

Please attach the following documentation in the order listed below:

A. Project Narrative/Scope:

- A description of the project or service
 - Service Description Narrative

This transportation service will be initiated within the valleys of both Alpine Meadows and Squaw Valley in order to help remedy a situation where too many vehicles are traveling to and from, both resorts. A significant number of these trips in this intra-valley region are by both homeowners and renters of lodging properties during the winter ski season. Without an effective/efficient transportation option, these skiers are defaulting to what is available---driving their personal vehicles short distances in order to avoid the unpleasant effort of hauling themselves and their gear to the mountain. By offering an easy alternative which operates as either a fixed or on-demand service; the service we are proposing solves many issues while reducing the “hassle-factor” associated with moving people and bulky equipment. As any winter destination traveler can tell you; if we address the ingress and egress issues more effectively we will reduce the negative implications of this effort and enhance the service experience to a level matching these incredible mountains.

- Area to be Served

Alpine Meadows and Squaw Valley communities.

- Type of Service (Fixed, on-demand, etc.)

This system will have both the convenience of on-demand service with the consistency of fixed operated routes.

- Proposed Operating Organization

This will be decided after an RFP is distributed and the best provider is determined.

It should be noted that we have conducted two pilots of our intended service with Chariot, a Ford Smart Mobility Company, in 2016 / 2017 and will seek a partner who can provide such a model of operation.

- Eligible Passengers

Anyone within the operating areas of either Alpine Meadows or Squaw Valley.

- Proposed Fare (if any)

None; this service will be paid for by a TBID instituted on renters in the two valleys along with an initial donation by Squaw Valley Ski Holdings. The currently estimated difference of \$300,000 annually is being requested from monies collected under the TOT in Placer County.

- Total Days of Service Per Year

Total full capacity operating days will mirror the higher volume skier days of the mountains; approximately 120 per season. 50% capacity in summer / 60 days. 25% in shoulder season / 180 days.

- Total Number of Vehicles in Operation by Season, Day of Week, and Time of Day.

This will depend upon the volume of guests requesting this service. Initially, we anticipate a minimum of two on the Squaw Route with two in the Alpine Meadows Valley in the winter season, reduced in the summer and shoulder seasons per Days of Service assumptions above.

- Service Frequency or Maximum Response Time

Again this depends upon volume; but we do not think that any request for service should exceed 15 minutes as these guests would then default to their personal transportation.

- Span of Service (e.g. Daily/seasonally from 7:00AM to 7:00PM for 12 Hours)

Estimated hours of operation would be from 8:00 AM until 5:00 PM but this can be adjusted for volume, special occasions or other factors that would require expanded service.

- Estimated Vehicle Revenue Service Hours per day and year (1 vehicle service hour for every hour one vehicle is in revenue service.)

Minimum 36 hours per day for 120 days of winter service equal 4,320 VSH, reduced in the summer and shoulder seasons per Days of Service assumptions above, totaling 7,020 VRH per annum. The actual number could (and likely will) be much higher once the service is in operation and becomes more popular.

- Estimated Vehicle Revenue Service Miles per day and year (1 vehicle service mile for every one mile that one vehicle is in revenue service)

We estimate 70,200 VSM per annum.

- Forecasted Ridership

We are estimating an annual ridership in the range of 100,000 to 125,000 guests. Actual ridership could be significantly higher depending upon a number of factors.

- The goals and objectives of the project or service

- Is the Project Expected to Improve Regional Mobility, if so, how?

As noted previously, this service would provide a world-class experience for those both living and recreating in our two valleys. By eliminating the automobile from their requirements, our guests and homeowners will enjoy a more relaxed and hassle-free experience that will be a positive part of their visit to our region versus the potentially negative process that exists today. To any winter enthusiast who has visited Vail, Whistler/Blackcomb or Steamboat can attest, the transportation element becomes part of the total experience; not just a way to get to and from the mountains.

- Is the project or service identified within Adopted Area Plans?

- Placer TART Systems Plan Update (April 2016)

Not Applicable.

- North Lake Tahoe Tourism Master Plan (October 2015)

“Servicing residential areas with shuttles” is identified as a Transportation Tier 1 priority, Long-term.

“Creating point-to-point shuttles to ski areas” is identified as a Tier 2 Priority, Short-term.

- How you plan to implement the project or service

- Location of operations center

The service will utilize both the Alpine Meadows and Squaw Valley, Vehicle Maintenance Facilities. If the service grows too large to be supported by these facilities, it might require securing additional facilities in either Tahoe City or Truckee. For now, we do not anticipate needing additional facilities until ridership exceeds 200,000 riders per season.

- Identification of existing or proposed staffing

Staff would be recruited, trained and overseen by third-party operators.

- Vehicle type, quantity and ownership

Anticipating using all-wheel drive 14-passenger shuttles unless ridership identifies a better option.

- Vehicle maintenance and fueling location(s)

As noted above, either the Alpine Meadows or Squaw Valley, Maintenance Centers.

- Identification of any operating permits obtained or needed

CHP/DOT permitting, as required, and complied with by third-party operator.

- Description of Cash/Payment handling

None.

- Statement of what ADA compliance requirements apply and how the service/project will comply.

This service will comply with all ADA requirements.

- Description of Drug & Alcohol Testing Program

As required by current DOT Guidelines and complied with by third-party operator.

- Description of Vehicle Operator Training Program

Operations must meet all California state requirements as well as any potential, Federal guidelines, complied with by third-party operator.

- Where will passengers be picked up and dropped off? (bus stops, parking lots, residential driveways, etc.)

Fixed stops will be identified in both valleys in addition to on-demand service where ample space is available in order to safely load/unload passengers.

- The project or service's timeline, milestones and deliverables

We anticipate beginning operation in time for the 2018-19 winter ski season. Monthly reports will be generated to show the effectiveness of the operation and surveys will also be instituted in order to address and enhance operations to meet guest service needs.

- The project or service budget

- Annual Operating Budget

\$875,000 / See *Management District Plan* (previously provided)

- Capital Budget

Not Applicable.

- An evaluation and **performance measurement component**

See “Forecasted Ridership” and “milestones and deliverables” above.

B. Organizational Capacity:

- Describe the organizational capacity to implement the proposed project or service. Please include a list of officers and organizations that are members of your organization. C. Documentation of Support for project or service :

See *Management District Plan*

C. Documented Support for project or service:

- Include documentation of public support of the project including, a governing board resolution or action, documentation of a public participation process, letters of support, or consistency with approved transit/mobility plans.

See *Management District Plan*, online petition to Placer County Board of Supervisors (over 2,000 signatures, previously provided) and *2015 NLT Tourism Master Plan*.

The documentation requested above has assisted historically with evaluating transit/mobility projects and services within the region. The TNT/TMA Board will continue to evaluate projects and provide recommendations based on a comprehensive assessment of each project or service.

Please provide all documentation requested no later than **end of day on Monday, March 26, 2018.**

If you have any questions or concerns, please let me know.

Thank you,

Jaime Wright
Executive Director
Truckee North Tahoe Transportation Management Association
530-582-4931
www.TahoeTruckeeTransit.com
www.NorthLakeTahoeExpress.com



Squaw Valley/Alpine Meadows Micro Mass Transit District Steering Committee
Squaw Valley Ski Holdings

Re: TBID Application

Date: March 27, 2018

Dear Truckee North Tahoe Transportation Management Association:

The primary purpose of this communication is to provide you the attached White Paper, which details the notable if not dramatic differences between what the homeowners and business leaders of Olympic Valley are proposing relative to past and current transportation solutions and funding of the same at Northstar. It's most important however, to put all of our community's work into context – a historical context – as it relates to the attached White Paper, which seeks to add more understanding and facts/truths to the overall community-wide discussion.

The founding family of Squaw Valley, the Poulsens, took a photo of the traffic congestion (attached), which supports and illustrates the fact that traffic congestion has been part of the North Lake Tahoe experience for nearly four generations. The fact that traffic jams have been a part of life in this region for over 60 years is sadly an immutable truth. However, the effort being put forth by the business owners and residents of Olympic Valley offers not only a viable solution but an equitable way to fund the proposed solution. All of our many entities and organizations, which include local businesses and Homeowner Associations of Olympic Valley, have been collaborating for years on the proposed "micro-mass transit" solution and equitable funding by way of a special taxing district – The TBID— to create a "free-to-user" system.

This whole effort is about self-determination; it's about collaboration with an *action* bias; it's an impactful start to trying to solve for one element, what is a region-wide dilemma; it demonstrates what well-intentioned people can actually accomplish through collaboration and action, and; importantly, it comports with the other regional solutions being contemplated by the Placer County officials and other key leaders.

One of the items brought forth by a few members of the region includes the comparison of Olympic Valley/Squaw Valley to Northstar and the transit system in place at that resort. As one will find within the attached White Paper, to make a comparison of these two situations on this topic isn't at all warranted and is a misplaced effort. Olympic Valley is a community which started in the 1940's and has grown, if you will, organically; moreover, Olympic Valley doesn't have a formal (set of) homeowner associations because it is not a planned community. Olympic Valley isn't a large scale master planned resort development that Northstar most certainly is and, relatedly, there are in fact a great number of specific obligations that Northstar and its endemic HOA's and other commercial entities maintain that created and specifically and fiscally support their transit system.

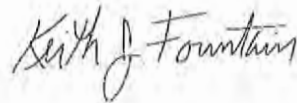
Squaw Valley/Alpine Meadows Micro Mass Transit District Steering Committee
Squaw Valley Ski Holdings

Re: TBID Application

Date: March 27, 2018

Thank you for your attention to this important matter and discussion. We thank you for your support of our effort to help remedy one element of the traffic congestion challenges we face as a region and community!

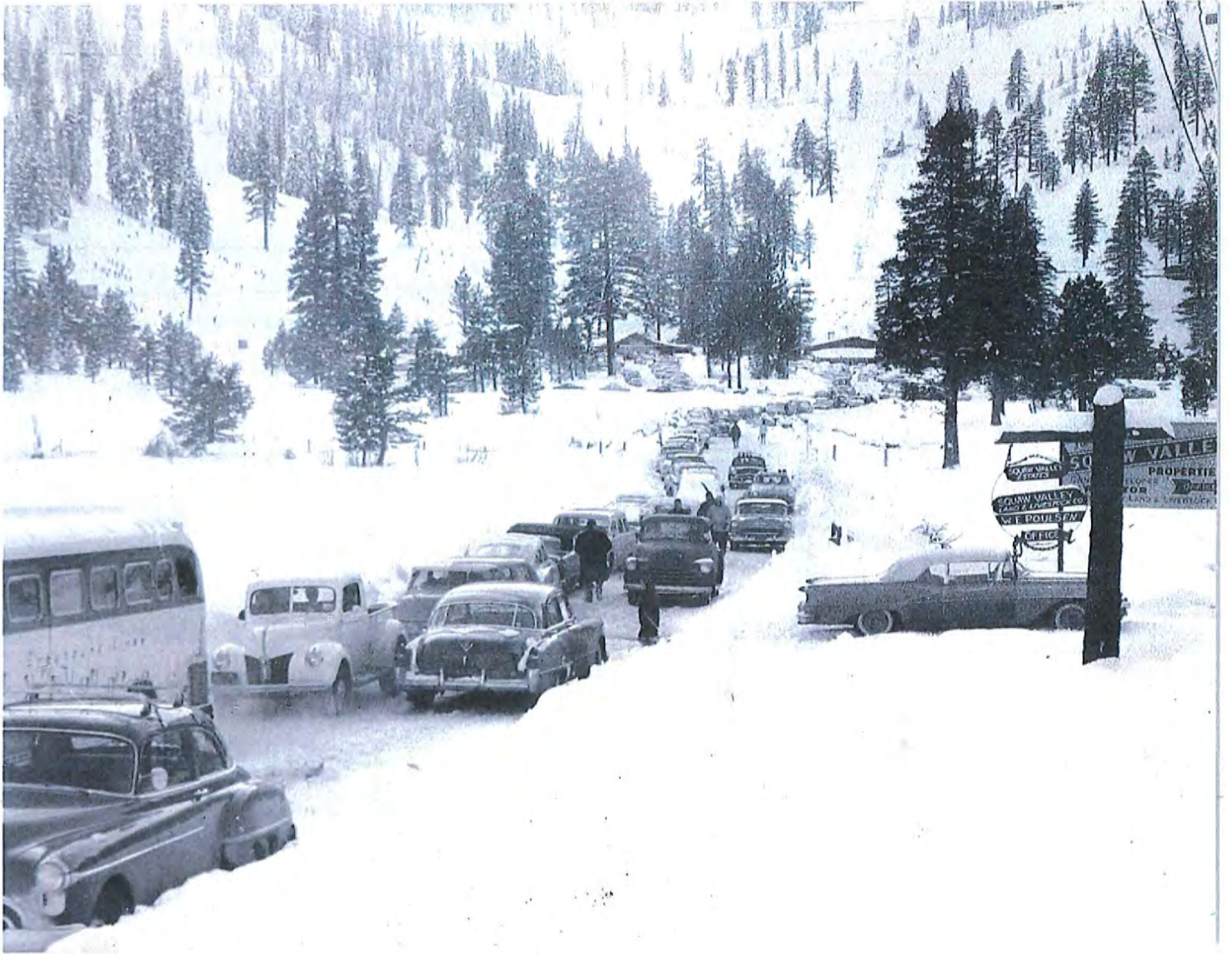
Regards,



Keith Fountain, Chairman
Squaw Valley/Alpine Meadows Micro Mass
Transit District Steering Committee



Andy Wirth, President and COO
Squaw Valley Ski Holdings



Funding Local Transportation Solutions for Olympic Valley

March 28, 2018

Squaw Valley and Alpine Meadows business owners, residents, and second homeowners have identified a way of funding a Squaw Valley/Alpine Meadows Micro Mass Transit District (“Mass Transit”) to provide year-round intra-valley shuttle services to mitigate the escalating traffic issues throughout the region. The formation of a Tourism Business Improvement District (TBID) will give Squaw Valley and Alpine Meadows residents and businesses a way to generate approximately 50% of the cost to fund the intra-valley shuttle service by assessing renters of local lodging accommodations a 1% fee. Squaw Valley Ski Holdings, LLC (“Squaw”) has committed to fund at least 20% of the budget, and the balance is being sought from Placer County funding sources, potentially from TOT dollars.

Some persons believe that Placer County has other more defined County priorities and the funding of any Mass Transit should fall wholly on Squaw because those persons misunderstand the mechanics and operations of the Northstar dial-a-ride transportation shuttle that services the Northstar-at-Tahoe region. The situations between Northstar and Olympic Valley are markedly different. The dial-a-ride provided by Northstar is a longstanding and private contractual obligation and is limited to the Northstar Property Owners Association (“NPOA”) subdivision. This free service, provided only to NPOA members, was one of many negotiation items utilized to get NPOA approval of future development projects that exceeded the scope of the original proposed developments that were pitched to and accepted by the NPOA members back in the 1970s and 1980s. All subsequent Northstar-at-Tahoe developments’ shuttle services were funded through other measures.

I. Northstar-at-Tahoe was a master planned resort development whereas there was no comprehensive master plan when the Olympic Valley was developed.

From its inception in the 1970s, Northstar-at-Tahoe was a closely controlled, master planned resort development with limited owners and built-in amenities and costs to its master planned HOA, NPOA. In contrast, Olympic Valley is an organic development of many disparate owners and developers that began in the 1940s that had no master plan nor common structure with the mountain resort.

1. In 1971, the Placer County Planning Commission approved a Master Plan for the Northstar-at-Tahoe development project by Trimont Land Company. The Plan provided for a master destination resort including the Northstar ski area, roads, stables, golf course, grocery store, ski school building, etc. while simultaneously planning for the subdivision, development, and sale of the properties comprising the

NPOA, the master property owners' association for the entire Northstar-at-Tahoe community. NPOA was intended to benefit from the amenities and services provided for in the master plan.

2. In the early 2000s, after a stall in Northstar development, Booth Creek Ski Holdings (Northstar ski resort's parent company) entered into a joint venture agreement with East West Partners/Northstar Mountain Properties to advance the completion of Northstar-at-Tahoe's real estate and mountain development plan. There were vehement objections to the proposed developments from NPOA, its members, and members from other surrounding homeowner associations, who argued that these proposed developments ran contrary to what the property owners were promised regarding future development when they purchased their properties. After more than a year of negotiations, hundreds of meetings, and over fifty-four drafts, a Memorandum of Understanding was reached between Northstar Mountain Properties ("NMP") and NPOA, on February 24, 2003 ("MOU") regarding ultimate development at Northstar. The MOU outlined the obligations of NMP regarding the ultimate development of Northstar-at-Tahoe, reducing the number of units within the Village Core and reducing development potential of other Northstar Mountain Properties and in return the MOU specifically obligates NPOA to "[s]upport the Village Area projects...as long as they reflect and are in accordance with the agreement of this MOU".
3. In 2004, Northstar Mountain Properties, LLC and related entities (collectively, the Developer) began the process of developing the expanded and enhanced master-planned recreation resort community at Northstar California. In connection therewith, and in order to help finance the backbone infrastructure that such a community would require, the Developer formed the Northstar Community Services District; the boundaries of the District encompass the area of the new master-planned community. That community was planned to include up to 1,800 residential units, an expanded mixed use commercial village at the base of the ski resort known as The Village at Northstar (the "Village"), and a luxury hotel located mid-mountain adjacent to various ski runs known as The Ritz-Carlton, Lake Tahoe (the "Ritz-Carlton").
4. In addition to NPOA (which currently consists of approximately 1,500 single family residential homes and five condominium associations), there are numerous other subdivisions at Northstar. For instance, the Northstar Village Expansion was approved for 213 dwellings units, Northstar Highlands was approved for 1,546 dwelling units, Northside was approved for 137 dwelling units, the Retreat Subdivision was approved for 18 dwelling units, Martis Camp was approved for 726 dwelling units, and Mountainside is planned for as many as 300 residential units.

Additionally, Eaglewood is a 462-residential unit golf course development, Lahontan is a luxury golf community with approximately 509 home sites, Schaffers Mill is a 218 single-family home and 188 mountain lodges and luxury cabins development, etc. All these subdivisions are linked to the Northstar resort. The total number of residence units in the Northstar area could be as many as 5,800, if not more, almost three times the size of Squaw Valley.

5. In contrast, development projects in the Olympic Valley began in the 1940s, initiated by private landowners, not the resort. In 1983 the Squaw Valley General Plan was adopted by the Placer County Board of Supervisors to update the 1972 and 1958 Squaw Valley General Plans and to “create new types of tools and incentives in order to guide and encourage the development of Squaw Valley”. The 1983 General Plan recognized that Squaw Valley’s potential as a year-round destination resort and recreation area was “largely undeveloped.” Currently there are approximately 1,200 condominiums and 500 houses located within Squaw Valley but without any community link to the resort. There was no comprehensive master planned community that mandated a thoughtful transportation plan when the Olympic Valley was developed and thus no required funding mechanism for it.

II. Northstar-at-Tahoe dial-a-ride service was a private contractual agreement between the resort and landowners and/or HOAs.

Northstar’s inclusive creation allowed for a cohesive resort community that could be planned at the onset. A transportation system was conceived in the preliminary stages of development and was enacted from the beginning to meet the community’s needs. By contrast, Olympic Valley was not developed in this cohesive fashion. Whereas Northstar developers and the related HOAs were required to include transportation, Olympic Valley was assembled over time, without burdening HOAs for strategic transportation planning solutions. There was no “developer” of Olympic Valley.

1. Shortly after its development in the 1970s, Northstar-at-Tahoe began operating its dial-a-ride transportation shuttle to serve the NPOA subdivision as an operational business practice. In 2003, pursuant to a contractual obligation in the 2003 MOU between NMP and NPOA, NMP financed an expanded transportation system within Northstar at no cost to NPOA members. There were no county or state conditions of approval which required operation of the service. The service was required pursuant to the contract between NMP and NPOA.
2. During the progression of the Northside development at Northstar, there was significant opposition by NPOA members objecting to the development on the basis

that it violated issues addressed in the 2003 MOU between NMP and NPOA. On May 25, 2006 and May 30, 2006, attorney Jim Porter of Porter Simon, P.C. wrote to Bill Combs of the Placer County Planning Department on behalf of NMP and in response to NPOA's list of comments, complaints and conditions regarding the Northside Project. Mr. Porter pointed out that NPOA had no standing to object to the Northside development and was in fact breaching its obligations of the MOU by suggesting further, more onerous project conditions. According to Mr. Porter, "*NPOA is now trying to impose yet more restrictive conditions and to graft its private party agreement onto the County-imposed conditions.*" The County agreed with Mr. Porter and found that the issues addressed within the MOU (including NMPs agreement to finance a transportation system within Northstar) are outside the scope of County approval, specifically finding that the terms of the MOU were not binding on the County, and that any conditions of approval established by the county would take precedent over agreements reached in the MOU. The County wrote in the Northside at Northstar Final Environmental Impact Report:

It is noted that the MOU is an agreement between private parties, specifically Northstar Mountain Properties, LLC, and NPOA. The County is not party to the MOU, nor is the County an enforcement authority for the MOU. ... [T]he standards of NPOA are the result of a private agreement between property owners and NPOA. Enforcement of such standards is a private legal matter. The County is not a member of NPOA, nor is the County an enforcement authority for NPOA standards.

3. In 2007, in response to NPOAs agreement to annex the lots in The Retreat a written agreement was made by Northstar to NPOA to provide a year-round Dial-A-Ride service. Since 2007, NPOA has continuously sought to update the agreement when needed on behalf of its members, i.e. when the service became erratic or needed improvement (for example, to allow service to begin at 7 a.m. not 8 a.m. for ski-team). In 2015, when Vail became involved in Northstar, a new updated Memorandum of Understanding was finalized regarding a reliable and set schedule.
4. While Northstar continues to provide the free onsite dial-a-ride service for +/- 2000 residential units to reduce traffic, it does not provide that service to the thousands of residential units outside the NPOA subdivision. According to William Buechner, former member of NPOA Board of Directors and of the NPOA Oversight Committee, the dial-a-ride is separate and apart from other sponsored transit or bus transportation services. All other Northstar based communities, i.e. the Highlands, Lahontan, Martis Camp, etc. were assessed a fee during the development stage for transit services and were required to provide a funding mechanism for the

establishment of public transit services to mitigate traffic related to the new development. All these subdivisions now operate and fund (usually through HOA fees) their own transportation shuttle/ski-lift services to and from Northstar Mountain. The not yet developed Martis Valley West Parcel Specific Plan for instance, requires “[u]pon construction of the 340th residential unit, if justified by subdivision occupancy and alternating year’s trip generation as demonstrated in a traffic report submitted to the Planning Director, a Homeowners Association (HOA) community shuttle will be implemented, reducing single-trip occupancy vehicles. The shuttle will transport residents and guest to local attractions, such as the neighborhood commercial, onsite recreation amenities, and Northstar Ski Resort.”

III. The proposed TBID would not relieve Squaw’s transit funding obligations under the entitlements outlined in the Village at Squaw Valley Specific Plan.

1. All new Placer County developments are required to pay a county wide traffic impact fee (Article 15.28.010 Placer County Code), payment of annual transit fee, and payment for a regional transit contribution as traffic and circulation mitigation measures. Squaw’s commitment towards the Mass Transit funding in no way relieves its transit funding obligations under the entitlements outlined in the Village at Squaw Valley Specific Plan (“VSVSP”).
2. The VSVSP development is currently in litigation that could last for years. Squaw Valley and Alpine Meadows business owners and residents and Squaw all agree that a solution to the current transit issue cannot wait for the litigation to be resolved. There is a current opportunity to retroactively create a master transit plan in the Olympic Valley and that opportunity should be seized

IV. Transit systems in other resort areas.

Other mountain resort areas similar to Squaw, that are not master developed like Northstar, rely on a combination of private contributions and sources of local revenue to fund free ski mountain shuttles in order to mitigate traffic and pollution within the community. In the early 90s, for instance, Stan Hansen negotiated a deal whereby Heavenly Valley relinquished all of its transportation staff, etc. and agreed to participate in the South Lake Tahoe Coordinate Transit System. Participants included several large casinos, the city of South Lake Tahoe, various developers and others. Bluego and the Tahoe Transportation District are the managers of this coordinated service. Heavenly Valley provided the only private match-funding in the amount of 20% of the capital cost and the remainder was provided through public funding, largely federal grants.

For additional national data collected back in 2012, see the following graph.¹

Transit Agency	Service Area Population	Annual Ridership	Source of Local Revenue	Vehicles
Steamboat Springs Transit servicing Steamboat Springs	12,000	1,050,000	City General Fund	25
Estes Park Shuttle servicing Rocky Mountain National Park	6,000	35,000	City General Fund	4
Summit Stage servicing Arapahoe Basin Ski Area, Breckenridge Resort, Copper Mountain and Keystone Resort	28,000	1,700,000	0.75% County Sales Tax	33
Four Mountain Connector servicing Snowmass, Highlands, Buttermilk and Aspen Silvercreek Gondola	NA	NA	Sales Tax	NA
Aspen Shuttles servicing Aspen	6,000	1,000,000	Sales Tax	16
Breck Free Ride servicing Breckenridge	3,400	670,000	Sales tax Parking Surtax	13
Mountain Ride servicing Sun Valley	22,000	400,000	Local Government Contributions Hoteliers, HOAs and Private Contributions	15
Mountain Express servicing Crested Butte	2,000/3,000	585,000	Sales Tax Federal Grants Private Contributions	17
Mountain Village servicing Telluride	1,200/3,000	2,500,000	Real Estate Transfer Tax HOA and Private Contributions	Gondola
Park City Transit servicing Park City	8,000	2,000,000	0.25% Sales Tax	37
Telluride Galloping Goose Transit servicing Telluride	5,000	300,000	City General Fund Real Estate Transfer Tax	11

¹ Information provided by TCRP (Transit Cooperative Research Program) Synthesis 101 "Implementation and Outcomes of Fare-Free Transit Systems" 2012.

Similar to Squaw, the resort areas identified above are not master resort developments (like Northstar-at-Tahoe) and traffic issues surrounding the mountain areas are broader regional issues. Traffic issues have been significantly mitigated by implementing free shuttle systems funded through a combination of private contribution, federal and state grant funding, and county funding sources including but not limited to sales taxes and real estate transfer taxes. Therefore, it is appropriate for private and County contributions to help mitigate the current traffic issues in the Squaw Valley region. Squaw has already committed to voluntarily implement a 1.5 percent transfer fee (estimated to generate as much as \$15 million in initial real estate sales and more than \$2 million annually) to be reinvested into the Squaw Valley community via the Squaw Valley Foundation.

V. Conclusion.

In conclusion, because Northstar had a planned transportation system at the onset of the development of the mountain resort and subdivision, they were able to levy capital to create a succinct transit model that fit the needs of the community. By contrast, the Olympic Valley was not developed in this cohesive fashion. Whereas Northstar developers and HOAs were required to include transportation funding at the time of creation, the Olympic Valley residences were built over time and without strategic transportation planning or a related funding mechanism.

Due to the communities' disparate patterns of development and ownership, it is reasonable to expect that their transportation funding solutions would also be dissimilar. It is appropriate in the planned development scenario for local transportation services to be funded through one common entity. In contrast, it is appropriate for a special benefit district funded by Squaw Valley and Alpine Meadows business owners, residents of the County, and the County itself to tackle the challenge of transportation. Moreover, the establishment of other kinds of special benefit assessments or other financing districts is vital for funding community wide transportation when development has grown independently over time.

Cindy Gustafson

From: Casey Blann <cblann@squawalpine.com>
Sent: Monday, October 23, 2017 1:21 PM
To: Keith Fountain
Subject: SV|AM Micro Mass Transit District (MMTD)
Attachments: image001.png

Dear Placer County Supervisors,

It is our pleasure at Squaw Valley Ski Holdings (SVSH) to pledge our support for the intra-valley shuttle service.

We acknowledge that improvements to the transportation system in our region have been needed for decades; and SVSH is a willing partner to not only support the concept, but to put forth funding to assist in its creation. Our intent is to improve the overall resort experience for both guests and homeowners alike. At present the traffic situation is not truly reminiscent of the world class mountains and community we represent. Only by supporting a variety of approaches to improve this problem will we be able to give all who visit (or live) in Squaw Valley | Alpine Meadows the true service experience they want and deserve.

Our intent is to continue to be an active member of the Micro Mass Transit District Steering Committee in its goal of forming a Tourism Business Improvement District for the purpose of creating this shuttle system. We must be clear that while we are 100% in support of this effort; that we do believe that this should ultimately be a civic based effort. That being said, we are willing to initially commit to funding the program so as to show its viability and positive effects to our mountain communities. Eventually, we would like to see this program operated as many other resort communities currently are run; with the local agencies at the forefront.

SVSH is pleased that the Supervisors of Placer County are truly considering supporting the effort to improve transportation in our communities. The homeowners and businesses are willing to make the first step in aggressively assisting in the improvement of the current transportation system with an eye to the future. Our hope is that we are making this just the first step in remedying our issues and that we have your (the Supervisors) support in moving toward a world class experience for all.

Casey Blann
S.V.P. Mountain Operations
Squaw Valley | Alpine Meadows
Office: 530.542.7150
cblann@squaw.com

SQUAW VALLEY  **ALPINE MEADOWS**

Squaw Valley | Alpine Meadows is scheduled to open for the winter season on November 17. Get your [Tahoe Super Pass](#) and make your plans to stay slopeside at [The Village at Squaw Valley](#) this winter season.

[DATE]

To: Placer County Board of Supervisors
From: Squaw Valley | Alpine Meadows Micro Mass Transit District Steering Committee
Re: Commitment to Work with Future Changes to Transportations Programs

Dear Board of Supervisors:

We are excited to present the proposed Squaw Valley | Alpine Meadows Micro Mass Transit District (SV|AM MMTD) proposal to the Board of Supervisors. This effort has taken over a year of planning, outreach, and education to key area stakeholders including lodging businesses, the County, TART, and NLTRA. Members of the area's lodging business community have reached consensus on a viable funding mechanism to provide a transportation solution for the "last mile" in the Squaw Valley and Alpine Meadows community. In addition to the lodging business assessment, SV|AM MMTD service funding will be supplemented by a significant annual contribution from Squaw Valley Ski Holdings, LLC. We are optimistic that the County may provide additional funds to facilitate a more robust level of transportation services. We believe our district can serve as a model to other areas of Placer County that require additional transportation services.

We are committed to adapting to the ever-changing landscape of transportation services in the area. We will use our respective positions as leaders in the community to promote the most efficient and effective transportation solutions. If a new transportation solution is proposed in the future that replaces the need for SV|AM MMTD services, we will petition the County to disestablish the SV|AM MMTD.

Sincerely,

SV|AM MMTD Steering Committee

Keith Fountain, Committee Chair: SV Lodge Owner & Board Member, SV HOA Forum Moderator
Peter Grant: Red Wolf Lodge at Squaw Valley Board President
Evan Benjaminson: Granite Peak Management Founding Partner
Casey Blann: SV Ski Holdings VP of Mountain Operations at Alpine Meadows
Jon Borden: SV Resident, Truckee Donner Lodge Owner, Truckee TBID
John Cate: SV Lodge Owner
Sharla Chador: Alpine Meadows Resident, AM Estates Association Board
Steven Kastan: Alpine Meadows Resident, AM Property Manager
Robert Olson: Alpine Meadows Resident, Bear Creek HOA Board Member
Maggie Shane: The Village at SV / 22 Station Owner & Past President Board Member, President of SVNC Board
David Stepner: SV Resident, SV MAC Member, Friends of SV Steering Committee Member
Mike Willette: SV Resident, SV POA President



**SQUAW VALLEY | ALPINE MEADOWS
MICRO MASS TRANSIT DISTRICT
MANAGEMENT DISTRICT PLAN**

*Prepared pursuant to the Property and Business Improvement District Law of
1994, Streets and Highways Code section 36600 et seq.*

March 7, 2017

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Prepared by
Civitas



I. OVERVIEW

Developed by Squaw Valley and Alpine Meadows lodging businesses, the Squaw Valley | Alpine Meadows Micro Mass Transit District (SV|AM MMTD or District) is an assessment district proposed to provide specific benefits to payors, by funding a micro mass transit service for assessed lodging businesses.

Location: The proposed SV|AM MMTD includes all lodging businesses located within the boundaries of Squaw Valley and Alpine Meadows in unincorporated Placer County (County), as shown on the map in Section III.

Services: The SV|AM MMTD is designed to provide specific benefits directly to payors by diminishing the negative effects of high vehicle traffic on area roads and parking lots. The micro mass transit program will transport assessed lodging businesses' guests, employees, and owners to high traffic hubs throughout the region to improve traffic conditions, the guests' experience, and safety. Non-assessment revenue will be used to supplement assessment funds to transport other riders, thereby reducing traffic congestion and parking issues throughout the SV|AM MMTD to improve traffic conditions, the guests' experience, and safety.

Budget: The total SV|AM MMTD annual assessment budget for the initial year of its five (5) year operation is anticipated to be approximately \$410,000. During the initial five (5) year term, the assessment budget will be supplemented by an annual voluntary contribution of \$165,000 from Squaw Valley Ski Holdings, LLC. The total annual program budget is anticipated to be approximately \$575,000. This budget is expected to fluctuate as room sales do, but is not expected to significantly change over the SV|AM MMTD's term. In addition, stakeholders are seeking additional funding from Placer County to be able to provide more effective and robust service.

Cost: The annual assessment rate is one percent (1%) of gross short-term room rental revenue. Based on the benefit received, assessments will not be collected on: stays of more than thirty (30) consecutive days; stays by any federal or state officer or federal credit union employee when on official business; stays by any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty; stays pursuant to rooms donated or paid by the Red Cross or other charitable organization for the express purpose of providing temporary emergency shelter; complimentary stays where no rent is received; stays by the owner of a timeshare estate occupying a room or rooms in a timeshare project, as defined in Business and Professions Code Section 11212 or its successor statute; stays by the owner of a membership camping contract as defined in Civil Code Section 1812.300; and stays pursuant to contracts executed prior to August 1, 2018.

Collection: The County will be responsible for collecting the assessment on a monthly or quarterly basis (including any delinquencies, penalties and interest) from each lodging business operator located in the boundaries of the SV|AM MMTD. The County shall take all reasonable efforts to collect the assessments from each lodging business operator.

Duration: The proposed SV|AM MMTD will have a five (5) year life, beginning August 1, 2018 through July 31, 2023. Once per year, beginning on the anniversary of SV|AM

MMTD formation, there is a 30-day period in which lodging business operators paying more than fifty percent (50%) of the assessment may protest and initiate a Board of Supervisors hearing on SV|AM MMTD termination.

Management: The Squaw|Alpine Transit Company (SATCo) will serve as the SV|AM MMTD's Owners' Association. The Owners' Association is charged with managing funds and implementing programs in accordance with this Plan, and must provide annual reports to the Board of Supervisors.

II. BACKGROUND

MMTDs are an evolution of the traditional Tourism Business Improvement District (TBID). The first TBID was formed in West Hollywood, California in 1989. Since then, one hundred California destinations have followed suit. In recent years, other states have begun adopting the California model – Montana, South Dakota, Washington, Colorado, Texas and Louisiana have adopted TBID laws. Several other states are in the process of adopting their own legislation. The cities of Wichita, Kansas and Newark, New Jersey used an existing business improvement district law to form a TBID. And, some cities, like Portland, Oregon and Memphis, Tennessee have utilized their home rule powers to create TBIDs without a state law.

California's TBIDs primarily fund local destination marketing. An MMTD is a TBID that provides transportation services. MMTDs utilize the efficiencies of private sector operation in the market-based operation of transportation improvement programs. MMTDs allow lodging business owners to organize their efforts to create effective transportation solutions. Lodging business owners within the MMTD pay an assessment and those funds are used to provide services that improve the guests' experience.

In California, MMTDs are formed pursuant to the Property and Business Improvement District Law of 1994. This law allows for the creation of a benefit assessment district to raise funds within a specific geographic area. *The key difference between MMTDs and other benefit assessment districts is that funds raised are returned to the private non-profit corporation governing the district.*

There are many benefits to MMTDs:

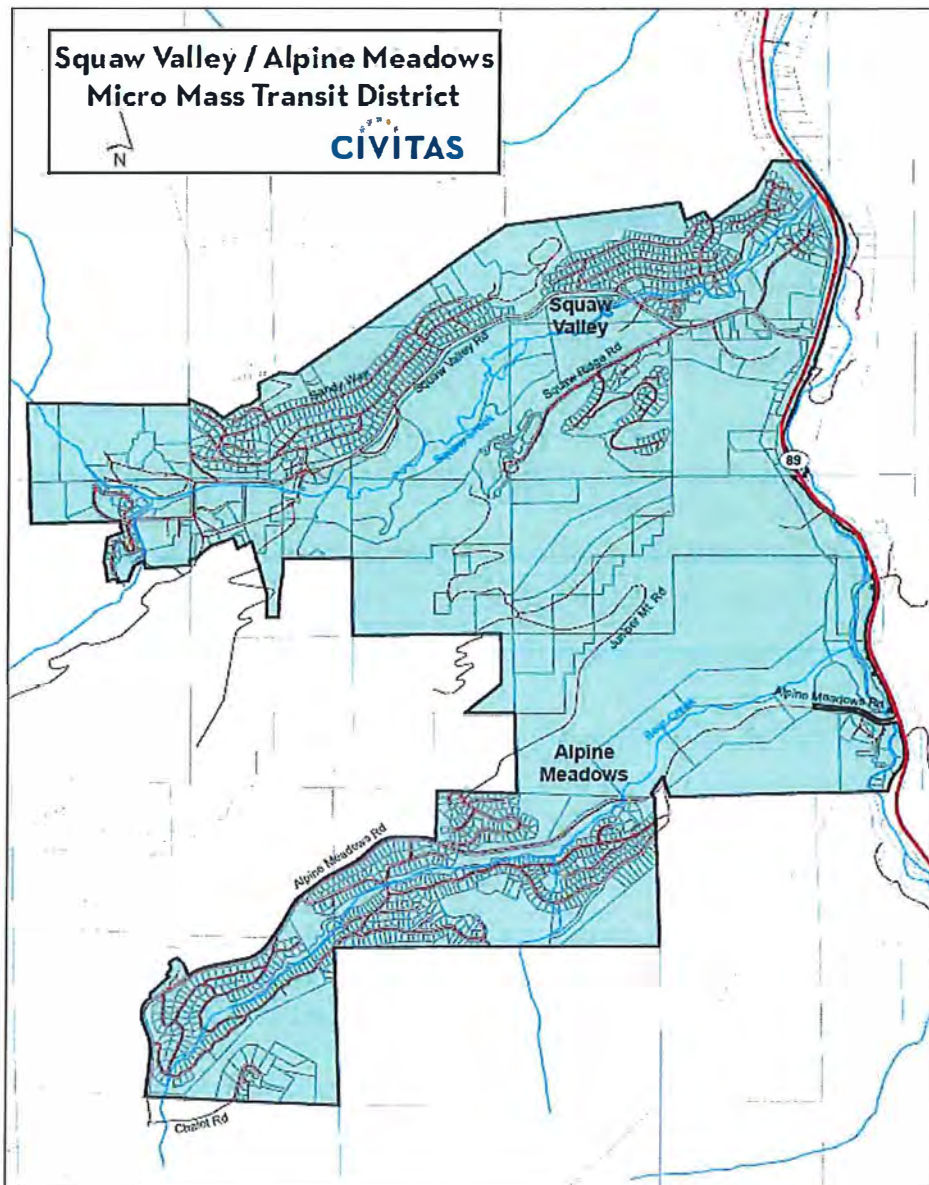
- Funds must be spent on services and improvements that provide a specific benefit to those who pay;
- Funds cannot be diverted to general government programs;
- They are customized to fit the needs of payors in each destination;
- They allow for a wide range of services;
- They are ***designed, created and governed by those who will pay*** the assessment; and
- They provide a stable, long-term funding source for transportation programs.

III. BOUNDARY

The SV | AM MMTD will include all lodging businesses, existing and in the future, available for public occupancy within the boundaries of Squaw Valley and Alpine Meadows in unincorporated Placer County.

Lodging business means: any structure or any portion of any structure which is occupied, intended, or designed for occupancy by transients for dwelling, lodging or sleeping purposes and includes any hotel, inn, tourist home or house, motel, studio hotel, bachelor hotel, lodging house, rooming house, apartment house, dormitory, public or private club, mobile home or house trailer at a fixed location or other similar structure or portion thereof.

The boundary, as shown in the map below, currently includes 755 lodging businesses. A complete listing of lodging businesses within the proposed SV | AM MMTD can be found in Appendix 2.

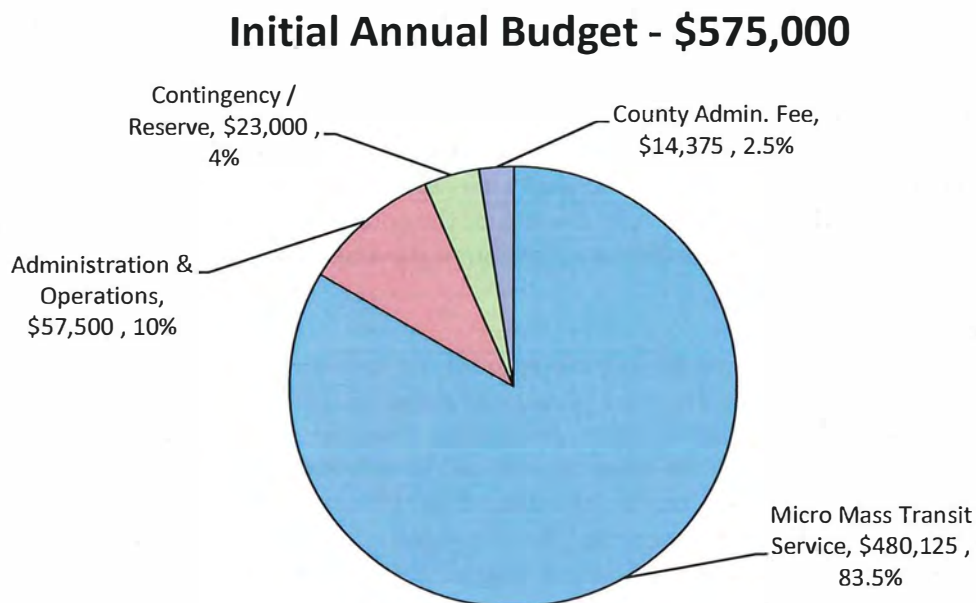


IV. BUDGET AND SERVICES

A. Annual Service Plan

Assessment funds will be spent to provide specific benefits conferred, privileges granted, or government services directly to the payors that are not provided to those not charged, and which do not exceed the reasonable cost to the County of conferring the benefits, granting the privileges, or providing the government service. The privilege and service provided with the SV|AM MMTD assessment funds is a micro mass transit program available only to assessed lodging businesses. Non-assessment revenue will be used to supplement assessment funds to transport other riders, thereby reducing traffic congestion and parking issues.

A service plan budget has been developed to deliver services that benefit the assessed lodging businesses. A detailed annual budget will be developed and approved by SATCo. The total initial assessment budget is \$410,000. During the initial five (5) year term, the assessment budget will be supplemented by an annual voluntary contribution of \$165,000 from Squaw Valley Ski Holdings, LLC. The total annual program budget is anticipated to be approximately \$575,000. The graph below illustrates the initial annual budget allocations. In addition, stakeholders are seeking additional funding from Placer County to be able to provide more effective and robust service. Assessment funds, voluntary contributions, and any additional County funding will be spent according to the budget allocations in the graph below.



Although actual revenues will fluctuate due to market conditions, the proportional allocations of the budget shall remain the same. However, the County and the SATCo Board shall have the authority to adjust budget allocations between the categories by no more than fifteen percent (15%) of the total budget per year. A description of the proposed improvements and activities for the initial year of operation is below. The same activities are proposed for subsequent years. In the event of a legal challenge against the SV|AM MMTD, any and all assessment funds may be used for the costs of defending the SV|AM MMTD. During the five (5) year term, the costs of creating the SV|AM MMTD may be repaid in five (5) equal, annual, no-interest payments by deducting repayment funds proportionally from budget categories. Repayment costs shall not exceed \$60,000.

Each budget category includes all costs related to providing that service, in accordance with Generally Accepted Accounting Procedures (GAAP). For example, the micro mass transit service budget includes the cost of staff time dedicated to overseeing and implementing the micro mass transit service. Staff time dedicated purely to administrative tasks is allocated to the administrative portion of the budget. The costs of an individual staff member may be allocated to multiple budget categories, as appropriate in accordance with GAAP. The staffing levels necessary to provide the services below will be determined by SATCo on an as-needed basis.

Micro Mass Transit Service

A micro mass transit service will provide transportation services to assessed lodging businesses and other riders. The micro mass transit service will supplement, not supplant, existing transportation services in the District. The portion of the service, funded by the assessment, will transport assessed lodging businesses' guests, employees, and owners to high traffic hubs throughout the region to improve traffic conditions, the guests' experience, and safety. Non-assessment revenue will be used to supplement assessment funds to transport other riders, thereby reducing traffic congestion and parking issues. The service will mitigate traffic congestion issues by reducing the number of vehicles on roads and the number of vehicles in parking lots. Service schedules and routes will be determined by the SATCo Board.

Administration and Operations

The administration and operations portion of the budget shall be utilized for administrative staffing costs, office costs, advocacy, and other general administrative costs such as insurance, legal, and accounting fees.

County Administration Fee

In the initial year of operations, the County shall be paid an amount not to exceed \$32,130 for initial setup costs. Thereafter, the County shall be paid a fee, not to exceed \$14,375 annually, to cover its costs of collection and administration. The amount of the county administration fee shall not exceed the actual costs to the County to administer collection of the assessment.

Contingency/Reserve

The budget includes a contingency line item to account for uncollected assessments, if any. If there are contingency funds collected, they may be held in a reserve fund or utilized for other program, administration or renewal costs at the discretion of the Owners' Association. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Board of Directors of the Owners' Association. Contingency/reserve funds may be spent on District programs or administrative and renewal costs in such proportions as determined by the Owners' Association. The reserve fund may be used for the costs of renewing the District.

B. Annual Budget

The total five (5) year improvement and service plan budget is projected at approximately \$575,000 annually, or \$2,875,000 through 2023. This amount may fluctuate as sales and revenue increase at assessed lodging businesses, but is not expected to change significantly over the term.

C. California Constitutional Compliance

The SV|AM MMTD assessment is not a property-based assessment subject to the requirements of Proposition 218. Courts have found Proposition 218 limited the term 'assessments' to levies on real

property.¹ Rather, the SV|AM MMTD assessment is a business-based assessment, and is subject to Proposition 26. Pursuant to Proposition 26 all levies are a tax unless they fit one of seven exceptions. Two of these exceptions apply to the SV|AM MMTD, a “specific benefit” and a “specific government service.” Both require that the costs of benefits or services do not exceed the reasonable costs to the County of conferring the benefits or providing the services.

1. Specific Benefit

Proposition 26 requires that assessment funds be expended on, “a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.”² The services in this Plan, paid for with assessment funds, are designed to provide targeted benefits directly to assessed lodging businesses, and are intended only to provide benefits and services directly to those businesses paying the assessment. These services are tailored not to serve the general public, businesses in general, or parcels of land, but rather to serve the specific lodging businesses within the District. The proposed micro mass transit service would be targeted to diminish transportation issues negatively impacting assessed lodging businesses, and are narrowly tailored. SV|AM MMTD funds will be used exclusively to provide the specific benefit of providing transit shuttles to transport guests, employees, and owners to high traffic hubs throughout the region. Assessed lodging businesses will specifically benefit from increased patronage due to the availability of the shuttles and reduced parking and traffic congestion issues. In addition, the payors will benefit from reduced congestion and reduced parking issues associated with transporting other riders. Non-assessment revenue will be used to supplement assessment funds to transport other riders, thereby reducing traffic congestion and parking issues. The activities paid for from assessment revenues are transportation services constituting and providing specific benefits to the assessed lodging businesses.

The assessment imposed by this District is for a specific benefit conferred directly to the payors that is not provided to those not charged. The specific benefit conferred directly to the payors is the availability of the shuttles and reduced parking and traffic congestion issues. The specific benefit of the availability of the shuttles and reduced parking and traffic congestion issues for assessed lodging businesses will be provided to lodging businesses paying the district assessment, with the micro mass transit service serving lodging businesses paying the District assessment. The micro mass transit service will be designed to reduce parking and traffic congestion issues at each assessed lodging businesses. Because they are necessary to provide the micro mass transit service that specifically benefit the assessed lodging businesses, the administration and operations and contingency / reserve services also provide the specific benefit of reduced parking and traffic congestion issues to the assessed lodging businesses.

Although the District, in providing specific benefits to payors, may produce incidental benefits to non-paying businesses, the incidental benefit does not preclude the services from being considered a specific benefit. The legislature has found that, “A specific benefit is not excluded from classification as a ‘specific benefit’ merely because an indirect benefit to a nonpayer occurs incidentally and without cost to the payor as a consequence of providing the specific benefit to the payor.”³

2. Specific Government Service

The assessment may also be utilized to provide, “a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the

¹ *Jarvis v. the City of San Diego* 72 Cal App. 4th 230

² Cal. Const. art XIII C § 1(e)(1)

³ Government Code § 53758(a)

reasonable costs to the local government of providing the service or product.”⁴ The micro mass transit service to be provided by the SV|AM MMTD is a government service within the meaning of Proposition 26. Further, the legislature has determined that “a specific government service is not excluded from classification as a ‘specific government service’ merely because an indirect benefit to a nonpayor occurs incidentally and without cost to the payor as a consequence of providing the specific government service to the payor.”⁵

3. Reasonable Cost

District services will be implemented carefully to ensure they do not exceed the reasonable cost of such services. The full amount assessed will be used to provide the services described herein. Funds will be managed by SATCo, and reports submitted on an annual basis to the County. Assessed lodging businesses’ guests, employees, owners, and other riders will be included in the micro mass transit service.

The assessment-funded micro mass transit service is targeted directly at and includes only those riders necessary to provide the specific benefit to assessed businesses of reducing traffic congestion and parking issues. SV|AM MMTD assessment funds shall only be spent to provide the benefit to assessed lodging businesses of reducing traffic congestion and parking issues.

4. Benefit to Non-Payors

The specific benefits of reducing traffic congestion and parking issues provided with SV|AM MMTD assessment funds will only be directly provided to the assessed lodging businesses. Possible indirect benefit does not preclude the SV|AM MMTD services from being considered a specific benefit. The legislature has directly indicated that services are not precluded from classification as a specific benefit merely because of an indirect benefit to a nonpayor occurs as a consequence of providing the service and without cost to the payor.⁶

Although the legislature does not require the cost of any incidental benefit to non-payors be separated from the assessment, out of an abundance of caution the service budget is supplemented by a minimum of \$165,000 annually in non-assessment funding. If the County provides additional funding, the amount of supplemental non-assessment revenue will increase. Although it is not required, non-assessment funds are included in the service budget to account for any possible indirect benefit to non-payors. These non-assessment funds will be used to pay for the possible indirect benefit to non-payors provided by the proposed services, ensuring that assessments will only be used to provide benefits to assessed lodging businesses.

The amount of the assessment is no more than necessary to cover the reasonable costs of the proposed micro mass transit service, and the manner in which the costs are allocated to a lodging business operator bear a fair share or reasonable relationship to the lodging businesses’ benefits received from the proposed services.

D. Assessment

The annual assessment rate is one percent (1%) of gross short term room rental revenue. Based on the benefit received, assessments will not be collected on: stays of more than thirty (30) consecutive days; stays by any federal or state officer or federal credit union employee when on official business; stays by any officer or employee of a foreign government who is exempt by reason of express

⁴ Cal. Const. art XIII C § 1(e)(2)

⁵ Government Code § 53758(b)

⁶ AB 483 Ting (2014)

provision of federal law or international treaty; stays pursuant to rooms donated or paid by the Red Cross or other charitable organization for the express purpose of providing temporary emergency shelter; complimentary stays where no rent is received; stays by the owner of a timeshare estate occupying a room or rooms in a timeshare project, as defined in Business and Professions Code Section 11212 or its successor statute; stays by the owner of a membership camping contract as defined in Civil Code Section 1812.300; and stays pursuant to contracts executed prior to August 1, 2018.

The term “gross room rental revenue” as used herein means: the consideration charged, whether or not received, for the occupancy of space in a hotel valued in money, whether to be received in money, goods, labor or otherwise, including all receipts, cash, credits, property and services of any kind or nature without any deduction therefrom whatsoever. Gross room rental revenue does not include any additional items included in a special package rate, such as ski passes, or other recreational activity, or additional services, as long as the lodging business separately states the rent and assessment from other amounts on all receipts and books of record. If additional benefits or services are not stated separately as indicated above, the entire amount shall be presumed to be gross room rental revenue. Required and collected amounts for room-related fees and services are subject to the assessment. Gross room rental revenue shall not include any federal, state or local taxes collected, including but not limited to transient occupancy taxes.

The term “lodging business operator” as used herein means: the person who is the proprietor of the lodging business, whether in the capacity of owner, lessee, sublessee, mortgagee in possession, licensee or any other capacity. Where the lodging business operator performs his or her functions through a managing agent of any type or character other than an employee, the managing agent shall also be deemed a lodging business operator for purposes of this Management District Plan and shall have the same duties and liabilities as his or his principal. Compliance with the provisions of this Management District Plan by either the principal or the managing agent shall, however, be considered to be compliance by both, unless the principal collects gross room rental revenue outside of the managing agents’ defined agreement in which case said principal shall be subject to all the provisions of Section E below.

The assessment is levied upon and a direct obligation of the assessed lodging business operator. However, the assessed lodging business operator may, at its discretion, pass the assessment on to transients. The amount of assessment, if passed on to each transient, shall be disclosed in advance and separately stated from the amount of rent charged and any other applicable taxes, and each transient shall receive a receipt for payment from the business. The assessment shall be disclosed as the “SV|AM MMTD Assessment.” The assessment is imposed solely upon, and is the sole obligation of the assessed lodging business operator even if it is passed on to transients. The assessment shall not be considered revenue for any purposes, including calculation of transient occupancy taxes.

Bonds shall not be issued.

E. Penalties and Interest

The SV|AM MMTD shall reimburse the County of Placer for any costs associated with collecting unpaid assessments. If sums in excess of the delinquent SV|AM MMTD assessment are sought to be recovered in the same collection action by the County, the SV|AM MMTD shall bear its pro rata share of such collection costs. Assessed lodging business operators which are delinquent in paying the assessment shall be responsible for paying:

1. *Original Delinquency:* Any lodging business operator that fails to remit any assessment imposed within the time required shall pay a penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment.
2. *Continued Delinquency:* Any lodging business operator that fails to remit any delinquent remittance on or before a period of thirty (30) days following the date on which the remittance first became delinquent shall pay a second delinquency penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment and the ten percent (10%) penalty first imposed.
3. *Fraud:* If the County determine that the nonpayment of any remittance is fraudulent, a penalty of twenty-five percent (25%) of the amount of the assessment shall be added in addition to the penalties stated in paragraphs 1 and 2 above.
4. *Interest:* In addition to the penalties imposed, any lodging business operator that fails to remit any assessment imposed shall pay interest at the rate of one and one-half percent (1.5%) per month or fraction thereof on the amount of the assessment, exclusive of penalties from the date on which the remittance first became delinquent until paid.
5. *Penalties Merged with Assessment:* Every penalty imposed and such interest as accrues shall become a part of the assessment herein required to be paid.

F. Time and Manner for Collecting Assessments

The SV|AM MMTD assessment will be implemented beginning August 1, 2018 and will continue for five (5) years through July 31, 2023. The County will be responsible for collecting the assessment on a monthly or quarterly basis (including any delinquencies, penalties and interest) from each lodging business operator. The County shall take all reasonable efforts to collect the assessments from each lodging business operator. The County shall forward the assessments collected to the Owners' Association.

V. GOVERNANCE

A. Owners' Association

The Board of Supervisors, through adoption of this Management District Plan, has the right, pursuant to Streets and Highways Code §36651, to identify the body that shall implement the proposed program, which shall be the Owners' Association of the SV|AM MMTD as defined in Streets and Highways Code §36612. The Board of Supervisors has determined that the Squaw|Alpine Transit Company (SATCo) will serve as the Owners' Association for the SV|AM MMTD.

The SATCo Board will be composed of nine (9) directors as follows:

- Four (4) directors representing Squaw Valley Homeowner Associations;
- Two (2) directors representing Squaw Valley Ski Holdings, LLC;
- One (1) director representing Placer County;
- One (1) director representing the Squaw Valley community at large with an interest in transportation; and
- One (1) director representing the Alpine Meadows community at large with an interest in transportation.

B. Brown Act and California Public Records Act Compliance

An Owners' Association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose. The Owners' Association is, however, subject to government regulations relating to transparency, namely the Ralph M. Brown Act and the California Public Records Act. These regulations are designed to promote public accountability. The Owners' Association acts as a legislative body under the Ralph M. Brown Act (Government Code §54950 et seq.). Thus, meetings of the SATCo Board and certain committees must be held in compliance with the public notice and other requirements of the Brown Act. The Owners' Association is also subject to the record keeping and disclosure requirements of the California Public Records Act. Accordingly, the Owners' Association shall publicly report any action taken and the vote or abstention on that action of each member present for the action.

C. Annual Report

SATCo shall present an annual report at the end of each year of operation to the Board of Supervisors pursuant to Streets and Highways Code §36650 (see Appendix 1). The annual report shall include:

- Any proposed changes in the boundaries of the improvement district or in any benefit zones or classification of businesses within the district.
- The improvements and activities to be provided for that fiscal year.
- An estimate of the cost of providing the improvements and the activities for that fiscal year.
- The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year.
- The estimated amount of any surplus or deficit revenues to be carried over from a previous fiscal year.
- The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this part.

APPENDIX 1 – LAW

*** This document is current through the 2017 Supplement ***
(All 2016 legislation)

STREETS AND HIGHWAYS CODE
Division 18. Parking
Part 7. Property and Business Improvement District Law of 1994

Cal Sts & Hy Code Div. 18, Pt. 7 (2017)

CHAPTER 1. General Provisions [36600 - 36617]

ARTICLE 1. Declarations [36600 - 36604]

36600. Citation of part

This part shall be known and may be cited as the “Property and Business Improvement District Law of 1994.”

36601. Legislative findings and declarations; Legislative guidance

The Legislature finds and declares all of the following:

(a) Businesses located and operating within business districts in some of this state’s communities are economically disadvantaged, are underutilized, and are unable to attract customers due to inadequate facilities, services, and activities in the business districts.

(b) It is in the public interest to promote the economic revitalization and physical maintenance of business districts in order to create jobs, attract new businesses, and prevent the erosion of the business districts.

(c) It is of particular local benefit to allow business districts to fund business related improvements, maintenance, and activities through the levy of assessments upon the businesses or real property that receive benefits from those improvements.

(d) Assessments levied for the purpose of conferring special benefit upon the real property or a specific benefit upon the businesses in a business district are not taxes for the general benefit of a city, even if property, businesses, or persons not assessed receive incidental or collateral effects that benefit them.

(e) Property and business improvement districts formed throughout this state have conferred special benefits upon properties and businesses within their districts and have made those properties and businesses more useful by providing the following benefits:

(1) Crime reduction. A study by the Rand Corporation has confirmed a 12-percent reduction in the incidence of robbery and an 8-percent reduction in the total incidence of violent crimes within the 30 districts studied.

(2) Job creation.

(3) Business attraction.

(4) Business retention.

(5) Economic growth.

(6) New investments.

(f) With the dissolution of redevelopment agencies throughout the state, property and business improvement districts have become even more important tools with which communities can combat blight, promote economic opportunities, and create a clean and safe environment.

(g) Since the enactment of this act, the people of California have adopted Proposition 218, which added Article XIII D to the Constitution in order to place certain requirements and restrictions on the formation of, and activities, expenditures, and assessments by property-based districts. Article XIII D of the Constitution provides that property-based districts may only levy assessments for special benefits.

(h) The act amending this section is intended to provide the Legislature’s guidance with regard to this act, its interaction with the provisions of Article XIII D of the Constitution, and the determination of special benefits in property-based districts.

(1) The lack of legislative guidance has resulted in uncertainty and inconsistent application of this act, which discourages the use of assessments to fund needed improvements, maintenance, and activities in property-based districts, contributing to blight and other underutilization of property.

(2) Activities undertaken for the purpose of conferring special benefits upon property to be assessed inherently produce incidental or collateral effects that benefit property or persons not assessed.

Therefore, for special benefits to exist as a separate and distinct category from general benefits, the

incidental or collateral effects of those special benefits are inherently part of those special benefits. The mere fact that special benefits produce incidental or collateral effects that benefit property or persons not assessed does not convert any portion of those special benefits or their incidental or collateral effects into general benefits.

(3) It is of the utmost importance that property-based districts created under this act have clarity regarding restrictions on assessments they may levy and the proper determination of special benefits. Legislative clarity with regard to this act will provide districts with clear instructions and courts with legislative intent regarding restrictions on property-based assessments, and the manner in which special benefits should be determined.

36602. Purpose of part

The purpose of this part is to supplement previously enacted provisions of law that authorize cities to levy assessments within property and business improvement districts, to ensure that those assessments conform to all constitutional requirements and are determined and assessed in accordance with the guidance set forth in this act. This part does not affect or limit any other provisions of law authorizing or providing for the furnishing of improvements or activities or the raising of revenue for these purposes.

36603. Preemption of authority or charter city to adopt ordinances levying assessments

Nothing in this part is intended to preempt the authority of a charter city to adopt ordinances providing for a different method of levying assessments for similar or additional purposes from those set forth in this part. A property and business improvement district created pursuant to this part is expressly exempt from the provisions of the Special Assessment Investigation, Limitation and Majority Protest Act of 1931 (Division 4 (commencing with Section 2800)).

36603.5. Part prevails over conflicting provisions

Any provision of this part that conflicts with any other provision of law shall prevail over the other provision of law, as to districts created under this part.

36604. Severability

This part is intended to be construed liberally and, if any provision is held invalid, the remaining provisions shall remain in full force and effect. Assessments levied under this part are not special taxes.

ARTICLE 2. Definitions [36606 - 36616]

36606. “Activities”

“Activities” means, but is not limited to, all of the following that benefit businesses or real property in the district:

- (a) Promotion of public events.
- (b) Furnishing of music in any public place.
- (c) Promotion of tourism within the district.
- (d) Marketing and economic development, including retail retention and recruitment.
- (e) Providing security, sanitation, graffiti removal, street and sidewalk cleaning, and other municipal services supplemental to those normally provided by the municipality.
- (f) Other services provided for the purpose of conferring special benefit upon assessed real property or specific benefits upon assessed businesses located in the district.

36606.5. “Assessment”

“Assessment” means a levy for the purpose of acquiring, constructing, installing, or maintaining improvements and providing activities that will provide certain benefits to properties or businesses located within a property and business improvement district.

36607. “Business”

“Business” means all types of businesses and includes financial institutions and professions.

36608. “City”

“City” means a city, county, city and county, or an agency or entity created pursuant to Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 of Title 1 of the Government Code, the public member agencies of which includes only cities, counties, or a city and county, or the State of California.

36609. “City council”

“City council” means the city council of a city or the board of supervisors of a county, or the agency, commission, or board created pursuant to a joint powers agreement and which is a city within the meaning of this part.

36609.4. “Clerk”

“Clerk” means the clerk of the legislative body.

36609.5. “General benefit”

“General benefit” means, for purposes of a property-based district, any benefit that is not a “special benefit” as defined in Section 36615.5.

36610. “Improvement”

“Improvement” means the acquisition, construction, installation, or maintenance of any tangible property with an estimated useful life of five years or more including, but not limited to, the following:

- (a) Parking facilities.
- (b) Benches, booths, kiosks, display cases, pedestrian shelters and signs.
- (c) Trash receptacles and public restrooms.
- (d) Lighting and heating facilities.
- (e) Decorations.
- (f) Parks.
- (g) Fountains.
- (h) Planting areas.
- (i) Closing, opening, widening, or narrowing of existing streets.
- (j) Facilities or equipment, or both, to enhance security of persons and property within the district.
- (k) Ramps, sidewalks, plazas, and pedestrian malls.
- (l) Rehabilitation or removal of existing structures.

36611. “Management district plan”; “Plan”

“Management district plan” or “plan” means a proposal as defined in Section 36622.

36612. “Owners’ association”

“Owners’ association” means a private nonprofit entity that is under contract with a city to administer or implement improvements, maintenance, and activities specified in the management district plan. An owners’ association may be an existing nonprofit entity or a newly formed nonprofit entity. An owners’ association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose. Notwithstanding this section, an owners’ association shall comply with the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5 of the Government Code), at all times when matters within the subject matter of the district are heard, discussed, or deliberated, and with the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of Title 1 of the Government Code), for all records relating to activities of the district.

36614. “Property”

“Property” means real property situated within a district.

36614.5. “Property and business improvement district”; “District”

“Property and business improvement district,” or “district,” means a property and business improvement district established pursuant to this part.

36614.6. “Property-based assessment”

“Property-based assessment” means any assessment made pursuant to this part upon real property.

36614.7. “Property-based district”

“Property-based district” means any district in which a city levies a property-based assessment.

36615. “Property owner”; “Business owner”; “Owner”

“Property owner” means any person shown as the owner of land on the last equalized assessment roll or otherwise known to be the owner of land by the city council. “Business owner” means any person recognized by the city as the owner of the business. “Owner” means either a business owner or a property owner. The city council has no obligation to obtain other information as to the ownership of land or businesses, and its determination of ownership shall be final.

and conclusive for the purposes of this part. Wherever this part requires the signature of the property owner, the signature of the authorized agent of the property owner shall be sufficient. Wherever this part requires the signature of the business owner, the signature of the authorized agent of the business owner shall be sufficient.

36615.5. “Special benefit”

“Special benefit” means, for purposes of a property-based district, a particular and distinct benefit over and above general benefits conferred on real property located in a district or to the public at large. Special benefit includes incidental or collateral effects that arise from the improvements, maintenance, or activities of property-based districts even if those incidental or collateral effects benefit property or persons not assessed. Special benefit excludes general enhancement of property value.

36616. “Tenant”

“Tenant” means an occupant pursuant to a lease of commercial space or a dwelling unit, other than an owner.

ARTICLE 3. Prior Law [36617- 36617.]

36617. Alternate method of financing certain improvements and activities; Effect on other provision

This part provides an alternative method of financing certain improvements and activities. The provisions of this part shall not affect or limit any other provisions of law authorizing or providing for the furnishing of improvements or activities or the raising of revenue for these purposes. Every improvement area established pursuant to the Parking and Business Improvement Area Law of 1989 (Part 6 (commencing with Section 36500) of this division) is valid and effective and is unaffected by this part.

CHAPTER 2. Establishment [36620 - 36630]

36620. Establishment of property and business improvement district

A property and business improvement district may be established as provided in this chapter.

36620.5. Requirement of consent of city council

A county may not form a district within the territorial jurisdiction of a city without the consent of the city council of that city. A city may not form a district within the unincorporated territory of a county without the consent of the board of supervisors of that county. A city may not form a district within the territorial jurisdiction of another city without the consent of the city council of the other city.

36621. Initiation of proceeding; Petition of property or business owners in proposed district

(a) Upon the submission of a written petition, signed by the property or business owners in the proposed district who will pay more than 50 percent of the assessments proposed to be levied, the city council may initiate proceedings to form a district by the adoption of a resolution expressing its intention to form a district. The amount of assessment attributable to property or a business owned by the same property or business owner that is in excess of 40 percent of the amount of all assessments proposed to be levied, shall not be included in determining whether the petition is signed by property or business owners who will pay more than 50 percent of the total amount of assessments proposed to be levied.

(b) The petition of property or business owners required under subdivision (a) shall include a summary of the management district plan. That summary shall include all of the following:

- (1) A map showing the boundaries of the district.
- (2) Information specifying where the complete management district plan can be obtained.
- (3) Information specifying that the complete management district plan shall be furnished upon request.

(c) The resolution of intention described in subdivision (a) shall contain all of the following:

- (1) A brief description of the proposed improvements, maintenance, and activities, the amount of the proposed assessment, a statement as to whether the assessment will be levied on property or businesses within the district, a statement as to whether bonds will be issued, and a description of the exterior boundaries of the proposed district, which may be made by reference to any plan or map that is on file with the clerk. The descriptions and statements do not need to be detailed and shall be sufficient if they enable an owner to generally identify the nature and extent of the improvements, maintenance, and activities, and the location and extent of the proposed district.

- (2) A time and place for a public hearing on the establishment of the property and business improvement district and the levy of assessments, which shall be consistent with the requirements of Section 36623.

36622. Contents of management district plan

The management district plan shall include, but is not limited to, all of the following:

- (a) If the assessment will be levied on property, a map of the district in sufficient detail to locate each parcel of property and, if businesses are to be assessed, each business within the district. If the assessment will be levied on businesses, a map that identifies the district boundaries in sufficient detail to allow a business owner to reasonably determine whether a business is located within the district boundaries. If the assessment will be levied on property and businesses, a map of the district in sufficient detail to locate each parcel of property and to allow a business owner to reasonably determine whether a business is located within the district boundaries.
- (b) The name of the proposed district.
- (c) A description of the boundaries of the district, including the boundaries of benefit zones, proposed for establishment or extension in a manner sufficient to identify the affected property and businesses included, which may be made by reference to any plan or map that is on file with the clerk. The boundaries of a proposed property assessment district shall not overlap with the boundaries of another existing property assessment district created pursuant to this part. This part does not prohibit the boundaries of a district created pursuant to this part to overlap with other assessment districts established pursuant to other provisions of law, including, but not limited to, the Parking and Business Improvement Area Law of 1989 (Part 6 (commencing with Section 36500)). This part does not prohibit the boundaries of a business assessment district created pursuant to this part to overlap with another business assessment district created pursuant to this part. This part does not prohibit the boundaries of a business assessment district created pursuant to this part to overlap with a property assessment district created pursuant to this part.
- (d) The improvements, maintenance, and activities proposed for each year of operation of the district and the maximum cost thereof. If the improvements, maintenance, and activities proposed for each year of operation are the same, a description of the first year's proposed improvements, maintenance, and activities and a statement that the same improvements, maintenance, and activities are proposed for subsequent years shall satisfy the requirements of this subdivision.
- (e) The total annual amount proposed to be expended for improvements, maintenance, or activities, and debt service in each year of operation of the district. If the assessment is levied on businesses, this amount may be estimated based upon the assessment rate. If the total annual amount proposed to be expended in each year of operation of the district is not significantly different, the amount proposed to be expended in the initial year and a statement that a similar amount applies to subsequent years shall satisfy the requirements of this subdivision.
- (f) The proposed source or sources of financing, including the proposed method and basis of levying the assessment in sufficient detail to allow each property or business owner to calculate the amount of the assessment to be levied against his or her property or business. The plan also shall state whether bonds will be issued to finance improvements.
- (g) The time and manner of collecting the assessments.
- (h) The specific number of years in which assessments will be levied. In a new district, the maximum number of years shall be five. Upon renewal, a district shall have a term not to exceed 10 years. Notwithstanding these limitations, a district created pursuant to this part to finance capital improvements with bonds may levy assessments until the maximum maturity of the bonds. The management district plan may set forth specific increases in assessments for each year of operation of the district.
- (i) The proposed time for implementation and completion of the management district plan.
- (j) Any proposed rules and regulations to be applicable to the district.
- (k) (1) A list of the properties or businesses to be assessed, including the assessor's parcel numbers for properties to be assessed, and a statement of the method or methods by which the expenses of a district will be imposed upon benefited real property or businesses, in proportion to the benefit received by the property or business, to defray the cost thereof.
- (2) In a property-based district, the proportionate special benefit derived by each identified parcel shall be determined exclusively in relationship to the entirety of the capital cost of a public improvement, the maintenance and operation expenses of a public improvement, or the cost of the activities. An assessment shall not be imposed on any parcel that exceeds the reasonable cost of the proportional special benefit conferred on that parcel. Only special benefits are assessable, and a property-based district shall separate the general benefits, if any, from the special benefits conferred

on a parcel. Parcels within a property-based district that are owned or used by any city, public agency, the State of California, or the United States shall not be exempt from assessment unless the governmental entity can demonstrate by clear and convincing evidence that those publicly owned parcels in fact receive no special benefit. The value of any incidental, secondary, or collateral effects that arise from the improvements, maintenance, or activities of a property-based district and that benefit property or persons not assessed shall not be deducted from the entirety of the cost of any special benefit or affect the proportionate special benefit derived by each identified parcel.

- (l) In a property-based district, the total amount of all special benefits to be conferred upon the properties located within the property-based district.
- (m) In a property-based district, the total amount of general benefits, if any.
- (n) In a property-based district, a detailed engineer's report prepared by a registered professional engineer certified by the State of California supporting all assessments contemplated by the management district plan.
- (o) Any other item or matter required to be incorporated therein by the city council.

36623. Procedure to levy assessment

- (a) If a city council proposes to levy a new or increased property assessment, the notice and protest and hearing procedure shall comply with Section 53753 of the Government Code.
- (b) If a city council proposes to levy a new or increased business assessment, the notice and protest and hearing procedure shall comply with Section 54954.6 of the Government Code, except that notice shall be mailed to the owners of the businesses proposed to be assessed. A protest may be made orally or in writing by any interested person. Every written protest shall be filed with the clerk at or before the time fixed for the public hearing. The city council may waive any irregularity in the form or content of any written protest. A written protest may be withdrawn in writing at any time before the conclusion of the public hearing. Each written protest shall contain a description of the business in which the person subscribing the protest is interested sufficient to identify the business and, if a person subscribing is not shown on the official records of the city as the owner of the business, the protest shall contain or be accompanied by written evidence that the person subscribing is the owner of the business or the authorized representative. A written protest that does not comply with this section shall not be counted in determining a majority protest. If written protests are received from the owners or authorized representatives of businesses in the proposed district that will pay 50 percent or more of the assessments proposed to be levied and protests are not withdrawn so as to reduce the protests to less than 50 percent, no further proceedings to levy the proposed assessment against such businesses, as contained in the resolution of intention, shall be taken for a period of one year from the date of the finding of a majority protest by the city council.
- (c) If a city council proposes to conduct a single proceeding to levy both a new or increased property assessment and a new or increased business assessment, the notice and protest and hearing procedure for the property assessment shall comply with subdivision (a), and the notice and protest and hearing procedure for the business assessment shall comply with subdivision (b). If a majority protest is received from either the property or business owners, that respective portion of the assessment shall not be levied. The remaining portion of the assessment may be levied unless the improvement or other special benefit was proposed to be funded by assessing both property and business owners.

36624. Changes to proposed assessments

At the conclusion of the public hearing to establish the district, the city council may adopt, revise, change, reduce, or modify the proposed assessment or the type or types of improvements, maintenance, and activities to be funded with the revenues from the assessments. Proposed assessments may only be revised by reducing any or all of them. At the public hearing, the city council may only make changes in, to, or from the boundaries of the proposed property and business improvement district that will exclude territory that will not benefit from the proposed improvements, maintenance, and activities. Any modifications, revisions, reductions, or changes to the proposed assessment district shall be reflected in the notice and map recorded pursuant to Section 36627.

36625. Resolution of formation

- (a) If the city council, following the public hearing, decides to establish a proposed property and business improvement district, the city council shall adopt a resolution of formation that shall include, but is not limited to, all of the following:
 - (1) A brief description of the proposed improvements, maintenance, and activities, the amount of the proposed assessment, a statement as to whether the assessment will be levied on property, businesses, or both within the district, a statement on whether bonds will be issued, and a description of the exterior boundaries of the proposed district, which may be made by reference to any plan or

map that is on file with the clerk. The descriptions and statements need not be detailed and shall be sufficient if they enable an owner to generally identify the nature and extent of the improvements, maintenance, and activities and the location and extent of the proposed district.

(2) The number, date of adoption, and title of the resolution of intention.

(3) The time and place where the public hearing was held concerning the establishment of the district.

(4) A determination regarding any protests received. The city shall not establish the district or levy assessments if a majority protest was received.

(5) A statement that the properties, businesses, or properties and businesses in the district established by the resolution shall be subject to any amendments to this part.

(6) A statement that the improvements, maintenance, and activities to be conferred on businesses and properties in the district will be funded by the levy of the assessments. The revenue from the levy of assessments within a district shall not be used to provide improvements, maintenance, or activities outside the district or for any purpose other than the purposes specified in the resolution of intention, as modified by the city council at the hearing concerning establishment of the district. Notwithstanding the foregoing, improvements and activities that must be provided outside the district boundaries to create a special or specific benefit to the assessed parcels or businesses may be provided, but shall be limited to marketing or signage pointing to the district.

(7) A finding that the property or businesses within the area of the property and business improvement district will be benefited by the improvements, maintenance, and activities funded by the proposed assessments, and, for a property-based district, that property within the district will receive a special benefit.

(8) In a property-based district, the total amount of all special benefits to be conferred on the properties within the property-based district.

(b) The adoption of the resolution of formation and, if required, recordation of the notice and map pursuant to Section 36627 shall constitute the levy of an assessment in each of the fiscal years referred to in the management district plan.

36626. Resolution establishing district

If the city council, following the public hearing, desires to establish the proposed property and business improvement district, and the city council has not made changes pursuant to Section 36624, or has made changes that do not substantially change the proposed assessment, the city council shall adopt a resolution establishing the district. The resolution shall contain all of the information specified in Section 36625.

36627. Notice and assessment diagram

Following adoption of the resolution establishing district assessments on properties pursuant to Section 36625 or Section 36626, the clerk shall record a notice and an assessment diagram pursuant to Section 3114. No other provision of Division 4.5 (commencing with Section 3100) applies to an assessment district created pursuant to this part.

36628. Establishment of separate benefit zones within district; Categories of businesses

The city council may establish one or more separate benefit zones within the district based upon the degree of benefit derived from the improvements or activities to be provided within the benefit zone and may impose a different assessment within each benefit zone. If the assessment is to be levied on businesses, the city council may also define categories of businesses based upon the degree of benefit that each will derive from the improvements or activities to be provided within the district and may impose a different assessment or rate of assessment on each category of business, or on each category of business within each zone.

36628.5. Assessments on businesses or property owners

The city council may levy assessments on businesses or on property owners, or a combination of the two, pursuant to this part. The city council shall structure the assessments in whatever manner it determines corresponds with the distribution of benefits from the proposed improvements, maintenance, and activities, provided that any property-based assessment conforms with the requirements set forth in paragraph (2) of subdivision (k) of Section 36622.

36629. Provisions and procedures applicable to benefit zones and business categories

All provisions of this part applicable to the establishment, modification, or disestablishment of a property and business improvement district apply to the establishment, modification, or disestablishment of benefit zones or categories of business. The city council shall, to establish, modify, or disestablish a benefit zone or category of business, follow the procedure to establish, modify, or disestablish a property and business improvement district.

36630. Expiration of district; Creation of new district

If a property and business improvement district expires due to the time limit set pursuant to subdivision (h) of Section 36622, a new management district plan may be created and the district may be renewed pursuant to this part.

CHAPTER 3. Assessments [36631 - 36637]

36631. Time and manner of collection of assessment; Delinquent payments

The collection of the assessments levied pursuant to this part shall be made at the time and in the manner set forth by the city council in the resolution levying the assessment. Assessments levied on real property may be collected at the same time and in the same manner as for the ad valorem property tax, and may provide for the same lien priority and penalties for delinquent payment. All delinquent payments for assessments levied pursuant to this part may be charged interest and penalties.

36632. Assessments to be based on estimated benefit; Classification of real property and businesses; Exclusion of residential and agricultural property

(a) The assessments levied on real property pursuant to this part shall be levied on the basis of the estimated benefit to the real property within the property and business improvement district. The city council may classify properties for purposes of determining the benefit to property of the improvements and activities provided pursuant to this part.

(b) Assessments levied on businesses pursuant to this part shall be levied on the basis of the estimated benefit to the businesses within the property and business improvement district. The city council may classify businesses for purposes of determining the benefit to the businesses of the improvements and activities provided pursuant to this part.

(c) Properties zoned solely for residential use, or that are zoned for agricultural use, are conclusively presumed not to benefit from the improvements and service funded through these assessments, and shall not be subject to any assessment pursuant to this part.

36633. Time for contesting validity of assessment

The validity of an assessment levied under this part shall not be contested in any action or proceeding unless the action or proceeding is commenced within 30 days after the resolution levying the assessment is adopted pursuant to Section 36626. Any appeal from a final judgment in an action or proceeding shall be perfected within 30 days after the entry of judgment.

36634. Service contracts authorized to establish levels of city services

The city council may execute baseline service contracts that would establish levels of city services that would continue after a property and business improvement district has been formed.

36635. Request to modify management district plan

The owners' association may, at any time, request that the city council modify the management district plan. Any modification of the management district plan shall be made pursuant to this chapter.

36636. Modification of plan by resolution after public hearing; Adopting of resolution of intention

(a) Upon the written request of the owners' association, the city council may modify the management district plan after conducting one public hearing on the proposed modifications. The city council may modify the improvements and activities to be funded with the revenue derived from the levy of the assessments by adopting a resolution determining to make the modifications after holding a public hearing on the proposed modifications. If the modification includes the levy of a new or increased assessment, the city council shall comply with Section 36623. Notice of all other public hearings pursuant to this section shall comply with both of the following:

(1) The resolution of intention shall be published in a newspaper of general circulation in the city once at least seven days before the public hearing.

(2) A complete copy of the resolution of intention shall be mailed by first class mail, at least 10 days before the public hearing, to each business owner or property owner affected by the proposed modification.

(b) The city council shall adopt a resolution of intention which states the proposed modification prior to the public hearing required by this section. The public hearing shall be held not more than 90 days after the adoption of the resolution of intention.

36637. Reflection of modification in notices recorded and maps

Any subsequent modification of the resolution shall be reflected in subsequent notices and maps recorded pursuant to Division 4.5 (commencing with Section 3100), in a manner consistent with the provisions of Section 36627.

CHAPTER 3.5. Financing [36640- 36640.]

36640. Bonds authorized; Procedure; Restriction on reduction or termination of assessments

(a) The city council may, by resolution, determine and declare that bonds shall be issued to finance the estimated cost of some or all of the proposed improvements described in the resolution of formation adopted pursuant to Section 36625, if the resolution of formation adopted pursuant to that section provides for the issuance of bonds, under the Improvement Bond Act of 1915 (Division 10 (commencing with Section 8500)) or in conjunction with Marks-Roos Local Bond Pooling Act of 1985 (Article 4 (commencing with Section 6584) of Chapter 5 of Division 7 of Title 1 of the Government Code). Either act, as the case may be, shall govern the proceedings relating to the issuance of bonds, although proceedings under the Bond Act of 1915 may be modified by the city council as necessary to accommodate assessments levied upon business pursuant to this part.

(b) The resolution adopted pursuant to subdivision (a) shall generally describe the proposed improvements specified in the resolution of formation adopted pursuant to Section 36625, set forth the estimated cost of those improvements, specify the number of annual installments and the fiscal years during which they are to be collected. The amount of debt service to retire the bonds shall not exceed the amount of revenue estimated to be raised from assessments over 30 years.

(c) Notwithstanding any other provision of this part, assessments levied to pay the principal and interest on any bond issued pursuant to this section shall not be reduced or terminated if doing so would interfere with the timely retirement of the debt.

CHAPTER 4. Governance [36650 - 36651]

36650. Report by owners' association; Approval or modification by city council

(a) The owners' association shall cause to be prepared a report for each fiscal year, except the first year, for which assessments are to be levied and collected to pay the costs of the improvements, maintenance, and activities described in the report. The owners' association's first report shall be due after the first year of operation of the district. The report may propose changes, including, but not limited to, the boundaries of the property and business improvement district or any benefit zones within the district, the basis and method of levying the assessments, and any changes in the classification of property, including any categories of business, if a classification is used.

(b) The report shall be filed with the clerk and shall refer to the property and business improvement district by name, specify the fiscal year to which the report applies, and, with respect to that fiscal year, shall contain all of the following information:

(1) Any proposed changes in the boundaries of the property and business improvement district or in any benefit zones or classification of property or businesses within the district.

(2) The improvements, maintenance, and activities to be provided for that fiscal year.

(3) An estimate of the cost of providing the improvements, maintenance, and activities for that fiscal year.

(4) The method and basis of levying the assessment in sufficient detail to allow each real property or business owner, as appropriate, to estimate the amount of the assessment to be levied against his or her property or business for that fiscal year.

(5) The estimated amount of any surplus or deficit revenues to be carried over from a previous fiscal year.

(6) The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this part.

(c) The city council may approve the report as filed by the owners' association or may modify any particular contained in the report and approve it as modified. Any modification shall be made pursuant to Sections 36635 and 36636.

The city council shall not approve a change in the basis and method of levying assessments that would impair an authorized or executed contract to be paid from the revenues derived from the levy of assessments, including any commitment to pay principal and interest on any bonds issued on behalf of the district.

36651. Designation of owners' association to provide improvements, maintenance, and activities

The management district plan may, but is not required to, state that an owners' association will provide the improvements, maintenance, and activities described in the management district plan. If the management district plan designates an owners' association, the city shall contract with the designated nonprofit corporation to provide services.

CHAPTER 5. Renewal [36660- 36660.]

36660. Renewal of district; Transfer or refund of remaining revenues; District term limit

(a) Any district previously established whose term has expired, or will expire, may be renewed by following the procedures for establishment as provided in this chapter.

(b) Upon renewal, any remaining revenues derived from the levy of assessments, or any revenues derived from the sale of assets acquired with the revenues, shall be transferred to the renewed district. If the renewed district includes additional parcels or businesses not included in the prior district, the remaining revenues shall be spent to benefit only the parcels or businesses in the prior district. If the renewed district does not include parcels or businesses included in the prior district, the remaining revenues attributable to these parcels shall be refunded to the owners of these parcels or businesses.

(c) Upon renewal, a district shall have a term not to exceed 10 years, or, if the district is authorized to issue bonds, until the maximum maturity of those bonds. There is no requirement that the boundaries, assessments, improvements, or activities of a renewed district be the same as the original or prior district.

CHAPTER 6. Disestablishment [36670 - 36671]

36670. Circumstances permitting disestablishment of district; Procedure

(a) Any district established or extended pursuant to the provisions of this part, where there is no indebtedness, outstanding and unpaid, incurred to accomplish any of the purposes of the district, may be disestablished by resolution by the city council in either of the following circumstances:

(1) If the city council finds there has been misappropriation of funds, malfeasance, or a violation of law in connection with the management of the district, it shall notice a hearing on disestablishment.

(2) During the operation of the district, there shall be a 30-day period each year in which assesseses may request disestablishment of the district. The first such period shall begin one year after the date of establishment of the district and shall continue for 30 days. The next such 30-day period shall begin two years after the date of the establishment of the district. Each successive year of operation of the district shall have such a 30-day period. Upon the written petition of the owners or authorized representatives of real property or the owners or authorized representatives of businesses in the district who pay 50 percent or more of the assessments levied, the city council shall pass a resolution of intention to disestablish the district. The city council shall notice a hearing on disestablishment.

(b) The city council shall adopt a resolution of intention to disestablish the district prior to the public hearing required by this section. The resolution shall state the reason for the disestablishment, shall state the time and place of the public hearing, and shall contain a proposal to dispose of any assets acquired with the revenues of the assessments levied within the property and business improvement district. The notice of the hearing on disestablishment required by this section shall be given by mail to the property owner of each parcel or to the owner of each business subject to assessment in the district, as appropriate. The city shall conduct the public hearing not less than 30 days after mailing the notice to the property or business owners. The public hearing shall be held not more than 60 days after the adoption of the resolution of intention.

36671. Refund of remaining revenues upon disestablishment or expiration without renewal of district; Calculation of refund; Use of outstanding revenue collected after disestablishment of district

(a) Upon the disestablishment or expiration without renewal of a district, any remaining revenues, after all outstanding debts are paid, derived from the levy of assessments, or derived from the sale of assets acquired with the revenues, or from bond reserve or construction funds, shall be refunded to the owners of the property or businesses then located and operating within the district in which assessments were levied by applying the same method and basis that was used to calculate the assessments levied in the fiscal year in which the district is disestablished or expires. All outstanding assessment revenue collected after disestablishment shall be spent on improvements and activities specified in the management district plan.

(b) If the disestablishment occurs before an assessment is levied for the fiscal year, the method and basis that was used to calculate the assessments levied in the immediate prior fiscal year shall be used to calculate the amount of any refund.

APPENDIX 2 – ASSESSED BUSINESSES

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
ACH 1031 I LLC	102 BROOKFIELD DR	MORAGA CA 94556
ADELBERG MICHAEL S & WANG KAREN A	29 WILLOW RD	MENLO PARK CA 94025
ADRIANI, ALISA	PO BOX 2140	OLYMPIC VALLEY CA 96146
ANDERSON, JOHN	P O BOX 3705	OLYMPIC VALLEY CA 96146
ARMOUR, NORMAN & SALITA	5144 S TABOO PL	BOISE ID 83716
ARNOLD, ADAM	56 TAPPAN LN	ORINDA CA 94563
ARTHUR, PAUL AND ALICE	P O BOX 2174	OLYMPIC VALLEY CA 96146
ASHLEY EUAN A & FIONA J HOT SPOT TAX SERVICES	PO BOX 3089	GREENWOOD VILLAGE CO 80155-3089
BAZEL, ANNE BAZEL, MICHAEL	17933 MEDLEY DR	ENCINO CA 91316
BELL, MARK C	2720 SAGE BLUFF CT	RENO NV 89523
BEST OF 52 LLC C/O HOTSPOT TAX SERVICES	PO BOX 3089	ENGLEWOOD CO 80155
BLOCH, H SPENCER	54 REED RANCH RD	BELVEDERE TIBURON CA 94920
BONIFACIO, PAUL L HYUN, MARGARET	14 ROBIN LN	EAST PALO ALTO CA 94303
BOWERS DAVID & NORMA JEAN	P O BOX 3728	OLYMPIC VALLEY CA 96146
BURKHART, HANS	PO BOX 2250	OLYMPIC VALLEY CA 96146
BURMEISTER KLAUS & ULRIKE	29 CHANCELLOR PL	BERKELEY CA 94705
CAMPBELL, WAYNE L CAMPBELL, MARIE JOVA	295 FAIRWAY DR	NOVATO CA 94947
CARMAZZI GIOVANNI ET AL	9401 COOK RIOLO RD	ROSEVILLE CA 95747
CHEN PATRICK & YU YING	604 SEABROOK LN	REDWOOD CITY CA 94065
CHERNER, JOSHUA K	360 CORTE MADERA AVE	CORTE MADERA CA 94925
CHOREY, SUSAN	153 GORHAM RD	HARWICH PORT MA 02646
CHRIMATA INC JONES, JAY	13 FAIRDAWN	IRVINE CA 92614
CHRISTENSEN, THOMAS CHRISTENSEN, JIN HUAN	50 N SIERRA ST # 510	RENO NV 89501
CHRISTY INN LODGE	PO BOX 7563	TAHOE CITY CA 96145
CHUNG, KIP	13800 ROBLEDA RD	LOS ALTOS CA 94022
CLARK, RONETTA S DOTSON, ROBERT A	5760 RUE SAINT MICHELLE	RENO NV 89511
CLARK, THOMAS	PO BOX 3089	GREENWOOD VILLAGE CO 80155
CLARK, DONNA	1509 KINGSFORD DR	CARMICHAEL CA 95608
COHEN THOMAS A & KRISTI L DENTON	680 SUMMIT	MILL VALLEY CA 94941

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
CORNEW, DANIEL R	182 BROOKSIDE DR	PORTOLA VALLEY CA 94028
COUGHLIN KEVIN M COUGHLIN MOLLY K	31 CRANE DR	SAN ANSELMO CA 94960
CRITERION PROPERTIES INC DEBUSSCHERE, PAUL	PO BOX 1638	TAHOE CITY CA 96145
DEBOW, HOWARD MARKUS, DENNIS	409 PARK WAY	PIEDMONT CA 94611
DELACY JAMES R & SHAPS RUTH	3664 MONTEREY BLVD	OAKLAND CA 94619
DETHIERSANT, JEAN	8571 FRANKLIN AVE	LOS ANGELES CA 90069
DILL MATTHEW	P O BOX 6599	TAHOE CITY CA 96145
DONOVAN FAMILY TRUST	3996 GOLF DR	SAN JOSE CA 95127
DUFF DENNIS M	10336 LOCH LOMOND RD	MIDDLETOWN CA 95461
EKERS, ALISON	132 DE LA COSTA AVE	SANTA CRUZ CA 95060
EXCLUSIVE RESORTS CLUB MGMNT EXCLUSIVE RESORTS LT9 LLC	1515 ARAPAHOE ST TOWER 3 STE 500	DENVER CO 80202
EXCLUSIVE RESORTS CLUB MGMNT SPILLNER THOMAS G & SPILLNER P	1515 ARAPAHOE ST TOWER 3, STE 500	DENVER CO 80202
EXTRA HOLIDAYS LLC	22 SYLVAN WAY	PARSIPPANY NJ 07054
FAUNA TOMLINSON NASH, RUSS & KIM	PO BOX 7556	TAHOE CITY CA 96145
FERRARI, HELEN & DIANE & STEVE	5831 ALGONQUIN WAY	SAN JOSE CA 95138
FYFE ROBERT J TR	1187 S. VAN NESS AVE	SAN FRANCISCO CA 94110
GARVIC JOHN D & PAMELA L TTES	3409 CHERYL CT	SAN MATEO CA 94403
GOGUEN, CYNTHIA J	10345 BANNER LAVA CAP	NEVADA CITY CA 95959
GOODMAN, LISA	PO BOX 1425	TAHOE CITY CA 96145-7855
GOODMAN, RICHARD S HILL, ROBERT C	235 MONTGOMERY STREET, STE 1070	SAN FRANCISCO CA 94104
GRACEY, MARY BETH GRACEY, KEN	1085 SNOW CREST RD	ALPINE MEADOWS CA 96146
HALLIGAN, ELLEN C/O AVALARA MYLODGETAX	PO BOX 3089	ENGLEWOOD CO 80155
HANSEN, WILLIAM C/O HOTSPOT TAX SVC	PO BOX 3089	GREENWOOD VILLAGE CO 80155-3089
HANSON CHRISTOPHER A	3291 GUIDO ST	OAKLAND CA 94602-3509
HARRISON, STEPHEN & MARIA	PO BOX 1596	TRUCKEE CA 96160
HAU, PETER & ISABELLE	2078 CHANNING AVE	PALO ALTO CA 94303
HAUSERMAN RENTAL GROUP FEETHAM, LARRY & LAURI	PO BOX 1901	TAHOE CITY CA 96145
HAUSERMAN RENTAL GROUP HUSTON, DARCY	PO BOX 1901	TAHOE CITY CA 96145
HAUSERMAN RENTAL GROUP KINMAN, KENNETH & CAROL	PO BOX 1901	TAHOE CITY CA 96145
HAUSERMAN RENTAL GROUP LARSEN, CYNTHIA	PO BOX 1901	TAHOE CITY CA 96145

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
HAUSERMAN RENTAL GROUP PENCE GREGORY & JANICE	PO BOX 1901	TAHOE CITY CA 96145
HAUSSKE, JARETT T & FERNANDA	9 TAMAL AVE	SAN ANSELMO CA 94960
HOLMAN DAVID& BARBARA ET A TTE	182 EASTWOOD DR	SAN FRANCISCO CA 94112
INTERVAL INTERNATIONAL INC C/O KPMG LLP	6262 SUNSET DR	MIAMI FL 33143
JAIN, CHRISTOPHER RADSTONE, GRAHAM	457 HARDY ST	OAKLAND CA 94618-1118
JANAKIRAMAN, BHASKAR	1998 DEODARA DR	LOS ALTOS CA 94024
JONES CARL M HOTSPOT TAX SERVICES	PO BOX 3089	GREENWOOD VILLAGE CO 80155-3089
JONES, EMERY & LAURA	316 BETHANY CURVE	SANTA CRUZ CA 95060
KAPLAN MARTIN A & MARCIA J TTEE	20 MONTECITO RD	SAN RAFAEL CA 94901
KARDOS LESLIE BARRON MIGUEL	1953 CALIFORNIA ST	SAN FRANCISCO CA 94109
KETTERMAN MICHAEL L & TERESA R TRUSTEES	3084 LESTER RD	MARTINEZ CA 94553
KLISTOFF A & RONDALINN J TR	10648 SKY CIR	GRASS VALLEY CA 95949
KNOTEK, ROBERT C	1725 NE 23RD AVE	FORT LAUDERDALE FL 33305
LACHMAN, TODD & CHRISTINE	80 MARGARITA DR	SAN RAFAEL CA 94901
LANE, THOMAS LIGNELI, KRISTEN	1544 CORTINA CT	ALPINE MEADOWS CA 96146
LEWIS, JAMES L & CYNTHIA	1035 UNDERHILLS RD	OAKLAND CA 94610
LIOTTA VINCENT FRANK & JOANNE	250 SILK HILL CT	SAN RAMON CA 94582
MACDONALD, MICHAEL RAINEY	500 SUTTER ST STE 430	SAN FRANCISCO CA 94102-1120
MAGNUSON, HERBERT A & MARCIA	PO BOX 1206	ROSS CA 94957
MAGRATH WILLIAM A MAGRATH KATHRYN	2626 UNION ST APT 3	SAN FRANCISCO CA 94123
MARIANI, ANNA & MIKE	578 FAIR AVE	PETALUMA CA 94952
MCCARTHY HOUSE	22263 BAHL ST	CUPERTINO CA 95014
MCDONNELL, JOANN	60 ROBAK DR	WATSONVILLE CA 95076
MERTESSTONE SALLY	19499 FRANQUELIN PL	SONOMA CA 95476
MOHAMMED, JALEEL BIREN, TALATI	550 27TH STREET, APT#201	SAN FRANCISCO CA 94131
MORGAN, DANIEL H	2658 BRIDGEWAY SUITE 100	SAUSALITO CA 94965
MSM PROPERTIES LLC MARTIN, MARTHA S	1302 E TREASURE COVE DR	GILBERT AZ 85234
MULLEN, STEVEN ET AL	144 GRISWOLD AVE	KENWOOD CA 95452
NACHTWEY, FREDERICK JOSEPH NACHTWEY, JULIE ANN	136 ALVARADO RD	BERKELEY CA 94705
NIMI PROPERTIES LLC	5151 COLLINS AVE APT 1721	MIAMI BEACH FL 33140

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
NOBLE, WILLIAM E NOBLE, ALAYNE L	3421 HACKAMORE DR	HAYWARD CA 94541
OLCOTT, BRAD	3537 21ST ST	SAN FRANCISCO CA 94114
OSTROW KENNETH P	75-512 CAMINO DE PLATA N	INDIAN WELLS CA 92210-8519
PAPPER, MICHAEL J	882 YORK ST	SAN FRANCISCO CA 94110
PASCAL, JEAN CLAUDE & ANNE	PO BOX 2608	OLYMPIC VALLEY CA 96146
PASCAL, NOELLE PASCAL, HELENE	1039 GOETTINGEN ST	SAN FRANCISCO CA 94134
PAVEL, MICHEL E	PO BOX 2506	OLYMPIC VALLEY CA 96146
PERKINS JOHN S JR & PERKINS LYNN TR	2295 WASHINGTON	SAN FRANCISCO CA 94115
PETRAVIC, ROBIN	9 MARIE ST	SAUSALITO CA 94965
POOLE ASSOCIATES	PO BOX 3768	OLYMPIC VALLEY CA 96146
POULSEN, RUSSELL THOMAS	PO BOX 2458	OLYMPIC VALLEY CA 96146
PULLEN RENTAL GROUP KROHN, TRACY W	10270 DONNER PASS RD	TRUCKEE CA 96161
PULLEN RENTAL GROUP ROESLER, PAUL J & MELISSA P	10270 DONNER PASS RD	TRUCKEE CA 96161
PURDIE FORTE LLC FORTE, MICHELLE	2937 SACRAMENTO ST	SAN FRANCISCO CA 94115
PUŞCASIU, CHRISTIAN & VALERIE	8 GLEN ALPINE RD	PIEDMONT CA 94611
RADKE, BARBARA R	PO BOX 2393	OLYMPIC VALLEY CA 96146
RAMBO, KAREN	16 SANDPIPER CT	SAN RAFAEL CA 94903
RAMBO, KAREN CHADOR, LILY	16 SANDPIPER CT	SAN RAFAEL CA 94903
RED DOG VENTURES LLC	2451 RIDGEWOOD WAY	ALAMO CA 94507
RENTLEVER INC ASSADI, POUYAN	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC CHRISTMAN, TODD	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC DEAN & SANDRA HALL B TR	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC DEVEAU, TERRY	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC GREENHALGH, TODD	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC HEBERT, JOHN	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC KEELAN, ANN	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC KIM, GRACE	832 SANSOME ST	SAN FRANCISCO CA 94111

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RENTLEVER INC KIRKER, JUDY	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC KNIGHT, JASON	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC SCARDIGLI, RICH	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC SHRAGER, DOROTHY	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC STEUBE, CORNELIA	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC TOM ARTHUR M III & TOM MICHELL	832 SANSOME ST	SAN FRANCISCO CA 94111
RENTLEVER INC VAUGHAN, BRANNAN	832 SANSOME ST	SAN FRANCISCO CA 94111
RESORT AT SQUAW CREEK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ABATO, CHRISTINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ALEXANDER, DOUG & CYNTHIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ALTHAUSEN, PETER L ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ANDERL, GEORGE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ARCENEUX, JOSEPH	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK AVID, MODJTABAI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BAILEY, KEVIN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BAILLOT, FLORENT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BAKHTIARI, KARL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BANCZAK, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BARBER, BRYAN & CAROLINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BARRY, RICK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BASILE, CHRISTINA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BAVARIAN LION VINEYARD	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BAZELYANSKY, ELEANOR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BEAMES, RICHARD & MELISSA	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK BEECROFT, STEPHEN J	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BELZA MARK & FITZSIMONS JOSIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BERLINER, JILL TTEE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BERNIER, GREGG & DEBBIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BEWSHER, DOUG	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BEWSHER, DOUGLAS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BEZENEK, RYAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BIRNBACH MICHAEL / BAGDON PATR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BORTEAU, MATTHIEU & TARYN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BOSS, DON & MARIANNE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BOVET RESIDENCE FAMILY TRUST	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BRADBURY, MICHAEL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BRUCE DAVID I ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BUCKLEY, ROBERT J & AMY E TR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BUHLER, DENNIS & LAURIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK BURKE, BRIAN F	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK C & H CHEN C FAMILY LIMITED PA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CAMERON, BRIAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CAPEK, LINDA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CARMAZZI, GIOVANNI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CARRASCO, MARC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CARROLL, DAVID & LORI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CARVER, ROBERT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CECHETTINI, RALPH	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK CHAU, LEE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CHAVARRIA, GREG & SHANNA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CHEN, NELSON	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CLEMENS, CHARLES & LORINDA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CLIFFORD, SCOTT & ALEXANDRIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CRINELLA, RAMONA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK CUSHING, NANCY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DAI, GEORGE & LUNA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DETOC, SONG	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DEVCON CONSTRUCTION INC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DIECKERT, PAUL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DIETERICH, WILLIAM & CATHERINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK DUNSTAN, JEFF	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ELLIOTT, HARRY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK EPPS, DOUGLAS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK EQUITY LINK LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ESKENAZI, JULIA & AMIR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK EWELL, JOHN & SHARON	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FERRARI, ROY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FLEMING, BRIAN & SARAH	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FONAROW, BRUCE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FORTUNATO, GINO & LAURA MEYER	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FRANKLIN, BARRET	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FREEDLAND, LYDIA	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK FREEMAN FAMILY LP	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK FRIEDMAN, MARK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GAMCI, LAURA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GASPARINI, LOUIS & LISA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GENNINGER, DOUG	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GILL KANWALJIT ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GILMARTIN, BENJAMIN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GLENWINKEL, DAVID	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GOLDMAN RICHARD E TR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GOLDSTEIN, MARK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GORALKA, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GRANTHAM, WILLIAM	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK GREINKE, FRANK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HANSEN, CHARLES	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HANSEN, CHARLES A & DEBORAH C	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HANSEN, DAVID W & PATRICIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HAO, KENNETH	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HAO, KENNETH Y TTEE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HARMATZ, JOSHUA & LESLIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HARRIS, CAROLAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HEKEMIAN, JEFFREY & RACHEL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HELLMUT, CYNTHIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HELM, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HERD, DENISE & STOVALL TYLER	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK HOAGLAND, KARL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HOBLER, PETER & JEAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HOLLEY, CAROLE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK HU, JEANNIE & OSKAMP MARY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ISACONITZ, DAVID & SHARI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK IVERSON PROPERTY MANAGEMENT LL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JACOBELLI, KATHY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JAIN, RINU	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JAIN, SHALABH & YUKARI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JOHNSON, MARK & ANDREA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JOVKAR, NAZANIN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK JT REAL ESTATE LTP	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KAHN, SHELDON	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KALSCHED, PHILLIP & MADELEINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KARDOS, LESLIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KHOR, CHIN & JULEEI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KIGGINS, BRAD & CHRISTY WYATT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KLC REALTY LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KLEFFMAN, TIMOTHY & DEBBIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KLEIN, ROB & SLOAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KLEINE, MONTE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KONG, WESLEY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KRING, ED	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KROHN, TRACY	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK KRUGER ERIK A TR ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KUDELICA, DAVE & CHERYL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK KVINGEDAL, DON & CAROL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LAPIC, ROBERT & AIMEE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LAPIC-RANDOLPH LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LAWRENCE, ROLAND CLARK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LECKIE, ROBERT & ALESANDRA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LEE, EDWARD & TSENG WENDY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LEGG, ROBERT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LEONG, GARY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LEVIN, JEFFREY & DEBRA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LIMPARI, WILLIAM	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LINDHOLN, JOE & KERRY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LINDORFER, KURT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LINEHAN, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LIOTTA, VINCE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LITINESKY, YAKOV & MARIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LOMBARDI, POMPEO	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LOMBARDI, POMPEO & FORSYTHE J	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LUCIEN, KENT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK LYNCH, THOMAS & DEBBIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MACAULEY, IAN & DODIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MAXIM, JILL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MCKNEW, THOMAS & LISA TR	PO BOX 3333	OLYMPIC VALLEY CA 96146

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK MCMILLAN, PATRICK	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MELAHN, JAMES	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MIDNITOL FAMILY LIMITIED PARTN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MILLER, EDWARD & DENISE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MILLER, MARK C & LAURIE BEJA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MISFELDT, DAYTON	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MIYAWAKI, LLOYD	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MSM PROPERTIES LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK MURRAY, DAVID K	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NAHMIAS, STEVEN & VIVIAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NASH, RUSSELL P & KIMBERLY B	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NATESAN, GAPPS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NAVAREZ, MARCO	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NEIL, MARYANN & CHRISTOPHER	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NEPLOKH, ERIC A	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK NICOLAOU COSMOS & EVELYNE TRUS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ODDO, JOE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK OKAMOTO, RON	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK OKI INVESTORS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK OLITSKY, DAVID & HEATHER	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK OW RANDALL & HO JACQUELINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK PATEL, ANKIT & RAJULA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK PENG ROBERT & CHEN LILLY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK PESOTCHINSKY LEON & SPHIA & VE	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK PETRIN, BILL AND KATHERINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK POLLASTRO PROPERTIES I LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK POST, KENT & PETRA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK PRAINITO, WILLIAM	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK QUIVER VENTURES LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RAYZBERG, IRINA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RICHARDS, FRANK D ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RICKS, JEREMY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RIGGINS, BRAD & CHRISTY WYATT	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RITTER PROPERTIES LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ROBBINS, MATT & HEATHER	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ROBINO, CHRIS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ROMERO, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ROWLAND, DENNIS	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RSCCA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RUHLAND, JAMES & LESLIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK RYLANDER, MICHAEL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SACA, JOHN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SALUMAA, GUNNAR & CHRISTINA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SAMOWITS, HARRY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SANCHEZ, FELISA D TRUST	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SAVIOTTI, PIETRO	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SAWYER, KENNETH	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SELIX, RUSTY	PO BOX 3333	OLYMPIC VALLEY CA 96146

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK SEMENTILLI, RICHARD	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SFAKIANGS, MONICA & PETER	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SHERWOOD JAY M & DEVON TRUSTEE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SHIOTTA, JANINE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SINAROSE HOLDINGS LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SMALL, WILLIAM	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SMITH COGGINS, REBECCA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SMITH, ANDREW	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SMITH, CHARLES III	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SOMMER, STEVE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SQUAW CREEK ASSOCIATES LLC	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK STONESFAIR FINANCIAL CORP	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK STRACK, DENISE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK STRACK, SIGURD & DENISE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK STRONG RONALD A & RUTH A M	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SULLIVAN, GODFREY & SUZANNE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SURATH DON & SANCHEZ SUSANA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SWAIN, ANDREW	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK SWAIN, MARJORIE & ANDREW	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TAGGART, JEFFREY & LEILANI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TAI, WILLIAM & MICHELLE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TARASENKO, VALERY & MILA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TENDERO CLARISSA & SERDUTH CHR	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TENNEY PATRICK M & MARNEY TTEE	PO BOX 3333	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT AT SQUAW CREEK TING VOON CHEUNG ROGER & BERNI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TING, IVAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TL INVESTMENTS LP	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TOMLINSON, GUY & SUSAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TRACY, STEPHEN & RACHEL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TSE ELAINE & TUNG JAMES	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK TURTURICI, JAMIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK URBANEK LIDA REVOCABLE TRUST	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK VETTETH, YOHAN	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK VICTORINO, GREG & NICOLE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK VIGNOS, MARJORIE	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WADA TOMOKO & LAW NATHANIEL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WARSHAWSKY, PETER & AUDREY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WATSON GREG ET AL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WATSON, GEOFF & SECIL	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WEAVER, GRAHM & CINDY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WILLETTE, MICHAEL & JACKI	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WIRTHMAN, DALE & SARAH	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK WONG, WILLIAM	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK YONASH, RICHARD	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK YU-YANG, PAUL & CYNTHIA	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT AT SQUAW CREEK ZIRBEL, DENNIS & KATY	PO BOX 3333	OLYMPIC VALLEY CA 96146
RESORT PROPERTY MARKETING BREW, DAVID & SALLY	PO BOX 3501	OLYMPIC VALLEY CA 96146
RESORT PROPERTY MARKETING CAPON, MARIO	PO BOX 3501	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
RESORT PROPERTY MARKETING KNOTEK,ROBERT	PO BOX 3501	OLYMPIC VALLEY CA 96146
RESORT PROPERTY MARKETING MCKINNEY,TAMARA	PO BOX 3501	OLYMPIC VALLEY CA 96146
RESORT RENTAL, LLC SQUAW VALLEY LODGE	9998 N MICHIGAN RD	CARMEL IN 46032
RESORT RENTAL, LLC VILLAGE INN OWNERS ASSOCIATION	9998 N MICHIGAN RD	CARMEL IN 46032
RIES, JUSTIN & AMY	21 MANTON RD	SWAMPSCOTT MA 01907
RIVER ROAD MANAGEMENT FLEMING, JIM	PO BOX 3093	OLYMPIC VALLEY CA 96146
ROCCHIO, JOLENE	1316 LEAVENWORTH ST	SAN FRANCISCO CA 94109
SAGE SV FOURTEEN LLC	65 ANNIE ST	SAN FRANCISCO CA 94105
SAGER, KRISTEN NYBERG, MIKAEL OISTEIN	138 RIVOLI ST	SAN FRANCISCO CA 94117
SCHAADT, RUSSELL NEIL & MARY	775 CASCADE DR	SUNNYVALE CA 94087
SCHAEFFER, JONN & DIANA	4 DEER CREEK CT	FAIRFAX CA 94930
SCHENONE, CHRISTINE GOLOUBOW, RONALD	2363 43RD AVE	SAN FRANCISCO CA 94116
SCHOLL DAMON P & SCHOLL ASHLEY	403 CLAREMONT WAY	MENLO PARK CA 94025
SCOGLIO, RONALD	1330 PINE TRAIL	ALPINE MEADOWS CA 96146
SHARER MATTHEW & KIMBERLY	2503 CORONET BLVD	BELMONT CA 94002
SHAY, CHARLES JR.	878 MATADERA CIR	DANVILLE CA 94526
SHEFFIELD, SUSAN K	PO BOX 2597	OLYMPIC VALLEY CA 96146
SHORT STEVEN B & MAURA TRUSTEES	119 EMERALD BAY	LAGUNA BEACH CA 92651-1208
SIMPSON,MARK H & BETTY C TRST	20 SHARON AVE	PIEDMONT CA 94611
SINGER JACQUELINE-TISCHNER T *	19272 KENLEIGH DR	SONOMA CA 95476
SINGING WOOD LLC	107 BALTIMORE AVE	LARKSPUR CA 94939
SMITH, THERESA	PO BOX 6522	TAHOE CITY CA 96145
SQUAW TAHOE RESORT TIO ASSOC.	5900 PASTEUR CT STE 200	CARLSBAD CA 92008
SQUAW VALLEY DEVELOPMENT CO	PO BOX 2007	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY 302 VAS WEST LTD	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY AFROOZ, NADAR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY AI EVERETT & KATHRYN ANN TRUST	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ANDERSON, JAMES M & TAYNA M	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY ANDERSON, MELISSA & MIKE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ANDERSON, TERRY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ANTLE, DARCIÉ	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY AQUILINO TERRY A & GLORIA L TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY AUJLA, KARANPREET & SANDHU, GA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY AVIDAN, JACOB & IRIS	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BAKHTIARI, KARL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BAMFORD CHARLES STANLEY & MARY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BARON FAIRFIELD PARTNERSHIP	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BARON, DAVID S	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BATAVIA, WAYNE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BAYSHIRE GROUP INC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BEBARTA, PRAKHYAT S & LURITA C	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BERG, CURT	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BOBLICK SHELBY S & WILLIAM E J	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY BURGMANN ROLAND TTEE ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY C & H CHEN D FAMILY LIMITED PA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CARTER, BOBBIE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CECIL, LUDVIK F & EVA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHANG, YEAN & NICOLE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHAO QUAN AND CHANGCHUN SHI	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHIANG, ARTHUR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHIN TED & CHIN JACQUELINE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHRISTENSEN, GAVIN HERMAN	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY CHRISTENSEN, JAMES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHRISTENSEN, JAMES & AMY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CHU, WILLIAM	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CLADIANOS, PETE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CLARK, DENNIS E & CHRISTINA B	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CLARK, NANCY B & CHARLES R	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CLAURE, CHRISTINA & ANDRES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CONNOLLY, MARY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CONTI, RICHARD T	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CURTOLA, TREY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY CYPRESS APARTMENT FUND LTD	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY DANIEL LEETZ AND JANETT LEETZ	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY DEFARGES, ETIENNE H ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY DULEY THOMAS E ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY DUNLAP, JOHN D III & JANE M	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY DURHAM, ROBERT	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY EBMEYER, KEVIN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY EDMISTON, CAROL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ELLERS, ANTHONY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ENDO KAZUO & IIZAKA HITOMI	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ENES, MARK	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ERLEND, BO	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ESTEVE, TAMMY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY FAT KENNETH F & LINA Y TRUSTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY FINOT, MARC & AUDREY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY FLYNN, BARRY R & SALLY M	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY FUENTES, ARMANDO	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GALLIVAN, THOMAS S & DONNA H	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GARCIA MARCO A & CHANTAL A TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GARICA, CHANTAL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GASPAS STEPHANIA S & MOHME PAU	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GILFRY, DAN & WARFIELD, WENDY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GILL LUKHBIR S & CHRISTINA TTE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GLANN, CAROL E	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GOLDIN THEODORE & KARA TTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GONZALEZ, HERIBERTO E	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GOODYEAR GAYLE M TTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GOTTLIEB, ALAN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY GREEN LAKES HOLDINGS	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HAEBERLI MARTIN ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HANLEY JOHN P & LAURA S TRUST	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HANLEY, RICHARD & ANJALI	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HARDING, CRAIG W	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HAYNOR CHARLES M & TRACY M TTE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HECHT JANET A TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HENG, MARC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HEREDIA, EMILIO	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HIGGINS, WILLIAM W JR	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY HIRAOKA, TAKESHI & STACEY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HO ROSANNA H TRUSTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HOCKER R G JR & R L TRUSTEES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HOFFMAN STEVEN T & JILL JAMES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY HOLLENBAUGH MICHAEL ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ILFELD, BENJAMIN LUDWIG	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY JOHNSTON, SCOTT & KANG, SEYONN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY JORDAN WAYNE D TRUSTEE ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KARR, PAUL G & CAMERON M	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KERSHAW WILLIAM A & JANET F TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KING, JAMES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KOUNALAKIS MARKOS & TSAKOPOULO	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KRAG JEFFREY & BARBARA TRU	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY KUO KAIHUNG JASON & WANSHU SUE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LA RUE BRAD & MARJAN ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LANDEN EHUD & TZIPORA TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LAWRENCE ROLAND CLARKE & VICTO	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LAY, JOHN MARCUS & KATHALEEN D	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LEE, YASAMAN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LEFANOWICZ MARK & KATHERINE TT	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LENZ HOWARD THOMPSON & CAROLYN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LEVI MICHAEL E ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LEVINE LAWRENCE M TTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LOUGHRAN FIONNUALA & IAN	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY LUHE KATHRYN TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY LUND JOHN R TRUSTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MACAULEY, DODIE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MACKENZIE ROBERT J ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MAHMOUDI, ALI	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MALACCORTO MICHAEL ALEXANDER T	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MARKUS, DENNIS & DEBOW, HOWARD	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MATARESE, NANCY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MEYER, ALEX	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MINAGAWA, ALYSON	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MONARCH SQUAW INVESTMENTS LLC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MORRIS, DON M & SHERRIAN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY MORTIMER, MARK E & DANA L	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NASH STEVEN G ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NEEB PATRICK & STEFFANEE TRUST	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NELSON HAROLD H TRUSTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NELSON, MARIANNE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NICHOLS VICTOR K & SONIA MALPA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY NOBREGA JOEL B TRUSTEE ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY OMSKI ROBERT & JOLANTA E TRUST	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY OSBORNE, REKA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY OSHEA KIERON ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PAIGE KENNETH J & DOROTHY E TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PALMER, MICHAEL & JESSICA	PO BOX 2138	OLYMPIC VALLEY CA 96146

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY PANCHA, GIRISHA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PARKER ROBERT & JEAN TRUSTEES	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PATRICK, SCOTT & DEANNA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY POPLI, SANJAY	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PRIM, WAYNE JR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PURITZ LAWRENCE A & JANICE CA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY PURNELL MICHAEL B & MICHAELA M	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY QUAKE, STEPHEN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RALSTON, GEOFFREY D & ANDREA G	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RASHID, PAMELA GOULD	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY REKIETA, PAUL A & RHONDA F	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RICHERT PETER O & SANDRA L TTE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ROCKHOPPER LAND LLC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RUESCHER HANNES TRUSTEE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RUSSO, PAUL M & SALLY J	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY RYU, STEPHEN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SAAL, BRUCE M	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SAITO, CHRIS	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SALAS, CARL & MARIANNE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SCRANTON CHRISTIAN RYAN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SECREST, ZACH	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SEREBRAKIAN, ARMEN & ANITA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SEU, PHILIP	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SHAW, EDWARD	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY SHAW, EDWARD L & NORA T	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SHEN, PAUL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SHIN, STEVEN I & ASAKO Y	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SIEGEL, ZACHARY OWEN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SIERRA PACIFIC SACRAMENTO LLC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SILVA, LAWRENCE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY STEELE, DENIS F	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY STONEMAN, HEATHER	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY STUTZ, GARY D	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY SUGRUE, BRENDAN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TACY THE FAMILY LLC	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TAFT LISA & ALEX TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TALEBI, AMIR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TEDDY, JAMES S	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY THAURE, THIERRY & LINDA S	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY THRELKELD, TIMOTHY & SAMANTHA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY THURSTON, CHARLES W	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TOKAR, ALEXANDER	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY TUCKER JAMES B & LORI L TRUSTE	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY VANALST, ROGER	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY VANSTEYN, GERARD & KATHRYN	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY VERTONGEN, TONY P & CAROLINE I	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WALTER, MALCOLM	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WEST ELAINE C TRUSTEE ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY HOSPITALITY WHANG, WILLIAM	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WILSON A ADAM TR ET AL	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WISNIEWSKI, PETER	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WONG, RICHARD	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY WRIGHT LIVING TRUST, PAMELA	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY YAMAMOTO KENNETH S & ARLYNE T	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY YANOVSKY BORIS & MARIANNA TR	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ZOHOURY, MARK	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY HOSPITALITY ZUCKERMAN STEVEN A TRUSTEE ET	PO BOX 2138	OLYMPIC VALLEY CA 96146
SQUAW VALLEY INN PLUMP JACK	PO BOX 2407	OLYMPIC VALLEY CA 96146
SQUAW VALLEY LODGE GRANITE PEAK	PO BOX 2364	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP BRADFORD, DAVID & DIANE	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP BREW, DAVID	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP CHINN, CRAIG	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP DHILLION, KALWANT & JAGDISH	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP GOLDFIELD, RONNIE	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP GUZMAN, DAVID	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP HILLSTROM, GAIL	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP HUTCHINSON, JOHN & BEVERLY	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP KIELY 1990 GRANDCHILDREN TRST	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP KNIGHTSBRIDGE PROPERTY GROUP	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP LEE, DENNIS	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP MCKELLAR, DON	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP MURPHY, PAUL	PO BOX 2008	OLYMPIC VALLEY CA 96146

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
SQUAW VALLEY REALTY CORP PERKINS, STEPHEN	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP POULSEN ADMINISTRATIVE TRUST	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP POULSEN, ERIC	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP POULSEN, RUSSELL	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP PRIOLEAU, DIANE	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP REDMOND, JACKIE	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP SANGUINETTI, JOHN	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP SEDIN, JAMES	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY REALTY CORP VELLA, LOUIS	PO BOX 2008	OLYMPIC VALLEY CA 96146
SQUAW VALLEY VACATION PROP DELAURENTIS, ROBERT	PO BOX 2744	OLYMPIC VALLEY CA 96146
SQUAW VALLEY VACATION PROP JACOBS, MARK	PO BOX 2744	OLYMPIC VALLEY CA 96146
SQUAW VALLEY VACATION PROP PROUTY, JEANNE	PO BOX 2744	OLYMPIC VALLEY CA 96146
SQUAW VALLEY VACATION PROP TAHOE TAHOMA CABINS	PO BOX 2744	OLYMPIC VALLEY CA 96146
SQUAW VALLEY VACATION PROP WERNER, ROSS	PO BOX 2744	OLYMPIC VALLEY CA 96146
SRQ WESTERN PROPERTIES LLC KRAMER RICHARD & DEBORAH L ET	8855 WILD DUNES DR	SARASOTA FL 34241
STRONG RONALD A & RUTH A M	345 CORONADO AVE	HALF MOON BAY CA 94019
SYLVESTER, SUZANN	4525 MIRADOR DR	PLEASANTON CA 94566
TAHOE LOVE RENTALS CIESINSKI FAMILY TRUST	11448 DEERFIELD DR #222	TRUCKEE CA 96161
TAHOE LUXURY PROPERTIES BASILE, LOUIS	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES CAMPBELL, DAVID	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES EVO REAL ESTATE OPPORTUNITIES	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES HESS, PETE	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES KEATING, JOHN PATRICK & LESLIE	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES MANCUSO CIRO W TRUSTEE	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES MCDONALD, KEVIN	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES MONDAVI, JANICE	PO BOX 1904	TAHOE CITY CA 96145

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
TAHOE LUXURY PROPERTIES OLSON, BRUCE ALPINE BEAR CREEK	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES OLSON, ROBERT	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES TAMER, ROULA	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES UNIVERSAL, KAREN	PO BOX 1904	TAHOE CITY CA 96145
TAHOE LUXURY PROPERTIES WULFSBERG H JAMES & JANET K TR	PO BOX 1904	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES BARNETT MARLEEN B TRUSTEE	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES FOOTE, JANEEN	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES GLICKMAN NORMAN C & MIRIAM TRU	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES GORDON, STEPHANIE	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES HAMER, MAUREEN	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES HOPPER, DAN	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES JASON MANOR PROPERTIES COMPANY	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES MALLON, MARGARET	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES McDONALD, PAUL	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES MOORE, GREG	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES PATSEY, DICK	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES ROBERT, CLARK	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES SALKE, EVAN	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES SPROEHNLE JOHN A & JEAN N TRUS	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES ST GEORGE DONOVAN, ELIZABETH	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES VALENTINE, MADELEINE	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOON PROPERTIES WILD, CARL/FLORENCE	PO BOX 7521	TAHOE CITY CA 96145
TAHOE MOUNTAIN PROPERTIES LINSSSEN, CRAIG	PO BOX 3318	TRUCKEE CA 96160
TAHOE RENTAL COMPANY KANTHADDAI, SUNDAR	PO BOX 7439	TAHOE CITY CA 96145
TAHOE RENTAL COMPANY SHERMAN, JOSEPH	PO BOX 7439	TAHOE CITY CA 96145
TAHOE RESORT PROP MGMT AARSHEIM, NADINE	10010 CHURCH ST	TRUCKEE CA 96161-0217
TAHOE RESORT PROP MGMT ALLENBERG, JOHN	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT BASILE, LOUIS	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT BERNSTEIN, MICHAEL	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT CALLAHAN, PETER	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT EATON, THERESA	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT GOLDEN, DALE	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT HESS, PETER	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT HOLMES, DAVID	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT HOTTENGINDRE, LIZE MARIE	10010 CHURCH ST	TRUCKEE CA 96161

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
TAHOE RESORT PROP MGMT HUTCHESON, WILLIAM E	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT JGKC LLC RAAHAGUE	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT JONES, STEVEN	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT KLINGER, PAM & FRANK	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT KOVAS FAMILY PARTNERSHIP	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT LAWRENCE, TED	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT LINGENFELTER, CRAIG	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT MONTES-URESTI, BONNIE	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT NEXGEN SL LLC	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT ORLY, ELVIRA	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT PEREZ, ROBERT G	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT PJJL ALPINE ADVENTURES LLC	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT TRUESDALE, KENNETH R & KRISTEN	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT TUFT, SCOTT	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE RESORT PROP MGMT TUNNEY FAMILY 1996 TRUST	10010 CHURCH ST	TRUCKEE CA 96161
TAHOE TIME VACATION RENTALS CEKLEOV, MICHAEL & ALICE	PO BOX 7202	TAHOE CITY CA 96145
TAHOE TIME VACATION RENTALS SANIE, MICHAEL	PO BOX 7202	TAHOE CITY CA 96145
TAHOE TRUCKEE VACATION PROP NOBLE MONICA & SOLOSKI CHRISTI	10059 PALISADES STE 1	TRUCKEE CA 96161
TAHOE VACATION PROPERTIES AZARCHS, ALEXANDER & TATJANA	PO BOX 2328	OLYMPIC VALLEY CA 96146
TAHOE VACATION PROPERTIES BOCCI RICHARD	PO BOX 2328	OLYMPIC VALLEY CA 96146
TAHOE VACATION PROPERTIES DE LANCIE MARLENE	PO BOX 2328	OLYMPIC VALLEY CA 96146
TAHOE VACATION PROPERTIES FLYNN WILLIAM	PO BOX 2328	OLYMPIC VALLEY CA 96146
TAHOE VACATION PROPERTIES REBOL FELICE	PO BOX 2328	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS INC ANDREWS, LANING	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC AVALANCHE FIELDS LLC	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC BARRY CHILDRENS TRUST	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC BLUM, NANCY	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC BRADLEY, FREDERICK	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC CAPPELLUTI LISA	PO BOX 3736	OLYMPIC VALLEY CA 96146

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LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
TAHOE VACATION RENTALS INC CORRIGAN, ELSA	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS INC CROMWELL, THOMAS	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC DAVIS LOWELL B & DAVIS DONNA P	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC DOBROW, ALFRED	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC GARVENS TAHOE IRREVOCABLE TRUS	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC HEARTS CORPS	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS INC HINSON, JIM	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC HU, TERESA	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC KENNEY, JIM	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC KIELY, PATRICIA	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC MEIER, ELIZABETH	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC PENSICO TRUST, CO.	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC RUDD, GARY & PUTNEY, BLAKE	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC SANGUINETTI, NANCY	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS INC SLADEK, JAMES	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS INC SMITH, ELIZABETH	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC SO, GARY	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC WAGNER LAND COMPANY	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS INC WOLF, JOSEPH	PO BOX 1176	TAHOE CITY CA 96145
TAHOE VACATION RENTALS ORLY, ELVIRA	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOE VACATION RENTALS STEFENSON, JEFF	PO BOX 3736	OLYMPIC VALLEY CA 96146
TAHOESLOPES LLC JAIN, RINU & RITU ET AL	51 POWERS DR	EL DORADO HILLS CA 95762
THYS, BARRY	P O BOX 3616	OLYMPIC VALLEY CA 96146
TOMLINSON GUY & SUSAN	748 S. MEADOWS PKWY A-9 - 297	RENO, NV 89521 CA 96145
TREMAYNE, BRUCE GREGORY	64 LOVELL AVE	MILL VALLEY CA 94941-1834
TRUCKEE RIVER RANCH INC	PO BOX 197	TAHOE CITY CA 96145
TULL REVOC TRT 5/31/02	242 BALCUTHA DR	CORTE MADERA CA 94925
TURNKEY VACATION RENTALS INC CLARK, THOMAS	5508 W HIGHWAY 290 STE 300	AUSTIN TX 78735

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
TURNKEY VACATION RENTALS INC JHB SQUAW VALLEY PROPERTY LLC	5508 W HIGHWAY 290 STE 300	AUSTIN TX 78735
TURNKEY VACATION RENTALS INC KALKSTEIN, JONATHAN	5508 W HIGHWAY 290 STE 300	AUSTIN TX 78735
TURNKEY VACATION RENTALS INC WILSON, LES	5508 W HIGHWAY 290 STE 300	AUSTIN TX 78735
VACASA LLC BLACKMAN, BOB	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC BRADBURY, MICHAEL	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC CREED, RICHARD	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC CRINELLA PROPERTIES #345	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC CRINELLA PROPERTIES #347	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC ERIC POULSEN TRUST	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC GIGUERE, CHRISTINA	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC GRANTHAM, WILLIAM N	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC HAMILTON, CLAIRE	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC HANYEN, SCOTT	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC HELLER, JEFFREY	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC JACKSON, BEN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC JOHNSON, JEFFREY W & JERRI LYN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC KONG, WES	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC LUKAN, MIKE & PANTALEO LAURA	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC MAGRATH, WILLIAM	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC MCKELLAR, DONALD	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC OLSON, KIMBERLY	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC PARSIA, SEAN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC QVISTGAARD THOMAS	121 N 9TH ST STE 302	BOISE ID 83702
VACASA LLC ROBERT, PENG	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC ROSENBAUM, JOSEPH	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC ROSS, MARIA	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC RUBNITZ, DAN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC SCHNEIDER, DARRYN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC SEDIN, JAMES	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC SEREBRAKIAN, ARMEN	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC STRONG RONALD & RUTH	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC VENEZIA MICHAEL	121 N 9TH ST STE 302	BOISE ID 83702
VACASA LLC WEHNER, MICHAEL	121 N 9TH ST STE #302	BOISE ID 83702
VACASA LLC WILSON, ADAM	121 N 9TH ST STE #302	BOISE ID 83702
VAILLETTI MARCO	4960 MATTOS DR	FREMONT CA 94536
VAN ZYL, IAN KONOPUA, EWA	445 MARCH AVE STE C	HEALDSBURG CA 95448-3383
VAUPEN, KIMBERLY & SCOTT	241 APTOS PL	DANVILLE CA 94526
VENN, ROBERT C/O AVALARA MYLODGE	PO BOX 3089	GREENWOOD VILLAGE CA 80155
VERTONGEN, CAROLINE	100 PALMER LANE	PORTOLA VALLEY CA 94028

LODGING BUSINESS NAME	MAILING ADDRESS	CITY, ST ZIP
VILLAGE INN OWNERS ASSOCIATION	PO BOX 2395	OLYMPIC VALLEY CA 96146
VIOLICH ADAM A TTEE	171 GREAT CIRCLE DR	MILL VALLEY CA 949413267
VVV RENTAL LLC RED WOLF LODGE BY EVR	3015 N OCEAN BLVD #126	FORT LAUDERDALE FL 33308
VVV RENTAL LLC RED WOLF SQUAW VALLEY	3015 N OCEAN BLVD #126	FORT LAUDERDALE FL 33308
VVV RENTAL LLC SQUAW VALLEY LODGE	3015 N OCEAN BLVD #126	FORT LAUDERDALE FL 33308
WAKRAT, NIR	150 GIFFIN RD APT 4	LOS ALTOS CA 94022
WALKER, JAMES L & CYNTHIA D	122 GOODHILL RD	KENTFIELD CA 94904
WARRIN PAUL ET AL	16 EDGEWATER RD	TIBURON CA 94920-2316
WEISS, SANDRA	PO BOX 3250	OLYMPIC VALLEY CA 96146
WELLS & BENNETT REALTORS HOWES, JANET L	PO BOX 104	TAHOE CITY CA 96145
WELLS & BENNETT REALTORS HUNT, JOE AND CARA	PO BOX 104	TAHOE CITY CA 96145
WELLS & BENNETT REALTORS PARASOL, GUNNA	PO BOX 104	TAHOE CITY CA 96145
WELLS & BENNETT REALTORS SPITTS, DIANE	PO BOX 104	TAHOE CITY CA 96145
WEVERS JASMINE E	PO BOX 3092	OLYMPIC VALLEY CA 96146
WIEGAND CARLEY TRUSTEE ET AL	1911 TRENTON CT	WALNUT CREEK CA 94596-6249
WILLETTE MICHAEL WILLETTE JACQUELINE	PO BOX 6233	TAHOE CITY CA 96145
WILSON DAVID M ET AL	P O BOX 3501	OLYMPIC VALLEY CA 96146
WILSON, SAM CASTLE, PURDEY	154 SPRINGDALE WAY	REDWOOD CITY CA 94062-3909
WINIARSKI, STEPHEN 205 GST	25 KNOLL WAY	SAN RAFAEL CA 94903
WOEBER KENNETH A & PATRICIA M TRUSTEES	6 BARTEL CT	TIBURON CA 94920
WOODMAN-O'TOOL SQUAW CABIN PARTNERSHIP	PO BOX 5343	REDWOOD CITY CA 94063
ZANG, ELIZABETH HOBART ZANG, XAVIER	2467 21ST AVE	SAN FRANCISCO CA 94116
ZIEGLER, ROBERT B BROWN, JENNIFER S	11266 MONTEREY CT	CUPERTINO CA 95014

Squaw Valley/Alpine Meadows Micro Mass Transit District Steering Committee

Recipient: Placer County Board of Supervisors

Letter: Greetings,

Squaw Valley / Alpine Meadows Micro Mass Transit District Steering Committee

It is our pleasure to present you with this petition asking for your support of our transit project in Squaw Valley and Alpine Meadows.

Over 2,000 individuals ask that you do so and many offer their individual comments saying why.

They are a diverse group, including over one hundred local SV and AM residents, second homeowners, several hundred Placer County and North Lake Tahoe residents and many hundred Northern Californians who are often visitors to our resort community.

They all want improvements to our local and regional transit for convenience, the environment, and our competitive and economic well-being.

Thank you for listening to their voices.

Sincerely,

SV|AM MMTD Steering Committee

Evan Benjaminson Granite Peak Management Founding Partner
Casey Blann SV Ski Holdings VP of Mountain Operations at Alpine Meadows
John Borden SV Resident, Truckee Donner Lodge Owner, Truckee TBID
John Cate SV Lodge Owner
Sharla Chador Alpine Meadows Resident, AM Estates Association Board
Keith Fountain SV Lodge Owner & Board Member, SV HOA Forum Moderator
Peter Grant Squaw Tahoe Resorts / Red Wolf Lodge Board President
Steve Kastan Alpine Meadows Resident, AM Property Manager

Mike Livak SV Ski Holdings EVP

Robb Olson Alpine Meadows Resident, Bear Creek HOA Board Member

Maggie Shane The Village at SV / 22 Station Owner & Board Member

David Stepner SV Resident, SV MAC Member, Friends of SV Steering
Committee Member

Mike Willette SV Resident, SV POA President

Comments

Name	Location	Date	Comment
David Stepner	Truckee, CA	2017-05-23	We need to start somewhere to reduce the congestion in the Valley. This is a small step, but a beginning.
Jon Shanser	Olympic Valley, CA	2017-05-23	It's "high time" beget going on transportation issues in our valley.
Marcia and Bob Barnett	Pacific Palisades, CA	2017-05-23	Any increase in public transportation is a step toward greater environmental sustainability
Keith Fountain	Plymouth, CA	2017-05-23	Something we can all agree on ... SV AM deserves a transit system worthy of our great mountain and resort community.
Sally Brew	Los Altos, CA	2017-05-24	One step forward in helping to alleviate traffic problems in Squaw Valley...
Fred Ilfeld	Olympic Valley, CA	2017-05-24	reliable public transportation is needed to help relieve our north Tahoe area traffic congestion.
Micro Transit District Squaw Valley	Olympic Valley, CA	2017-05-24	Without actions by Placer County to solve the Valley's transportation problem the quality of life for both residents and visitors will rapidly degrade.
Jerry Riessen	Belvedere Tiburon, CA	2017-05-24	This is an important next step to save our valley.
Michael Willette	Truckee, CA	2017-05-26	I support and as a Squaw Valley full time resident I will use and promote this system
Andrew Hays	Olympic Valley, CA	2017-05-26	We need an effective mass transit solution that is reliable and frequent. There was an app based ride hailing service during the holidays, it would pass my house daily yet unless I downloaded the app I could not utilize the service. This should not be. This should be a public option available to all and not another start up tie in gimmick. SVSH often raises the point that it is the locals who create a bulk of the congestion, yet only provide mass transit options during select holliday weekends. In order to create a culture of mass transit usage it must be frequent and available during both peak and low visitor dates.
Jamie Schectman	Olympic Valley, CA	2017-05-26	I'm signing because the North Tahoe/Truckee traffic problem needs serious solutions.
Evan Smith	Olympic Valley, CA	2017-05-26	There are a lot of steps that need to be taken to protect quality of life for residents and visitors of Squaw Valley, both now and in the future, this may be one of them.
William Loverro	Hollis, NH	2017-05-26	My wife and I often stay in Olympic valley for three weeks or longer . If improved mass transit could comfortably move people around the valley without undue delays everyone would benefit. Over 30 years ago I was able to land in Zurich identify my luggage at the airport but never had to handle it, boarded a train that left directly from the airport without my luggage and have it arrive at my hotel

Name	Location	Date	Comment
			in Davos Switzerland . If a small country can move people and their luggage so smoothly why can't the slaw valley transit system step up and improve the system so that people would be happy to park inTruckee or Tahoe city from where they could be swiftly brought to the. Base of the mountain?
David Wilson	Olympic Valley, CA	2017-05-26	I want to see a reduction in traffic and parking congestion. That can only come through the use of mass transit. An intravalley shuttle within Squaw Valley and Alpine Meadows will provide a more convenient way to ride to and from the lifts, eliminating the need for residents to use their cars.
David Doherty	Truckee, CA	2017-05-26	Every other resort area I have lived in or visited has efficient public transportation. North Lake Tahoe is decades behind the times.
Kristi Denton Cohen	Mill Valley, CA	2017-05-26	We have owned a home in Alpine Meadows for over 30 years. This problem has grown much worse. Local transit will help that, plus keep more cars on short trips off the road. Always a plus for the environment.
John Wilcox	Olympic Valley, CA	2017-05-26	I believe this service would help reduce traffic in Squaw Valley on busy ski days.
Spencer Bloch	Tiburon, CA	2017-05-26	I'm signing to support the full time residents of SV
Maggie Shane	Truckee, CA	2017-05-27	I feel this is a great improvement the to transit issue
Sandy Sahlman	Olympic Valley, CA	2017-05-27	As a fulltime resident living on Squaw Valley Road, I cannot overstate the need for a transit system to reduce the overwhelming volume of traffic into our Valley. This effort is a great beginning.
Jeff Lampert	Tahoe city, CA	2017-05-27	We need better public transportation in this area.
Jennifer Rosser	Reno, NV	2017-05-27	I grew up in Squaw Valley, and I have seen such a huge change in the traffic that something must be done to reduce the congestion.
John Cate	San Francisco, CA	2017-05-28	This is a great idea to help reduce dependence on cars. We must find ways to reduce traffic in the Valley.
Peter Grant	Olympic Valley, CA	2017-05-28	This presents an excellent opportunity to begin improving on a decades long problem that impacts everyone.
Catherine Anderson	Petaluma, CA	2017-05-28	We own a home on Squaw Valley Road. We've always said that a shuttle would take cars off the road and out of the parking lots. If locals could leave their cars in the driveway it would be a huge win-win.
Thomas Iverson	San Francisco, CA	2017-05-28	We need to reduce traffic pollution
Richard Terry	Lafayette, CA	2017-05-29	Transit options certainly key for near and distant future traffic at Squaw. Suspect much of travel out of Squaw for residents and those staying in valley is to Truckee and Tahoe City, both destinations being very suitable to a single bus stop or two. Parking a problem in both these destinations as well.

Name	Location	Date	Comment
Charlie Vogelheim	Mill Valley, CA	2017-05-30	I grew up skiing Squaw and want to preserve the opportunity
Dan Tester	Truckee, CA	2017-06-02	One more step in the right direction for mass transit in our area
Heather Cullen	Olympic Valley, CA	2017-06-06	The fact that I have to drive to the mountain to go skiing when I live 2 miles away is ridiculous. This should have happened years ago. A transit system for Squaw/Alpine is necessary just to keep us relevant. Every other mountain in the world has better transportation than our community. Squaw creates so much tax revenue it's time for Placer County to invest in infrastructure in order to keep tourists and locals happy. Steps need to be taken to relieve the traffic congestion or people will stop coming here.
Bev Wilson	Olympic Valley, CA	2017-06-08	I am an interested full time resident
Christopher Loughlin	San Francisco, CA	2017-06-10	I think this is a good starting point to address the traffic issues in the winter. Thanks for putting it together!
Leah Clark	San Diego, CA	2017-06-11	I'd like a viable alternative to ski traffic between Truckee and Squaw.
Ruth Wilcox	Portola Valley, CA	2017-06-12	Relieving traffic congestion is good for everyone and the air.
Rachelle Latimer	Hayward, CA	2017-06-13	I want to see improved public transportation and less congestion on the roads
Bevan Waite	Olympic Valley, CA	2017-06-13	I live at squaw and we need this. TART is not always reliable.
Nichole Hull	Incline Village, NV	2017-06-13	This a very needed service for our community!
Biby X	Truckee, CA	2017-06-15	We need this in our community !
james Quigley	Mountain View, CA	2017-06-16	I've been impacted by the issue.
Eric Everson	Dublin, CA	2017-06-16	I have a cabin in Homewood and ski often at Alpine and Squaw. Traffic is a mess and something desperately needs to be done.
Wendy Allen	Dearborn, MI	2017-06-16	Safe & sober free transit is needed.
Michael Werst	Gold River, CA	2017-06-16	I support the efforts to reduce pollution from mobile sources that impact public and environmental health
Tom Spalding	Orinda, CA	2017-06-16	1) It's the right thing to do to help protect the Tahoe Basin's stunning but threatened environment.2) The traffic in and out of Squaw has become a major detriment to skiing there.
Alexander Ladd	San Francisco, CA	2017-06-16	I believe in Mass Transit.
Martin Risau	Menlo Park, CA	2017-06-16	We all need to do our share to enjoy nature and skiing.
Dan Kelsay	Salt Lake City, UT	2017-06-16	I am sick of the traffic and its ruining our community as a world class destination resort area.
Suzann Sylvester	Hayward, CA	2017-06-16	Just seems like the right thing to do to stay 'green', to attract visitors and to keep the traffic down - for ALL seasons!

Name	Location	Date	Comment
Nils Tikkanen	Santa Cruz, CA	2017-06-16	I approve efforts to reduce traffic congestion and pollution caused by individual cars.
Rob Worden	El Dorado Hills, CA	2017-06-16	I want to see reduced Traffic and pollution in the Tahoe City and Olympic Valley Corridors
jack angaran	Reno, NV	2017-06-16	great idea. the service is badly needed.
Paul Chiem	Fort Bragg, CA	2017-06-16	I love Tahoe but the traffic is really really rough, comparable to rush hour San Francisco, or Los Angeles
Eric Gil	Aptos, CA	2017-06-16	Future transport in the Tahoe region needs to improve for too many reasons than I have room for here, but quality and affordability of transport are of the most important items to work on in and around the Tahoe basin.
gary klop	Shingle Springs, CA	2017-06-16	I would love ride a shuttle when at squaw. I don't visit often because of traffic issues
Ed Clay	Sonoma, CA	2017-06-16	I hate the traffic and resultant carbon emissions.
Ralph Kirberg	Belmont, CA	2017-06-16	I am a homeowner in Tahoe City and experience trffic conjection first hand
Gabriel Petlin	Norden, CA	2017-06-16	Because traffic is such a huge problem and only frequent, predictable, and reliable public transit can solve the problem.
Jayvy Difuntorum	Mountain View, CA	2017-06-16	Traffic is horrible when you're trying to efficiently use a day pass to any ski resort
Susan Mainville	Edmonds, WA	2017-06-16	It is long overdue
marianne salas	Redwood City, CA	2017-06-16	I support the plan
Gary Davis	Tahoe City, CA	2017-06-16	i believe we need better transit just like this item. Placer County needs to step up and contribute to the program.
Catherine Krueger	el cerrito, CA	2017-06-16	This past winter the traffic was horrendous in and out of Squaw and Alpine and I sure hope adding buses will help alleviate the issue. We took the bus out of Tahoe City several times and it worked great. Super easy and convenient.. Timing was essential not to be waiting for a while or miss the bus back....
Gary Pike	San Francisco, CA	2017-06-16	It would be great to use micro transit when I'm visiting in both the Summer and Winter seasons!
barbara kolbl	Shingle Springs, CA	2017-06-16	We need to solve the traffic issues
bill Sinoff	Truckee, CA	2017-06-16	this is a critical piece of infrastructure our community is missing
Todd Davies	San Francisco, CA	2017-06-16	Traffic has long been at a crisis point around the lake., and it affects my decisions about where to stay and play and how often to visit tahoe. This solution is a great step.

Name	Location	Date	Comment
Shelley Kim	Berkeley, CA	2017-06-16	I'm signing to KEEP TAHOE BLUE !
George Eddy	San Francisco, CA	2017-06-16	It's a great idea!
Joe Malin	San Jose, CA	2017-06-16	Reducing traffic in the Lake Tahoe helps everyone. It reduces costs for infrastructure. It reduces pollutants. It frees up the roadways for residents that depend on driving for everyday tasks. It helps seasonal workers that the resorts depend on.
Khanh Russo	San Jose, CA	2017-06-16	I am a home owner in Dollar Point and believe this will improve transportation options for the community.
Bella Konstantinidis	Oakland, CA	2017-06-16	We own a condo in Lake Forest Glen and often come up when traffic is awful through Tahoe City, especially during 4th of July week. Would love to see a micro mass transit solution to help alleviate traffic but also to protect the environment.
Linda Rossi	Aptos, CA	2017-06-16	Traffic is terrible and something needs to be done.
AJ Axelrod	San Francisco, CA	2017-06-16	The traffic into squaw is an awful experience, can be dangerous for emergency vehicles and causes pollution
Todd Gerard	Vacaville, CA	2017-06-16	Traffic in area sucks
Elaine Graves	San Ramon, CA	2017-06-16	I am a season pass holder at Squaw Valley and homeowner in Truckee and traffic congestion has become one of the major problems during the winter months. Solutions need to be found.
Elizabeth Sturcken	San Francisco, CA	2017-06-16	This is a big problem that needs to be solved!
GRACE KIM	SAN FRANCISCO, CA	2017-06-16	I' d like to have an environmentally sound alternative to driving my own car to the slopes.
Jacob Friedman	San Francisco, CA	2017-06-16	This would make Tahoe traffic so much better and I would totally use it.
Przemysław Aleksandrowicz	Oakland, CA	2017-06-16	Traffic.
Greg Dedona	Mill Valley, CA	2017-06-16	Any traffic solution is on the table. How about a high speed monorail or gondola along the 89 corridor!
Abhishek Kumar	Palo Alto, CA	2017-06-16	Traffic congestion is a nightmare at 4pm when everyone's leaving Squaw after lifts close.
Doug Smith	SF, CA	2017-06-16	Would love to use local regular reliable transit to get from our winding creek house to the mountain and back
David Bell	Lawrenceville, NV	2017-06-16	We need a transit solution for Squaw Valley!
Mark Spolyar	San Francisco, CA	2017-06-16	I have a ski lease at Alpine Meadows and would far prefer to hop in a shuttle over driving less than a mile to park. Other mountains do this and it works great (see Northstar).

Name	Location	Date	Comment
Andrew McMahon	Washington, DC	2017-06-16	I like to ski and not sit in traffic!
Karen Allen	San Francisco, CA	2017-06-16	The fate of the planet requires us to reduce our carbon emissions.
Carol Wong	Oakland, CA	2017-06-16	Im a part time resident
Kate Stone	Dearborn, CA	2017-06-16	Individual auto traffic is not infinitely scalable. Improved, expanded, and integrated mass transit is the way forward. Let's go to Squaw to ski and ride, not sit in traffic!
Regula Wegmann	Fairfax, CA	2017-06-16	I love the Lk Tahoe region and prefer going there on public transit (for ecological reasons), but it's been difficult getting around once there. Improving the local transit system is what this region needs!
Samantha Pinney	Daly City, CA	2017-06-16	There needs to be a park and ride for skiing. Squaw/Alpine lots get filled, the road gets backed up - there's no reason not to have these. Utah resorts have been doing it for years up the canyons and they work well transporting dozens of people who would otherwise be in cars.
Marilyn Canon	Foster City, CA	2017-06-16	2nd homeowner. I agree if we can provide reliable shuttle service, we can eliminate some of the traffic congestion.
Chelsea Schlunt	San Jose, CA	2017-06-16	There needs to be more affordable transportation options in Truckee and Squaw/Alpine. The traffic the past couple years is intense and there need to be other options.
Dawn Rintala	Truckee, CA	2017-06-16	I hope it will also be available in the mornings for employees until we get a monorail.
Karen Curran	Incline Village, NV	2017-06-16	We need it
John Martin	Ross, CA	2017-06-16	I know how bad traffic is on weekends during ski season
Jill Krimmel	Orinda, CA	2017-06-16	The traffic needs to get under control.
Stanly Martin	Pacifica, CA	2017-06-16	As a season pass holder at Squaw Valley we found the trial run of shuttle service during the World Cup event to be very user friendly. We enjoy staying at Squaw Creek and using that shuttle service. A micro-local bus service would be super when staying with a larger group in a vacation rental. Absolutely worth a 1% tax.
Adam Swartz	Santa Clara, CA	2017-06-16	Access should be made easier to the ski resorts. Currently, parking and driving is far too tedious and local ski/snowboard communities want to be able to enjoy California's luxuries/amenities.
Scott Hardman	Davis, CA	2017-06-16	Traffic is bad in and out of all ski resorts in the Tahoe area. More transit services could alleviate this issue.
Alison Bunnell	San Francisco, CA	2017-06-16	I grew up skiing Squaw Valley and unfortunately, the parking has gotten terrible over the years. Would love to see alternate resources being used to make the mountain more accessible.
Christopher Rimer	San Carlos, CA	2017-06-16	I'm signing because residents outside the valley need in-valley residents to have an alternative to driving. Those of us out of the

Name	Location	Date	Comment
			valley have no other choice -- let's help Valley residents get out of their cars for the sake of all who want access to this amazing resource called Squaw Valley.
Grace Davidson	Incline Village, NV	2017-06-16	I travel to squaw and alpine from out of the area and traffic often prevents me from enjoying the experience - or I decide to not go to those resorts.
Kelly Ballou	San Francisco, CA	2017-06-16	Squaw is my go-to ski destination, and the traffic getting to/from the mountain eats up a good portion of my vacation time.
Katherine miller	San Francisco, CA	2017-06-16	Definitely a step in the right direction- ultimately what we really need is service like this to satellite parking lots in Truckee and Tahoe City. This is a good start and hopefully a proof of principle that will move us in that direction.
Ernie Baumberger	Antelope, CA	2017-06-16	This type of transit is badly needed in the Tahoe area. Having visited other resort communities (Vail, Park City, Steamboat) each had a free public transit system that was easy to use - we did not need a car for our entire visit except airport shuttles to and from the resorts. Tahoe needs this.
Brian MacKenzie	Lafayette, CA	2017-06-16	I visit Squaw and Northstar in the summer and winter every year and want a better system for transportation.
Tim Hughes	Union City, CA	2017-06-16	I commute from Tahoe Donner and it has gotten crazy. I have to leave an hour earlier than years ago.
Julie Krueger	Folsom, CA	2017-06-16	Reducing smog and congestion in the Tahoe region is important to me as an avid cyclist, skier, hiker & camper of the area. The traffic can be very frustrating. Excellent idea!
Darrell Anderson	Richmond, CA	2017-06-16	This is a solution we've been needing for years. Glad it's finally becoming a reality.
Chris Patterson	Truckee, CA	2017-06-16	The traffic issues have become a major problem for locals trying to live and workeveryday.
Lori Solem	Oakland, CA	2017-06-16	Fewer cars! Less traffic! Better for the environment!
Laurence Heifetz	Truckee, CA	2017-06-16	This is a terrific model for improvement.
Barb Sisson	Auburn, CA	2017-06-16	Fantastic idea to alleviate the congestion and come up with a sustainable and convenient solution!
Ed Bustamante	Santa Rosa, CA	2017-06-16	Let's reduce the impact we have on this treasured, area!
Kai Lo	San Francisco, CA	2017-06-16	Not only does it save the troubles of finding parking, but it's more environmentally friendly, and relieves the stress of driving after a long day of boarding.
Bryan Wilson	Palo Alto, CA	2017-06-16	We desperately need to address traffic issues in the Lake Tahoe basin.

Name	Location	Date	Comment
Bobbie Head	Hercules, CA	2017-06-16	we are homeowners in Squaw Valley and this makes sense for hundreds of reasons.
Nicole Diggs	San Francisco, CA	2017-06-16	I'm signing because I'm a frequent visitor to the Lake Tahoe region and Squaw Valley specifically and would welcome and utilize better mass transit options like Chariot!
Sarah Sweger	San Francisco, CA	2017-06-16	Traffic has become a reason I don't want to come to Tahoe!
Haley Meyer	Concord, NV	2017-06-16	I grew up in squaw and always thought it was silly to drive 1/4 of a mile to go skiing. With deep snow and steep roads it feels like the only option but with this it would allow easy access without the waste of everyone driving themselves. Also it would help with traffic and parking which we all want. This is an awesome thing!
Andrea Cohen	Los Angeles, CA	2017-06-16	This should hopefully alleviate some traffic. We'll see in five years, when it's time to renew, if it really had an impact or not.
John McClure	Boise, ID	2017-06-16	Former employee of U.S. Forest Service and property owner in Tahoe City. Save Lake Tahoe!
Marianne Miller	Oakland, CA	2017-06-16	There isn't enough parking at Squaw and I hate traffic, especially during my vacation time.
Jason Cisneros	Sacramento, CA	2017-06-16	Traffic congestion needs to be improved
Sarah Bettman	Mountain View, CA	2017-06-16	Squaw and Alpine are special places I have visited all my life. I love the idea of looking at creative solutions to keep the area a great place yo visit.
Tony J Simon	Davis, CA	2017-06-16	Tahoe and especially the Olympic Valley are unique environments that need to be protected with the least traffic possible and the most access to resorts and places of interest
George Sauter	Olympic Valley, CA	2017-06-16	Sounds like a good idea
Mark Naugle	Roseville, CA	2017-06-16	I have condo in Norden. Less driving is good for the environment.
Pete DAlonzo	Pinole, CA	2017-06-16	I'm in support of public transportation and preservation of Lake Tahoe.
Emily Lewis	San Francisco, CA	2017-06-16	Squaw is truly my favorite place in the world, and the traffic has made even me think twice about coming up some weekends. I want to reduce my carbon footprint and still shred the best mountain in the world!
Brahma Butler	Truckee, CA	2017-06-16	We need to better our public transportation and lower the volume of cars on the roads.
Brian Nguyen	San Jose, CA	2017-06-16	I support reduce in-valley traffic congestion.
Will Spangler	Santa Cruz, CA	2017-06-16	We need better public transit for convenience, traffic reduction, and to address greenhouse gas emissions. Look to Aspen/Snowmass for how well a system like this can work.

Name	Location	Date	Comment
Jeff Alonzo	San Anselmo, CA	2017-06-16	makes sense
Brian Bensch	San Francisco, CA	2017-06-16	I support anything to reduce traffic congestion in North Tahoe.
Kathleen Carlson	Olympic Valley, CA	2017-06-16	This idea is wonderful!!!
cara chasr	Aalmo, CA	2017-06-16	We share a cabin in grays crossing with another family. We come up year round and have been frustrated by the increasing traffic and lack of public transportation/ shuttles We would definitely use this option.
brooke secor-gridley	San Francisco, CA	2017-06-16	If and when we must use cars, mass transit IS THE only answer.
Susan McIntosh	San Francisco, CA	2017-06-16	I travel frequently to Lake Tahoe to ski during the winter and would like to get around without a car.
Mike Martin	Carnelian Bay, CA	2017-06-16	Traffic is a major issue that will limit future biz/tax growth
Steve Prina	Olympic Valley, CA	2017-06-16	I have a second home in Alpine meadows. Tart only goes to the bottom of the access road. It needs to go further up.
Lisa Hahn	Richmond, VA	2017-06-16	Sounds like a great idea! We hope to be able to use the shuttle when we visit this winter.
John Lehrkind	Piedmont, CA	2017-06-16	We need it.
John Crose	Santa Clara, CA	2017-06-16	To many cars and traffic.
James Harrison	Kentfield, CA	2017-06-16	I think it add a great value to the community.
Jim Dillon	Shingle Springs, CA	2017-06-16	The parking situation at Squaw Valley needs to be addressed. The capacity of the current lot does not seem to match the demand for parking for the mountain and related hotels, stores, restaurants, etc...
Steve Burke	Truckee, CA	2017-06-16	I am a resident and would greatly appreciate this service.
Paul Otis	Olympic Valley, CA	2017-06-16	I support this petition to improve traffic conditions and support it's environmental effects.
Catherine Park	San Francisco, CA	2017-06-16	I signing because less traffic and reduce pollution.
Andrea Dougherty	Tahoe City, CA	2017-06-16	We own a house in Tahoe City.
Gene Sullivan	Keysville, GA	2017-06-16	We did not renew pass at Squaw for this yea because of the traffic/parking issues this past season. If you fix it, maybe we will reconsider.
Cassandra Belair	San Francisco, CA	2017-06-16	I am signing because heavy traffic ruins the beauty of Tahoe.
Jeff Thornton	Truckee, CA	2017-06-16	We need to take control of our local traffic issue and this is a Greta first step.

Name	Location	Date	Comment
Louis Goodman	Hayward, CA	2017-06-16	I would use public transport between Squaw & Alpine. Anything to reduce traffic will help the community.
Danny Rotter	Reno, NV	2017-06-16	As a Reno resident with a cabin at Donner Lake, I really enjoy going to Squaw. The traffic however is what is the first reason to not go. Having been to Vail in recent years I really enjoyed the ability to not get a rental car and rely on transit systems. This would be great development to further transit options in the area.
Derek Chu	San Francisco, CA	2017-06-16	We need solutions for better traffic to Keep Tahoe Blue
Mary Beth Alexander	Half Moon Bay, CA	2017-06-16	This seems good for the environment and good for the residents and visitors. Win all around.
Jeff Gitschel	Sacramento, CA	2017-06-16	Traffic is a serious problem and shuttle service is a great solution.
Suzanne Johnson	Truckee, CA	2017-06-16	I support public transport and the reduction of traffic along Hwy 89
paul averill	Redwood City, CA	2017-06-16	I totally agree that something needs to be done about all the traffic.
Ruthanne Smith	Redwood City, CA	2017-06-16	I think this is a wonderful plan and wish to add my yes vote to support it happening.Thank you.
Crystal Campisi	San Jose, CA	2017-06-16	I visit Squaw every winter, and I hate the traffic!
Grant Wolter	San Jose, CA	2017-06-16	I am in favor of traffic reduction strategies for the Lake Tahoe area and specifically hwy. 89 between Truckee and North Lake Tahoe.
Barbara Pickett	Tahoe City, CA	2017-06-16	T feel the winter traffic needs improvement
Bryan Epis	Los Altos, CA	2017-06-16	It would help ease congestion.
Stuart Hwang	San Rafael, CA	2017-06-16	I think this is a great idea to minimize traffic congestion and pollution in the Tahoe area.
David Osman	Los Gatos, CA	2017-06-16	I'm signing because this is a logical solution to a long-standing traffic problem, and will improve quality of life for both locals and tourists.
Douglas Silverstein	Burlingame, CA	2017-06-16	This is great for Tahoe and the environment.
A Truby	Redwood City, CA	2017-06-16	I want to see Tahoe get back to a less congested state.
Andrew Duffy	Orinda, CA	2017-06-16	It's the right thing to do.
Edwin Hinlo	Sacramento, CA	2017-06-16	I'm a snowboarding addict and live in harrahs and harveys on weekends
Linda Burdick	Tahoe Vista, CA	2017-06-16	Traffic reduction is a desirable goal.
Scott Collins	Vacaville, CA	2017-06-16	Great way to reduce traffic and other associated issues with automobile use.

Name	Location	Date	Comment
Paul Diamond	Mountain View, CA	2017-06-16	I have been coming to Lake Tahoe from the Bay Area for 45 years and see the need for this
Ken Downey	San Rafael, CA	2017-06-16	I'm a former resident, and frequent visitor who feels the traffic in Tahoe is a big problem that need to be addressed.
Heather Ward	Sacramento, CA	2017-06-16	Tahoe is beautiful!
Joy Naugle	Roseville, CA	2017-06-16	Public transportation improves air quality everywhere.
Tim Rooney	San Francisco, CA	2017-06-16	Public transit is the environmentally conscious thing to do. Save traffic, idling cars, and wear and tear on the roads!
Michael Costello	West Sacramento, CA	2017-06-16	Truckee / Squaw / Alpine / Tahoe City... connect them yes!
Tyler Asher	Tahoe City, CA	2017-06-16	Reliable and consistent public transportation is greatly needed in our area!!
Danny Alterman	San Rafael, CA	2017-06-16	It seems like a great idea to reduce traffic and to help the environment
Anna Klovstad	Truckee, CA	2017-06-16	I love this idea because it will help us reduce the carbon footprint of our community as well as the traffic.
Joan Heblack	San Rafael, CA	2017-06-16	Fantastic idea to eliminate traffic to Tahoe and around the area.
Maggie Chaffee	Walnut Creek, CA	2017-06-16	We are frequent visitors. Owners at Red Wolf in SquawValley and Tahoe Sands in Tahoe Vista Need to reduce traffic impact.
Eric Schellenberger	Livermore, CA	2017-06-16	Terrible traffic jams during high season skiing and holidays adversely affects locals and visitors in Tahoe.
Joe Powers	San Jose, CA	2017-06-16	Traffic in the North Tahoe area has and is consistently driven by Squaw and Alpine visitors. As an avid visitor to this beautiful area of the world we need to protect it. Managing traffic and asking visitors to help in the effort via the added lodging tax is smart and justified.
Jamie Townsend	Santa Cruz, CA	2017-06-16	I have a cabin just out side of SV and have been a pass holder since 1973. Parking has always been difficult and it needs improving. TBID is a good idea, let's give it a try!
barry ohm	escondido, CA	2017-06-16	I have lived the past two Winters in Olympic valley, Its makes sense to have transit operating during resort hours to reduce traffic in the valley
Remy Kormos	Oakland, CA	2017-06-16	The traffic situation is a disaster, affecting the economy, the environment, locals and visitors alike. This is a no-brainer
allison krutulis	shingle springs, CA	2017-06-16	Without question, this is long overdue.
Eric Egel	Sunnyvale, CA	2017-06-16	What exists does not work well at all.
rebecca rhodes	Saratoga, CA	2017-06-16	I have complained for a long time now that it is shameful that Squaw valley doesn't offer shuttle service like most other world

Name	Location	Date	Comment
			class ski resorts do in this country. So VERY glad that it might be finally happening. Couldn't come sooner considering Squaw resorts expansion plans!!
Erik Eccles	Truckee, CA	2017-06-16	As a long term resident dependable and comprehensive travel infrastructure is paramount to convince people to give up their cars. Its also important to look at how this works with bikes.
Samantha Schaevitz	San Francisco, CA	2017-06-16	I grew up skiing Tahoe, and want to see it thrive into the next era. Transit solutions need to be enacted to keep everyone out of traffic jams and on the mountain.
Theresa Squire	Brooklyn, NY	2017-06-16	My parents live in the Valley so I visit frequently. I have visited other areas with a free transit system and it is a really great way to get around as well as it is beneficial to the environment.
Justin Lovett	Olympic Valley, CA	2017-06-16	I think anything is better than the current situation.
Bras Worthington	Rocklin, CA	2017-06-16	Reducing traffic and keeping visitors from driving in road conditions they are not familiar with is in the best interest of public safety.
Meredith Ashby	San Francisco, CA	2017-06-16	I love to ski but the traffic into the ski resorts this past winter was nearly unbearable.
Daniel C. Eckhard	Berkeley, CA	2017-06-16	Traffic is a huge issue at Squaw/Alpine and any move to reduce this problem is a good idea.
Glenn Borchardt	Berkeley, CA	2017-06-16	Obviously needed.
Charlie Couric	Moraga, CA	2017-06-16	Traffic at ski resorts this past year was a disaster, even on clear midweek days. Full parking lots leads to spiraling problems.
Ashley Hall	Napa, CA	2017-06-16	Too many cars in the Tahoe Basin.
Mike Beallo	Truckee, CA	2017-06-16	It's long over due
Viveka Rydell	Healdsburg, CA	2017-06-16	...it makes sense to use public transportation.
Cathy Bonwick	Los Altos, CA	2017-06-16	We need more transit options for residents and guests.
Jason Williams	San Francisco, CA	2017-06-16	I'm a secondary owner in Truckee and although this objective will reduce traffic but more importantly reduce CO2 emissions and therefore will have a significant environmental impact.
Jan Switick	Mountain View, CA	2017-06-16	We have a 2nd home in Alpine Meadows, but we prefer to ski Squaw most of the time. A free shuttle between the valleys would be great.
DENNIS DELATORRE	Santa Clara, CA	2017-06-16	sv has created this situation make them pay from profits. Lake Tahoe will thrive with or without SV/Alpine. What is their cultural contribution to the Tahoe Region. Tahoe for the ALL the people not just the ELITE \$\$!
monte atherton	San Francisco, CA	2017-06-16	traffic needs to be dealt with in Tahoe. people are there to enjoy the outside, not the inside of their cars.

Name	Location	Date	Comment
Erik Ramberg	Palo Alto, CA	2017-06-16	We need to reduce road traffic and flexible mass/group transit is the answer
david gurley	Santa Rosa, CA	2017-06-16	Any measures to reduce traffic in the basin and change our auto-centric behaviours has my complete support.
Robert Morrison	San Francisco, CA	2017-06-16	Ski traffic around Lake Tahoe is the worst I have ever encountered and Lake Tahoe is so far out of date with the rest of the major ski resorts around the world. I cannot believe every time I ski there how far removed the whole area is from the reality that it is currently facing. Especially from the stand point of building new hotels and resorts to accommodate all the people that want to ski there. Lake Tahoe community have their heads stuck in the sand and are not willing nor able to understand that the rest of the world doesn't move at such a slow pace. As well, there should be better train service from San Francisco and Sacramento, that would also get a pile of cars off the roads as well.
Charles Torrey	Campbell, CA	2017-06-16	Tahoe is too beautiful to mess up.
Alan Schenck	Sunnyvale, CA	2017-06-16	We need to implement programs to reduce traffic congestion and pollution.
Danielle Hunt	Oakland, CA	2017-06-16	I have a second home in Tahoe Vista. We also need better train service from SF and Sacramento!
Jeanne Myerson	San Francisco, CA	2017-06-16	We need to take steps to minimize traffic along Route 89 to and around Truckee, Squaw Valley, Alpine Meadows and Tahoe City AND offer transit alternatives that are reliable.
David Moffat	Berkeley, CA	2017-06-16	Makes total sense
Marisa Pereira	Sacramento, CA	2017-06-16	I'm signing because it is the right thing to do.
Anna De Giuli	Los Altos, CA	2017-06-16	I'm signing because I'm in favor of all kind of public transportation. We need to respect our planet!
Eric Brunstad	Mountain View, CA	2017-06-16	Lack of public transportation in the Squaw area makes skiing at Squaw undesirable compared to areas such as Salt Lake City with better public transportation.
Teveia Barnes	Mill Valley, CA	2017-06-16	I am a regular visitor to Squaw Valley and Alpine Meadows. I support the 1% increase in the TOT to support the new Transit District.
Jolanta Kieturakis	Sacramento, CA	2017-06-16	Love public transportation!
Gary Garcia	Walnut Creek, CA	2017-06-16	Less traffic pollution and meet ours while doing it; win-win
Jean Lombard	San Francisco, CA	2017-06-16	It's really needed to lessen traffic.
Robert Eisenbach	San Francisco, CA	2017-06-16	This would be a major quality of life improvement for everyone: visitors and full time residents alike. It would also help decrease the environmental impact that individual cars make on north Lake Tahoe.

Name	Location	Date	Comment
John Stein	Truckee, CA	2017-06-16	It has to happen! I've waited 40+ years...
Douglas Stoup	Mill Valley, CA	2017-06-16	We need this!
Brian Bates	San Francisco, CA	2017-06-16	I crave a better traffic situation in north Lake Tahoe.
Mark Faulkner	Auburn, CA	2017-06-16	I've seen the application of the Transit system and how it's alleviated some traffic conditions.
Barbara Cook	Reno, NV	2017-06-16	Reduce traffic congestion
Francesca Vesce	Sacramento, CA	2017-06-16	I hate traffic and congestion in the mountains
Jayna Lloyd	Los Altos, CA	2017-06-16	I love Squaw valley and want to help make it an enjoyable place for others to visit.
joseph Cordaro	Oakley, CA	2017-06-16	I want to see a reduction in traffic and more consistent mass transit around lake Tahoe. I am a seasonal renter and would love to leave my car at the cabin when I go ski.
Susie Smith	San Francisco, CA	2017-06-16	My adult children don't drive., and need reasonable transportation.
Joan Kazmar	Santa Rosa, CA	2017-06-16	Hopefully this will reduce traffic & pollution.
Michael King	Berkeley, CA	2017-06-16	I believe it will be better for everyone.
Beverly Lewis	Auburn, CA	2017-06-16	it's a great step forward!
Bong Suh	SAN FRANCISCO, CA	2017-06-16	it makes sense to have regularly scheduled mass transit in such a predictable geography
Christine Barham	Sacramento, CA	2017-06-16	I want to keep Tahoe beautiful!!
Rick Sanger	Grass Valley, CA	2017-06-16	I recreate in area and have been stuck hitchhiking....or locked in auto traffic...
Daniel Sullivan	San Francisco, CA	2017-06-16	I live and work in Squaw Valley during the winter, and recognize this to be a possible solution to lightening the horrendous traffic and parking problems.
Aimee Hepler	Shingle Springs, CA	2017-06-16	I'm doing my part in support of clean air, water, resources for today and tomorrow in this fragile ecosystem.
Rebecca Holland	Half Moon Bay, CA	2017-06-16	This is a really good idea.
Chris Perez	San Francisco, CA	2017-06-16	People should spend more time on the mountain than in their car.
David Kehlet	Los Altos, CA	2017-06-16	I was "parked out" in January, couldn't ski and have not been back.
Agustin Ayrton Jornet Bravo	Argentina	2017-06-16	Es un verdadero problema
Thomas Mumley	El Cerrito, CA	2017-06-16	I'm signing because of the critical need for improved mass transit in the Squaw Valley/Alpine Meadows area to lessen the need for car

Name	Location	Date	Comment
			transportation to solve the current congestion problem, and it will produce significant environmental benefit for air and water quality.
Rachel Miller	Cmabridge, MA	2017-06-16	I spent most weekends January-April in the Tahoe area and traffic is definitely one of the sore points that brings down the great experience, I would definitely be a user of these transit options!
Elle robinson	Dublin, CA	2017-06-16	We need to decrease the traffic and pollution in the Tahoe area.
Justin Sherlock	Menlo Park, CA	2017-06-16	As a frequent winter visitor to Tahoe City and area resorts, traffic has continued to worsen each year--and not just in the morning "lift line." This would also provide a real economic boost to the downtown area, which would be more accessible.
john kenley	san francisco, CA	2017-06-16	Weekend traffic gridlocks are a real headache, and increase pollution.
Andre Juilland	sonoma, CA	2017-06-16	I'm signing because..... well, let's see...* help reduce congestion* help low-income residents be able to afford to live and work to support the economy* reduce emissions* better for the lake* leadership all-around for the direction we need to go as a community, region, state, country, world
Tim Froehlich	Arlington, VA	2017-06-16	I've seen how well it works in Park City, Jackson Hole and Breckenridge and I've also seen how bad traffic can get here. It would be fantastic to see easy to use bus service.
Laurie Earp	Oakland, CA	2017-06-16	Would love a positive solution for my beloved Lake Tahoe area!!!
Cici Alvord	San Francisco, CA	2017-06-16	because of the environment, because of traffic, and to help the residents of Squaw Valley.
Skylar Rocket	Livermore, CA	2017-06-16	I enjoy skiing Sqaw and believe this is excellent for everyone!
Dory Albert	Saratoga, CA	2017-06-16	Like the idea of reducing traffic congestion and being environmentally friendly. Would like to see this initiative extend to Dollar Point, Tahoe City.
Michael Cleland	Pleasanton, CA	2017-06-16	I own property in the valley and believe this step is an effective way to address the intolerable traffic congestion
Paul Rhoads	San Francisco, CA	2017-06-16	I love Lake Tahoe. I wan to protect the Lake Tahoe Environment. I want to reduce the traffic and air pollution in the LT Basin. And . . .I would benefit from not having to park wherever I go . . especially to Squaw Valley, Alpine Meadows and Heavenly Valley.
Ron Tujague	Pleasanton, CA	2017-06-16	We need mass transit when we're in Tahoe
Jon Hammari	Desert Hot Springs, CA	2017-06-16	Too many visitors to this region are dangerously amateur drivers, especially in the snow! Keep us safe with professionally trained local drivers.
Gail Baker	Truckee, CA	2017-06-16	This is a small band aid for the problem but every little bit helps.

Name	Location	Date	Comment
Andrew Kopania	El Dorado Hills, CA	2017-06-16	I'm a second home owner in the Tahoe basin & steps need to be taken to reduce traffic congestion
Milton Latta	Berkeley, CA	2017-06-16	This is a great idea to reduce traffic congestion and release of CO2 into the atmosphere.
Kimberly Bergcollins	Cameron park, CA	2017-06-16	Way to reduce our carbon footprint!!!
Maria Peracchio	San Francisco, CA	2017-06-16	Maria perscchio
Nancy Shea	Mill Valley, CA	2017-06-16	Great idea! Something needs to be done about the traffic congestion in Tahoe.
Tim Dobbins	Truckee, CA	2017-06-16	We have no choice public transportation in the Tahoe area is horrible. I lived for several years in Aspen and never owned a car. The bus system was reliable and free.Tim
Michael Geschwind	San Francisco, CA	2017-06-16	It would be great for the environment and traffic to reduce car congestion in Tahoe.
Chris Knierim	San Francisco, CA	2017-06-16	Encouraging more public transit is always a good idea to remove traffic and cut down on GHG emissions from individual cars
Tung Lui	Pleasanton, CA	2017-06-16	Traffic is horrendous getting to the resorts during a busy day!
Jason Schmidt	Lincoln, CA	2017-06-16	As a regular up to the Tahoe area I have seen the results of this problem for many years. This seems like a reasonable solution.
Christina Miranda	South Lake Tahoe, CA	2017-06-16	Traffic is awful and this type of free shuttle works really well in Mammoth!
Kathy Englar	Los Altos, CA	2017-06-16	Traffic in Squaw Valley is horrendous. Any initiative that will get cars off Squaw Valley road is positive.
Brittany Pierce	Davis, CA	2017-06-16	Traffic is awful
David Buckley	San Francisco, CA	2017-06-16	Shuttle up winding creek
Jo Sharma	Sacramento, CA	2017-06-16	We have a second home in Northstar and know the shuttle system works! Anything to help keep the area clean and green is great!
Greg Heywood	Oakland, CA	2017-06-16	Want to reduce the terrible traffic in North Lake Tahoe
Charles Bittle	Concord, CA	2017-06-16	I ski at squaw valley a lot and there is too much traffic.
Kent Lieginger	Homewood, CA	2017-06-16	Kent Lieginger.
peter di domenico	Mill Valley, CA	2017-06-16	The lack of an adequate public transportation system for North and West Lake Tahoe make it a less desirable destination than comparable areas in the Rockies and Europe. (An even more critical problem is the congestion of tourists driving personal cars to sight see around the lake in the summer tourist season.)

Name	Location	Date	Comment
Jennifer Hsiao	Sacramento, CA	2017-06-16	I am signing this because I hope it will ease traffic around the lake. Let's get North Star on this too.
Lisa Todd	Santa Cruz, CA	2017-06-16	Tahoe is beautiful but the traffic is polluting and horrible for locals and tourists- anything that can help is welcomed!
Rahul Bahadur	San Mateo, CA	2017-06-16	Important cause.
Kristen Obrien	Rancho Cordova, CA	2017-06-16	We need less traffic and encourage tourism
Pamela Fyfe	Brookdale, CA	2017-06-16	We frequently come to Tahoe to ski
Stephen Gaertner, PE	Pinole, CA	2017-06-16	I like convenience
Kate Piscopo	San Jose, CA	2017-06-16	Squaw Valley is truly a special place, and it is so upsetting how the traffic detracts from the area's impressive natural beauty.
Kimberly Burns	San Francisco, CA	2017-06-16	Would love to not have to drive to Squaw! Parking is a nightmare!
Alaina Henry	Olympic Valley, CA	2017-06-16	I support safe and convenient mass transit between Truckee / Squaw / Alpine / Tahoe City to help ease congestion.
Howard Meyerson	Mountain View, CA	2017-06-16	I want to reduce traffic and gas usage.
N A	Reno, NV	2017-06-16	Having this transportation available will put the Lake Tahoe resorts on a more equal footing with other destination resorts in the Mountain West who offer free transportation between the resort and local community.
Eric Morgenthaler	San Mateo, CA	2017-06-16	I support public transportation to and from Squaw/Alpine as a solution to traffic and parking congestion. However, it has to be frequent, accessible, easy to use, available and there must be peripheral parking.
Brian Haskins	Cupertino, CA	2017-06-16	Traffic is terrible at Squaw! This is a long time coming!
Linda Aceves	Fair Oaks, CA	2017-06-16	I support reduced traffic at Lake Tahoe region.
Lila Tang	Castro Valley, CA	2017-06-16	I support mass transportation
Scot Meyer	San Francisco, CA	2017-06-16	I hate traffic when skiing and fun is to be had. No excuse not to have better service for all who love (and pay) to enjoy the valley.
Steve McNamara	San Ramon, CA	2017-06-16	I hate traffic!
Jacqueline Patterson	Truckee, CA	2017-06-16	We have an opportunity to improve our area for visitors and full-time residents. No one wants to come to the Tahoe area to sit in traffic!
Leslie Kardos	San Francisco, CA	2017-06-16	I love SV
Erin Grogan	San Francisco, CA	2017-06-16	Need a sustainable solution to the terrible traffic in North Tahoe.

Name	Location	Date	Comment
Stephen Missall	Reno, NV	2017-06-16	I agree with our cause.
peter hirshberg	San Francisco, CA	2017-06-16	traffic and parking is the most unpleasant feature of skiing at Tahoe. ITs become an unbearable joke. This would help a lot!
Erin Perry	Davis, CA	2017-06-16	Sounds great!
Julian Davis	Sacramento, CA	2017-06-16	I support mass transit and car reduction, especially in a place like Lake Tahoe
Alison Hennig	Truckee, CA	2017-06-16	I hate the winter ski traffic clogging our roadways. I can't leave the house on winter weekends without a major delay.
Cal Tomita	Rocklin, CA	2017-06-16	Tired of the traffic jams at the Y.
Lisa Jaegee	El Dorado Hills, CA	2017-06-16	I believe in creating a better transportation service
matthew michael	Sacramento, CA	2017-06-16	this would reduce cars in Alpine Meadows where I own a home.
Carolyn Latorre	Newcastle, CA	2017-06-17	There is a great need.
Sean Harger	San Francisco, TX	2017-06-17	Tahoe is in desperate need of transit; it's getting way too crowded on the roads.
Ronald Kahn	Truckee, CA	2017-06-17	Reducing traffic increases convenience, improves the experience, and reduces pollution and climate change
Eric Zellhart	San Francisco, CA	2017-06-17	I live in the Bay Area and love to visit Tahoe, but the traffic and snow conditions this winter made it a nightmare. A huge thank you to the local stakeholders and to Squaw Valley for championing a collaborative regional approach. I will happily take Amtrak to Truckee if I can get to SquawAlpine in a reasonable time. Please do consider bus rapid transit lanes for buses to bypass those who choose to drive. As taking a bus, but still sitting in traffic sucks worse than in my car.
FRANK LEE	San Rafael, CA	2017-06-17	ILOVEIT!!!!!!!!!!!!!!
Justin Pace	Reno, NV	2017-06-17	Traffic is horrible and anything that we can do to help with it is worth a try.
tj bennett	Sacramento, CA	2017-06-17	this idea will benefit the region in many ways. kudos to those involved in its inception and direction into the future.
Robert Schwartz	Truckee, CA	2017-06-17	We need to do something about traffic between Truckee and Squaw. Especially during peak times.
kimberly haney	Kentfield, CA	2017-06-17	I believe this is a very good idea!!! Thank you for organizing this!!!
Robert Wiederhold	San Jose, CA	2017-06-17	I'm signing because I go to Lake Tahoe much less than I otherwise would because I can't deal with the traffic issues.

Name	Location	Date	Comment
DAN JOHNSTON	Fremont, CA	2017-06-17	Traffic in the Tahoe Basin can be very difficult to navigate on weekends and holiday, especially near Squaw and Alpine. Anything that can reduce is good.
elizabeth Jeffries	Lafayette, CA	2017-06-17	Anything that cuts the number of vehicles in the valley is a good thing!
stacy owens	Oakland, CA	2017-06-17	I'm going to move there in a few years as a permanent resident.
Rita Smith	Birmingham, AL	2017-06-17	I love this great wilderness and want it to be saved for my grandchildren and great grand children to see and enjoy!!!
Mike Gridley	Mill Valley, CA	2017-06-17	I'm signing because I like to ski at Squaw.
David Durkin	Oakland, CA	2017-06-17	Better public transit helps the whole local economy!
Amy Davies	Truckee, CA	2017-06-17	I will believe this will help with drunk drivers in the Valley.
Conci Mack	Santa Rosa, CA	2017-06-17	I love the Tahoe area especially Squaw and the area needs mass transit to reduce traffic, air pollution, annoyance!
Shelby Smith	Boulder, CO	2017-06-17	I think this will help reduce air pollution in The Valley
chris summers	Australia	2017-06-17	I have plenty of experience sitting in Alpine Meadows and Squaw Valley Traffic. I fully support a mass transit solution. Or a tunnel between Alpine and Squaw. How about that?
GARY EVJEN	Reno, NV	2017-06-17	I believe this concept could not only improve traffic grid-lock, it could also assist in the reduction of air-borne pollutants in the Truckee-Squaw Valley area.
Claire Werner	Sebastopol, CA	2017-06-17	It would be great to have a shuttle in the Valley!!!!
jamie marquez	Reno, NV	2017-06-17	Bout friggin time!!!
Abby Lippincott	Carson City, NV	2017-06-17	The Chariot transit system was a great addition to our valley. I felt it was a successful trial. I'll take the Chariot instead of driving.
Diane Vornoli	Pacifica, CA	2017-06-17	I visit the area very frequently, and I would love to see traffic reduced. We are loving the area to death! There needs to be a long-term solution.
Carol Reed	San Francisco, CA	2017-06-17	I hate the traffic on 89 and avoid it when ever I can, any solution is better than the way it is.
Scott Richards	Mill Valley CA, CA	2017-06-17	The traffic sucks
ute battig	Marina, CA	2017-06-17	Great planning also smaller busses in certain area every city should be taking action like this
Sharon Parker	Stone Mountain, GA	2017-06-17	Difficulty getting around at my last ski trip.Brilliant idea.
David Browne	Lafayette, CA	2017-06-17	Traffic in Tahoe has gotten progressively worse over the past 15 years. I have avoided taking trips to the area due to the congestion.

Name	Location	Date	Comment
			We need a solution that reduces the snarled mess in mornings and afternoons related to ski resort ingress / egress.
robert shattuck	san francisco, CA	2017-06-17	Yes, I use TART to ski Northstar, but would love to be able to connect to Squaw/Alpine. Why not.
Erick Galindo	Beverly Hills, CA	2017-06-17	Would like other options besides renting a car to visit Squaw and Alpine Meadows.
christine hoffman	berkeley, CA	2017-06-17	I would ski Tahoe a lot more often if there was decent transit that cut traffic!!
Shane Koo	Atherton, CA	2017-06-17	I dream that one day there will be a train system from the Bay Area to Tahoe for hours that is conducive for weekend commuters.
Garrett Woodman	Oceanside, CA	2017-06-17	The Valley has already been built up like Vail. we might as well have a similar bus service to reduce traffic and make moving around during the ski season bearable.
julee peterson	Los Gatos, CA	2017-06-17	I am signing because communities know their needs the best and how to fulfill their needs. I also feel there is a safety in the community being involved with visitors as well as bringing a little "small town" kindness back to the world in the form of a solution to an issue. Rather than disregard the visitor, it's inclusive and helpful. Distress the community in terms of traffic and distress the visitor in terms of getting around / parking / etc with snow gear. Solid solution.
curtis Tischler	San Francisco, CA	2017-06-17	We need other transportation systems in place like other world class resorts. This should have been in place years ago!
Erin Schlehr	Walnut Creek, CA	2017-06-17	traffic is terrible and we need to start solving this!
Melinda Marchi	Berkeley, CA	2017-06-17	I ski Squaw and we must do something about the traffic
Elizabeth Gebhardt	Tahoe City, CA	2017-06-17	Traffic is getting worse exponentially.
Julie Simonelli	Concord, CA	2017-06-17	I believe we need to reduce traffic in and around Squaw and Alpine. Traffic can be horrendous especially around peak holiday seasons. Thank You
Miguel Rodriguez	San Leandro, CA	2017-06-17	I would like to bring plausible solution for full time residents and visitors of our beautiful resource.
David Sudlow	Novato, CA	2017-06-17	I've watched the traffic in the area grow to a very unpleasant situation
Chrissy Ebner	Walnut Creek, CA	2017-06-17	I'm signing because this solution brings balance. People can still enjoy nature without ruining it.
Stephen Brown	Truckee, CA	2017-06-17	This proposal is very important to the welfare and convenience of all Squaw/Alpine and Tahoe visitors as well as the residents.
Spencer Green	Reno, CA	2017-06-17	Traffic is a nightmare on 89.

Name	Location	Date	Comment
Christina Benz	Napa, CA	2017-06-17	Lake Tahoe's air needs our protection--and our money--to keep it clear. This is a great idea at minimal cost.
Sara Gooding	Alpine Meadows, CA	2017-06-17	I'm an Alpine Meadows homeowner, and I want an alternative to driving my car 2 miles to an already full parking lot.
Ryan Coulson	San Francisco, CA	2017-06-17	I own a home in Truckee and want to contribute to the solution, not the problem
Jason Rzutkiewicz	Mill Valley, CA	2017-06-17	We need a fix for traffic
Judy Czarnecki	Concord, CA	2017-06-17	Sounds like a good idea.....but have some reservations about where bus stops would be and the difficulty of hauling my equipment plus the equipment of others (grandkids) onto a bus.
Kevin Halteman	San Francisco, CA	2017-06-17	We need mass transit it's Ore efficient, better for environment, -and more enjoyable
Greg Keegan	Milpitas, CA	2017-06-17	I would like to see it be 24 hours , so people could use for night life also .
Kyle Riekema	Cotati, CA	2017-06-17	I LOVE SQUAW VALLEY
Janice Golda	San Jose, CA	2017-06-17	I'm a homeowner in Squaw and was very happy with the shuttle test in Squaw...it saved my guests and me multiple car trips and the need to park at the Squaw base
Dave Lund	Grass Valley, CA	2017-06-17	I approve of the idea and leadership involvement.
Kathy Brewington	Kings Beach, CA	2017-06-17	I avoid the resorts during holidays and other events due to traffic time
Jenny Tighe	Petaluma, CA	2017-06-17	Because I believe in Chariot!!
Michael Mariani	Petaluma, CA	2017-06-17	I want to use chariot to get to alpine
Jill Altmann	Reno, NV	2017-06-17	This is a long-overdue first step! Thank you to those who have untied to make the valley a better place.
Laura Haddad	San Rafael, CA	2017-06-17	I'm signing because we love to support the ski industry but the traffic is getting intolerable. This seems like a great solution!
Eileen Lewis	Truckee, CA	2017-06-17	I support improving local public transportation to reduce traffic, pollution, and the dependency on private vehicles. I live in Glenshire and hope this would extend service to our community of mostly locals.
Elizabeth Romanoff	Sonoma, CA	2017-06-17	A environmental healthy transportation alternative to the mass of cars and will help the locals with a lighter commute.
Jeffrey Wynn	APO, AE	2017-06-17	When I lived in Yuba City last winter it was a terrible ordeal to get down Hwy 89 and get to Squaw. A shuttle service, combined, perhaps, with a parking garage in Truckee and/or Tahoe City would

Name	Location	Date	Comment
			do would to alleviate bottlenecks as well as accidents in the Hwy 89 corridor.
Lebron James	Sunnyvale, CA	2017-06-17	Tahoe is definitely a place needs good traffic for not only local and also bay area Skiers. We really need it !!!
Pat Cronin	Tahoe City, CA	2017-06-17	We n ed it
Margy Lyman	Alamo, CA	2017-06-17	The traffic on 89 is beyond horrible. I support any program that will reduce this congestion
park loughlin	San Francisco, CA	2017-06-17	It is time to do something about the traffic.
Max Lamb	Salt Lake City, UT	2017-06-17	Love to ski, hate to sit in traffic!
Samuel Dapper	Scotts Vallley, CA, CA	2017-06-17	I own property in the Tahoe Basin and would use mass transit if it were more available.
Stefan Bolka	Portola Valley, CA	2017-06-17	I am signing because I feel the traffic on weekends adds too many pollutants to the ecosystem and reduces the appeal of the area to tourism. Having a clean transit solution would also increase the likelihood of visitors staying farther outside the immediate Squaw area and increase overall revenues for the region.
Megan Jones	Baltimore, MD	2017-06-17	I love mass transit!!
Paul Mans	Los Angeles, CA	2017-06-18	I believe in better transit solutions and this seems like a good plan.
Ken Bradford	Lafayette, CA	2017-06-18	It just makes perfect sense!
Henry Koch	Santa Cruz, CA	2017-06-18	I've used TART several times and it has served my transportation needs fairly well, but any improvements in area transportation would be even better and are definitely long overdue.
Joey Meldrum	San Francisco, CA	2017-06-18	I believe increased transit options will help traffic and would use it to get from Truckee to Squaw with my family.
Andrew Schriener	Berkeley, CA	2017-06-18	I hate being stuck in traffic in the Tahoe region; I avoid it on weekends because of the traffic.
Robert Gregory	El Dorado Hills, CA	2017-06-18	Traffic situation is out of control. Have had many 1-2 hr trips from Tahoe Donner in Truckee to Squaw Valley. We must reduce number of cars on these roads.
kathleen walton	mill valley, CA	2017-06-18	I agree with public transport being the solution
Karin Dillon	Mountain view, CA	2017-06-18	Traffic in the valley is not sustainable. We must find a solution to save the magic of Tahoe
LaVon Shay	Genoa, NV	2017-06-18	I've experienced rhe succes of mass transit af European resorts and our Fed parks such a Zion National Park- I love our "backyard" and look forward to easing the frustration of playing in it!
Sue Reed	Reno, NV	2017-06-18	There needs to be a lot less traffic at Lake Tahoe. Class see the highway - only use buses - like Yosemite.

Name	Location	Date	Comment
Edwin Gackstetter	San Francisco, CA	2017-06-18	Transportation congestion will only get worse in the valley. We need to be looking at all alternative solutions to find ones that are scalable.
Duane Bouligny	Tahoe City, CA	2017-06-18	Traffic is horrible in town and more needs to be done. Including a shuttle to the back side of alpine meadows. Further, a toll for vehicles would force people to carpool. This is a step in the right direction.
Jason Lees	North Providence, RI	2017-06-18	We need to reduce traffic in Tahoe.
thaxter sharp	Kentfield, CA	2017-06-18	The traffic delays are going to drive weekend traffic away, which will be a local job-killer as people like us decide to take 3 and 4 day trips to Utah and Vancouver and Colorado instead of fighting the jams for two days in Tahoe.
James Hird	San Leandro, CA	2017-06-18	I am signing, because I watched this problem build over 30 years.
Melissa Wilkerson	Westport, CT	2017-06-18	I'm signing to help reduce traffic and air pollution and help drive tourism in Tahoe
Karen Tang	Palm Beach Gardens, FL	2017-06-18	I'm signing because for the last two seasons, I have held a season pass to Squaw/Alpine and lived in Carnelian Bay. The traffic to get to the slopes in the morning-- almost no matter how early I tried to get out-- easily hit an hour. This congestion is unsustainable, bad for the environment, and bad for residents.
Erica Gagliardi	San Francisco, CA	2017-06-18	I vacation in Tahoe, ski in the winter and hate all the traffic. Help us get out of our cars!
Lindsey Banks	El Dorado Hills, CA	2017-06-18	I think this will help the environment and the community.
Steve Wagner	San Jose, CA	2017-06-18	I ski frequently at Squaw and Alpine Valley. Traffic is horrendous.
chris clark	Truckee, CA	2017-06-18	traffic has been awful and down right ludicrous for decades, but especially troubling the past 4 to 5 years. Solutions exist and must be implemented.
Brian Williams	Sacramento, CA	2017-06-18	This could be a convenient alternative to short-hop car trips and parking hassles.
Stephanie Hanson	Truckee, CA	2017-06-18	We need alternatives for the community traffic problems.
Melissa Pruyne	Reno, NV	2017-06-19	I'm signing because we want other options for helping solve the Tahoe Truckee traffic problem!
Scott Moorhead	Santa Rosa, CA	2017-06-19	I believe mass transit is better for the communities in the Tahoe Basin and shuttle service is better for the environment!
John Hinman	San Rafael, CA	2017-06-19	I own a home in the valley and the traffic is horrible on the weekends. This will ease the congestion.
Julie Steury	Mountain View, CA	2017-06-19	I believe in continuing to improve mass transit options that are convenient and cost effective.

Name	Location	Date	Comment
John Morrison	Olympic Valley, CA	2017-06-19	I'm signing because Squaw Valley desperately needs to improve public transportation.
Jennifer Jackson	El Portal, CA	2017-06-19	Traffic is a nightmare. I'd gladly hop on a shuttle bus from Tahoe Donner.
Katharine Jeffery	Oakland, CA	2017-06-19	This is a first step to solving the traffic problem and protecting the beauty of the area.
Alan Steiner	San Francisco, CA	2017-06-19	It makes sense.
Scott Muir	Reno, NV	2017-06-19	Impossible to get in and out of the Valley for work or recreation unless you plan twice the time you should need.
Alissa Pereira	Curitiba, Brazil	2017-06-19	Because it's really important!
Daniel Keller	San Jose, CA	2017-06-19	Traffic in and around Tahoe City due to Alpine/Squaw Valley visitors needs to be addressed. This service would help cut some of this traffic.
Michael Taylor	Oakland, CA	2017-06-19	Frequently visit squaw alpine by car looking for alternative transportation solutions
Nicoletta Carter	Truckee, CA	2017-06-19	I use to live in Squaw Valley from 1978-1986, I now live in Truckee, having a shuttle would be such a good thing for the Valley.
Alison Bermant	Truckee, CA	2017-06-19	Although I live in Truckee I often work between Truckee and Tahoe City and the traffic on Highway 89 due to Squaw Valley visitors can make what is normally a 20 minute drive last two hours or longer, especially in winter. This is desperately needed.
Dennis Leary	Mill Valley, CA	2017-06-19	We need to reduce congestion.
John Murphy	Wilton, CT	2017-06-19	Keep Tahoe blue!
Sheila Burke	San Francisco, CA	2017-06-19	I love Tahoe and dislike road congestion and pollution.
Jane Newhard-Parks	Tahoma, CA	2017-06-19	I live in Tahoma, kids and seasonal employess and others do not have a reliable transit system
Jennifer Hosek	Oakland, CA	2017-06-19	We need good public transportation throughout the US--including Lake Tahoe--to slow global warming and increase our quality of life.
John Crossley	Memphis, CA	2017-06-19	I love Tahoe and I want to keep it beautiful and traffic free for everyone to see.
Brian Stewart	Mill Valley, VA	2017-06-19	This is a good idea.
Yvonne Rutherford	Oakland, CA	2017-06-19	I visit this area yearly and recognize the need for this service that other ski areas offer
Timur Perelmutov	San Francisco, CA	2017-06-19	I'm signing because I believe in public transportation as great way to address congestion issue and reduce environmental impact of excessive driving in the Squaw Valley and Alpine Meadows area

Name	Location	Date	Comment
Bill Dettering	San Francisco, CA	2017-06-19	Traffic can suck in the basin
Christine Maulhardt	San Francisco, CA	2017-06-19	Fewer cars means cleaner air, less environmental impact, and less traffic!
Tim Reedy	San Francisco, CA	2017-06-19	Waiting in traffic for an hour to get to the hill, even before it's open for the day, is absolutely absurd. Go to any other ski area (CO, UT, WY) and there is free mass transit not only from mountain to mountain, but from the off mountain living communities to the mountains as well.
Laurie Smith	Novato, CA	2017-06-19	Want to reduce traffic from Truckee to Squaw Valley
Karen McCormick	Santa Cruz, CA	2017-06-19	I lived there for many years and the transportation was so antiquated and rarely used by locals and tourists alike. I lived in Aspen for 8 years and they really have the transportation system down. Please take a page from their playbook in solving this dilemma
Julie Kern	San Rafael, CA	2017-06-19	TRAFFIC SUCKS! Save the environment
Lisa Denney	Stanford, CA	2017-06-19	Mass transit that is easy is a win for all.
Anthony Lehtio	Sacramento, CA	2017-06-19	This would be a great solution!
Nick Aster	San Francisco, CA	2017-06-19	Car dependency is death!
anthony brichetto	san francisco, CA	2017-06-19	I want to keep Tahoe blue.
Robyn Mangini	San Francisco, CA	2017-06-19	I travel to Tahoe many times over the winter season and have experienced the traffic. I utilized the shuttle service during the World Cup and loved the ease of it.
Taylor Zink	Carnelian Bay, CA	2017-06-19	Traffic blows!
James Menon	San Francisco, CA	2017-06-19	Traffic is a big problem for Squaw
ricki manahan	truckee, CA	2017-06-19	i am sick of all the traffic!!!
ed campanie	san francisco, CA	2017-06-19	Cars are killing Tahoe. We need a comprehensive solution that includes better train service to Truckee but this is an important step.
Matt Hart	Albany, CA	2017-06-19	Please, add a bus to the back side of Alpine to reduce the West Shore traffic!
Abhijit Ghosh	San Francisco, CA	2017-06-19	I am signing because I am a regular visitor to Tahoe and would like this problem solved well so that the congestion that happens, both in summer and winter, can be alleviated.
Susan J Hill	San Jose, CA	2017-06-19	Where would I leave my car to have a ride to Squaw and Alpine Meadows? when I stay five miles up into Tahoe Donner?
Jennifer George	San Francisco, CA	2017-06-19	traffic in Tahoe can be terrible and I love to ski but not sit in traffic!

Name	Location	Date	Comment
James Ullom	Healdsburg, CA	2017-06-19	Great idea, like Aspen!
Anna Silvestre	Oakland, CA	2017-06-19	It is too crowded in this area and just trying to get out of ski parking lots can take 20 minutes waiting for traffic light. This creates more pollution! And is frustrating to visitors. Most people won't mind another 1% increase in hotel tax.
Daniel Reid	Davis, CA	2017-06-19	The traffic in North Lake Tahoe has become ridiculous during the holiday season and other big weekends. I am a resident of San Francisco, but make trips to my place in Alpine Meadows almost every weekend, and have seen the benefits of mass transit within my community. This initiative is a step in the right direction to deal with the increasing volume of drivers in the area.
Patricia Sheehan	los altos, CA	2017-06-19	I own a second home in Truckee and recognize the need for better transportation. I think it may also work to charge a small fee for e h ride
jonathan gray	Reno, NV	2017-06-19	Tahoe donner, truckee CA second home owner. We need it!
Cameron Jones	Oakland, CA	2017-06-19	I'm signing because as these areas have become more crowded, we need new ways of managing transport.
James Andya	Grass Valley, CA	2017-06-19	support mass transit solutions
John Hobbs	Sacramento, CA	2017-06-19	Traffic into Squaw and Northstar needs to be addressed in some meaningful way in order to maintain this area's ability to attract economic growth.
Lucia Pohlman	San Francisco, CA	2017-06-19	I want free transit from my cabin to Squaw and Alpine!! This would be a great service to local residents & visitors, cut down on traffic, and reduce GHG emissions and other pollutants. I'm 100% on board
Leo Chaudoir	San Mateo, CA	2017-06-19	it is a good solution
craig waltz	santa cruz, CA	2017-06-19	Tahoe has too many people and cars.
David Vaughan	Truckee, CA	2017-06-19	I am signing because I would like an more convenient way to get to the hill. I would prefer not taking my vehicle
Sheldon Kay	Menlo Park, CA	2017-06-19	great idea, gotta do something
Chris Raney	Forest Knolls, CA	2017-06-19	I am a second home owner in Timberland. My family has often been frustrated at the lenght of time it takes to TART to Squaw and back.
Matthew Stein	Truckee, CA	2017-06-19	I am a mechanical engineer (BSME MIT, 1978), best selling author, expert witness, and sustainability advocate. For our quality of life, and the future of the planet, this is quite simply the right thing to do!
Shannon Jenkins	Los Angeles, CA	2017-06-19	I get frustrated visiting my hometown and having to hitchhike in order to just see my family and friends because I don't have a car!
Joan McCarthy	Truckee, CA	2017-06-19	All the added cars add to pollution. I applaud the Valley for this initiative.

Name	Location	Date	Comment
Alison Ekers	Orangevale, CA	2017-06-19	A shuttle service would stop most local residents from using their vehicles to get to the mountain. This in itself would free up some of the congestion problems that plague the valley.
Mindy Adams	Kings Beach, CA	2017-06-19	I want to help cut down on traffic and help the environment.
Patrick Bagley	San Francisco, CA	2017-06-19	overload of highway 89
Don Starbard	Crystal Bay, NV	2017-06-19	Traffic Reduction & transportation improvements are critical to Tahoe Truckee.
MARC LOSACCO	Sacramento, CA	2017-06-19	I plan to retire to the area in 2 years and want convenient public transportation. Avid in snow sports.
Todd Jackson	San Francisco, CA	2017-06-19	It makes total sense. Helpful environmentally and will greatly reduce drinking and driving.
Susan Hine	Palo Alto, CA	2017-06-19	I have seen bus services work well in similar tourist areas
Louann Tung	Livermore, CA	2017-06-19	I am an occasional visitor to Lake Tahoe and wish to preserve its beauty so reducing traffic is a step in the right direction.
Mariana Norby	Fresno, CA	2017-06-19	Traffic is becoming too congested in the area and with the decision to expand Squaw, we need to start looking towards the future for traffic reduction.
Alex Peterson	Oakland, CA	2017-06-19	It makes good sense. Tahoe is too crowded, esp. during the ski season.
Terry Anderson	Placerville, CA	2017-06-19	I believe in public transportation and more opportunities to lessen our dependence on cars.
Meghna Raguraman	Richardson, TX	2017-06-19	This is an eco friendly option and I fully support it.
Steve Kelem	Los Altos Hills, CA	2017-06-19	I'm signing to reduce the air pollution in the Valley.
John Del Casale	Campbell, CA	2017-06-19	As a regular visitor to the Tahoe Area, I've seen first hand the problems associated with the traffic load.
Chantal Rees	Walnut Creek, CA	2017-06-19	I want to reduce traffic and promote clean air for Tahoe
James Sievert	San Francisco, CA	2017-06-19	Traffic is a mess in that area. Need better transit options!
Shelly Gilbride	Davis, CA	2017-06-19	Mass transit system S a great way to minimize traffic.
Mark Grignon	San Francisco, CA	2017-06-19	I'm signing because it took me 5 hrs to get from Squaw to Truckee one night last year and I'll sign anything that helps make that go away.
Jeff Harband	Tiburon, CA	2017-06-19	Tahoe will be even better without so many cars on the roads! This could be a step towards encouraging people to take the TRAIN from the Bay Area. Imagine Hwy 80 with fewer cars on Fridays and Sundays!

Name	Location	Date	Comment
Tini Garrett	Berkeley, CA	2017-06-19	Absolutely necessary!
Simon Wenet	San Francisco, CA	2017-06-19	I spend my winters in Truckee and would love to leave my car at home when traveling from town to the lifts and between Squaw and Alpine in order to reduce emissions and over-crowded parking lots.
fred nachtwey	Oakland, CA	2017-06-19	I believe it is mandatory that something be done to alleviate traffic problems
John Barnes	Los Altos, CA	2017-06-19	Tahoe and Squaw Valley traffic is becoming intolerable
Holly Fischer	Truckee, CA	2017-06-19	I work in the Valley and live in Carnelian Bay!
Paul Benevento	Livermore, CA	2017-06-19	It makes logical sense to me, since traffic is getting worse all over, and it adds to the stress level, of what should be a stress reducing trip. Good luck in the planning and execution of this idea. PJB
Jeff Kalin	Pleasant Hill, CA	2017-06-19	I visit often and care about the area.
Scott Peterson	Sonoma, CA	2017-06-19	We frequent North Shore every weekend in the winter and would gladly accept and use a new mobile transit system. Please pass and find this program. Best, Scott Peterson Sonoma, CA. 95476
Patrick Mulligan	Reno, NV	2017-06-19	I'm sick of the traffic getting into Squaw Valley!
mike kroll	San Jose, CA	2017-06-19	Reducing traffic for those who are driving is good. And, as an avid skier to other towns who do this already, and coming in from LA area often, getting around without need of a car would be awesome.
Judith Kroger	Reno, NV	2017-06-19	When visiting other ski areas I'm impressed with their public transportation to ski areas, shopping and restaurants. Park City, Breckinridge, Vail, all have excellent public transportation with satellite parking lots that take visitors around the resort. I realize the location of Squaw Valley/Alpine is unique but transportation from Truckee and Tahoe City would be a huge relief for congestion.
Jim Sutton	San Francisco, CA	2017-06-19	This is a fantastic idea that will greatly increase accessibility to these great ski resorts but also help with the over crowded parking lots. I'm all for it!
Luisa Munoz	Danville, CA	2017-06-19	I am signing because I think is a much better solution that the traffic mess we have now
calvin craig	Danville, CA	2017-06-19	I vacation there winter and summer and see traffic getting worse.
Marianne quinn	Penryn, CA	2017-06-19	It is so needed
Jason Saroyan	San Francisco, CA	2017-06-19	I'm signing because we have a property in the valley, and traffic has been increasingly troublesome.
Brett Smith	Truckee, CA	2017-06-19	I'm and Alpine Meadows resident that would like to leave my car at home when I ski at Squaw.

Name	Location	Date	Comment
Yvonne Covello	San Jose, CA	2017-06-20	Less traffic is better for the environment.
Eric West	Fairfield, CT	2017-06-20	Aspen, not unlike the rest of the world, should be doing everything it can to lower carbon footprint while making it easier to be ever-more mobile!
Carey Parlette	Big Sur, CA	2017-06-20	my dream is to have rail or a gondola/tramkb-- nstar-- truckee-- and a transit system like Park City or mammothotherwise this place is ruined
Sandy Simon	Berkeley, CA	2017-06-20	I rarely get up to the Valley but when I do I'm tired of spending half my time in the car; traffic is a nightmare!
Gene Bobroff	Danville, CA	2017-06-20	Anything to improve traffic flow
Phillip Braddock	San Francisco, CA	2017-06-20	I think this is a fantastic idea and will (start to) solve a very real and ever-growing problem.
Gillian Graham	Oakland, CA	2017-06-20	Public transportation benefits everyone
Laura Lyon	Carmichael, CA	2017-06-20	I think more needs to be done around the lake so anything I can do to help the cause! No one rides TART.
Dave Young	Santa Cruz, CA	2017-06-20	Better transportation alternatives are needed.
Nathan Heiser	Lincoln, CA	2017-06-20	Bc it's too hot to be outside
Tyler Sharpe	Emigrant Gap, CA	2017-06-20	The traffic in North Lake and Truckee has gotten out of control. We need anything and everything to help.
Sachiko Tanikawa	San Francisco, CA	2017-06-20	This is a necessary cultural shift. Let's make it happen!
Jennifer Hopkins	Saratoga, CA	2017-06-20	I would prefer to take mass transit instead of driving and waiting in traffic. Better for the resorts and our environment!
BRETT EKLUND	Sacramento, NV	2017-06-20	I agree these that there is a traffic problem! (and I'm from Reno)
Steven Tsuchida	Orangevale, CA	2017-06-20	Want to reduce the traffic in Squaw
Stephen Berchtold	Lafayette, CA	2017-06-20	I think that is a good idea
William Tschudi	WALNUT CREEK, CA	2017-06-20	As a visitor to Squaw and Alpine I think it is important to reduce congestion and pollution that excess cars create.
david fletcher	San Francisco, CA	2017-06-20	I would visit Tahoe more often if the Sunday night traffic weren't an issue
Barbara Capers	Moss Beach, CA	2017-06-20	Best for the environment
Richard Drury	San Francisco, CA	2017-06-20	Truckee needs better mass transit to get people out of their cars
Mia Leondakis	Alamo, CA	2017-06-20	I spend most weekends in Tahoe and the traffic is getting extremely challenging.

Name	Location	Date	Comment
Kristin Jacobson	Walnut Creek, CA	2017-06-20	I'm signing because I love the shuttles in park city and want something in my home ski region.
Jenifer Root	Reno, NV	2017-06-20	Would love to get around via bicycle and transit service - no car needed!
Laina Levy	Alameda, CA	2017-06-20	There has to be a better way to transport all the skiers to and from the mountain. My family and I are regular winter visitors and we would love to see an alternative to driving crowded roads and dealing with crowded parking lots.
Francesco Adinolfi	San Francisco, CA	2017-06-20	I support reducing traffic in the Tahoe area.
Esther Stearns	San Francisco, CA	2017-06-20	Transit benefits everyone e
Dave Hope	Foresthill, CA	2017-06-20	To help ease congestion in the valley and surrounding areas.
Jim Simkalo	Sausalito, CA	2017-06-20	I'm a season pass holder local homeowner. Our community needs a robust bus system like so many other ski resorts.
Danielle Dibble	Carnelian Bay, CA	2017-06-20	I would love to see more public transportation in Tahoe. There are days we choose to stay home to avoid traffic. I would happily ride abus or shuttle as long as they weren't stuck in traffic too.
Mike Huhn	Concord, CA	2017-06-20	It just makes good sense.
Lina Sells	Santa Clara, CA	2017-06-20	I am a frequent visitor.
John Freeman	Reno, NV	2017-06-20	Great idea
Liesl Kenney	Truckee, CA	2017-06-20	I work at Squaw Alpine and support traffic solutions!
Armen Serebrakian	Novato, CA	2017-06-20	California
Darin See	Palo Alto, CA	2017-06-20	Obvious solution to an obvious problem.
Evan Doyle	San Francisco, CA	2017-06-20	This area desperately needs a mass transit solution; more cars are not the answer. The current traffic situation seriously degrades the quality of tourism and can ruin weekends and vacations. There should be little incentive to drive in the valley - shuttles should be free or highly subsidized, Squaw should charge for parking and use this as a means of funding transit, and more day parking should be added in Truckee and Tahoe City.
chantal grissom	Truckee, CA	2017-06-20	I grew up in Squaw and think this is a good creative solution to an escalatingproblem
William Berrien	Hayward, CA	2017-06-20	Like to see less traffic and to restore the Sherwood shuttle
Mike Weir	Olympic Valley, CA	2017-06-20	We need a traffic congestion solution in Tahoe
Erica Wintermuth	New York, NY	2017-06-20	traffic in tahoe is horrendous, and the lack of convenient skier public transit embarrassing. Virtually all other consolidated ski regions in the US and Europe have fast, easy, quick ski buses.

Name	Location	Date	Comment
steve pardella	corte madera, CA	2017-06-20	Why not? Everyone knows something needs to be done. Let's give it a shot. I'm in.
Robert Barksdale	Santa Clara, CA	2017-06-20	the time has come to just do it... Bravo
Stacy Wheeler	San Jose, CA	2017-06-20	I was just in Tahoe this past weekend and wasted way too much of my beautiful weekend sitting in traffic.
Norma Wade	Fair Oaks, CA	2017-06-20	I own a winter week at Olympic Village Inn.
Cristina Klingenberg	Kings Beach, CA	2017-06-20	Much needed! So glad to see this plan and thanks to all making it happen.
Amber Jenkins	South Lake Tahoe, CA	2017-06-20	This is an awesome idea and will benefit tourist and locals in a way that has been long overdue.
Charles Smith	San Jose, CA	2017-06-20	Eliminating or reducing traffic makes sense.
Rich Tavernetti	Alamo, CA	2017-06-20	Parking lots are already running at max capacity.
Rafael Gomez-Sjöberg	Menlo Park, CA	2017-06-20	I ski in Tahoe a lot and would love to have more transportation options. The reduction in traffic and parking problems will be great as well.
Ev L	Squaw Valley, CA	2017-06-20	The first and to me obvious solution would be NOT to welcome a 25-year development and thousands of additional vehicles into either valley when we have these awful traffic issues already. Way to go Placer Co BoS and KSL for compounding an issue that we don't have current solutions for. It's not up to the county to provide this relief, it's up to KSL and Squaw Valley because they are the ones directly benefiting from all these people (profits that leave town to Denver and big shot salaries). If KSL wants their massive village, more million dollar homes, and a water park, they should pay for a micro-transit system like Northstar does. Plain and simple, it shouldn't fall on the tax payer for 2/3rds if a microtransit system, 100% should fall on Squaw Valley and KSL.
Ev L	Squaw Valley, CA	2017-06-20	The first and to me obvious solution would be NOT to welcome a 25-year development and thousands of additional vehicles into either valley when we have these awful traffic issues already. Way to go Placer Co BoS and KSL for compounding an issue that we don't have current solutions for. It's not up to the county to provide this relief, it's up to KSL and Squaw Valley because they are the ones directly benefiting from all these people (profits that leave town to Denver and big shot salaries). If KSL wants their massive village, more million dollar homes, and a water park, they should pay for a micro-transit system like Northstar does. Plain and simple, it shouldn't fall on the tax payer for 2/3rds if a microtransit system, 100% should fall on Squaw Valley and KSL.
Mallory Brown	Mountain View, CA	2017-06-20	I enjoy going to Tahoe regularly but last year I experienced way too much traffic. One time it took 11 hours to get from Oakland to South Lake Tahoe

Name	Location	Date	Comment
Julia Pollak	San Francisco, CA	2017-06-20	I have a second home in Tahoe Donner and I'm tired of the two hour ski traffic from Truckee to Squaw
Christina Vaughn	Truckee, CA	2017-06-20	This NEEDS to happen. Traffic congestion during the busy season isn't any better than living in a large city. Let's do this right and not be taken by the mass crowds. It's ruining this amazing town.
Leila Khosrovi	San Francisco, CA	2017-06-20	We don't need bigger roads, we just need smarter transportation.
Rich Coleman	Concord, CA	2017-06-20	I hate driving around to get to dinner, etc. This is a much safer alternative that will meet my needs better. The funding source sounds reasonable to me.
Rebecca Anderson	Berkeley, CA	2017-06-21	This kind of bigotry should not be permitted by people with such influence on children's lives. It's hate speech . It's appalling. All of the kids should be protected from such vile behavior. And yes, it's reason enough just because as a human being I care about inciting violence against others. It can't be accepted in the public education system.
Drew Hunter	Santa Barbara, CA	2017-06-21	This is a GOOD IDEA!
Charlie Woods	West Virginia -, VA	2017-06-21	i will use the service
Kathy Willians	Incline Village, NV	2017-06-21	It should have been done long ago for the sake of all in and around the basin!
John Connell	Tahoe City, CA	2017-06-21	I live inTahoe City and work in Olympic Valley. Commuting this winter was a nightmare!!! We need to try everything to stop traffic like that from happening.
Nancy A. Spaulding	Palo Alto, CA	2017-06-21	The transportation will help eliminate vehicle congestion and provide safe transportation in bad weather.
Erin Shook	Solana Beach, CA	2017-06-21	Sensible, environmentally friendly, and supports the locals!
Todd Whyte	Alameda, CA	2017-06-21	I've been skiing at Sierra at Tahoe the last few years and the South Tahoe Shuttle system works great. I think it makes a lot of sense for the North Tahoe area. Especially with Squaw and Alpine combined.
Nan Reger	Claremont, CA	2017-06-21	We are timeshare owners at Olympic Village Inn. We have seen traffic increase so much in recent years. Would especially like transport to Truckee and Tahoe City at times we might use it for restaurants and groceries.
Marcus Yoder	Moraga, CA	2017-06-21	The concept makes sense, especially if the vehicles could be plug in hybrids.
Karey Todd	Tahoe City, CA	2017-06-21	We need a change. The buses worked for world cup. Lets do it!
Patrick Wheeler	Belmont, CA	2017-06-21	It's too hard to get around these days.
Suzanne Gale	Olympic Valley, CA	2017-06-21	Upon moving here nearly 30 years ago, I wanted to use mass transit but found that the service sorely lacking and the hours of operation of what was available unworkable for most tourism based jobs.

Name	Location	Date	Comment
Michelle Smith	Olympic Valley, CA	2017-06-21	We need better transportation for the workforce
Rebecca Morrison	Reno, NV	2017-06-21	Because a transit system is better for the environment and will reduce traffic congestion during the height of the tourist season.
Bao Chang	Portola Valley, CA	2017-06-21	Would be great to reduce the number of cars going to/from skiing
Yashodhan Deshpande	Sunnyvale, CA	2017-06-21	As a regular visitor to this region for skiing and sightseeing I do see great value in this initiative. We usually spend hours just to reach from local residence to the point of interest and also need to take the trouble of putting on chains, parking fees. If executed well this will help reduce traffic, pollution, accidents and also provide lot of convenience to the visitors
Kim Waterman	Reno, NV	2017-06-21	Traffic congestion is bad for the environment and for visitors to Squaw Valley and Alpine Meadows.
Lawrence Shuer	Stanford, CA	2017-06-22	I believe we need to reduce traffic in the Squaw, Alpine region as well as Tahoe Basin
John Pellizzer	Grass Valley, CA	2017-06-22	I'm signing because I love to enjoy both Squaw Valley as well as Alpine Meadows for not only the skiing opportunities, but also the awesome summer experiences that both areas have to offer. But, I too have been stuck for hours due to traffic overload just trying to get to Hwy. 80 so I may return to Grass Valley. I think it is unfair for the residents of the area to have to endure this kind of torture. Thank you, John D. Pellizzer
ivan mulkey	boulder creek, CA	2017-06-22	I'm signing because the traffic is terrible from 80 to squaw anytime there is good snow. when there is good snow, mornings and evenings or even when it's just the weekends. i am contemplating switching my pass just to 'not have to deal' with the traffic to squaw valley.
Kristy Poston Olk	Carnelian Bay, CA	2017-06-22	We need to reduce traffic in the region
Leigh Johnson	Portola Valley, CA	2017-06-22	Public transportation reduces road congestion by discouraging private car use, reduces air pollution and is helpful to people with lower incomes.
John Butler	Portland, OR	2017-06-22	I support the construct.
Tamara McKinney	Olympic Valley, CA	2017-06-22	Weekend traffic funneling into Squaw Valley and Lake Tahoe area in winter have become overwhelming w/ hours of wait time to go 10 miles.
J dugan	San Carlos, CA	2017-06-22	The traffic is ridiculous and it is ruining the experience of Lake Tahoe and surrounding areas. Come up with a plan to reduce this problem before it is really too late.
Casey Blann	South Lake Tahoe, CA	2017-06-22	I am truly interested in creating a world-class transportation system to go with the world-class mountains and environment. Please help support this most worthy cause. Casey Blann

Name	Location	Date	Comment
Genia Crews	Simi Valley, CA	2017-06-22	I love Tahoe and want to see heavy traffic cut down any way possible!
Tom Leonard	Berkeley, CA	2017-06-22	With family in Reno and myself a Northern California resident, I want to save the beauty of this area.
barbara banks	berkeley, CA	2017-06-22	This is so important! The area loses many skiers due to the traffic nightmare. Thank you for giving this the attention it needs.
Jen Doyle	Fairfield, CT	2017-06-22	Traffic in/out of Squaw in winter months is gridlock.
Chris mchenry	Scotts Valley, CA	2017-06-22	It is the right thing for the Valley. We have to reduce traffic.
Rob Jessup	Georgetown, CA	2017-06-22	Traffic in Tahoe basin is unbearable
Barry Gordon	Walnut Creek, CA	2017-06-22	...it's necessary to reduce the automobile impact on this beautiful area.
Charlotte Cox	Alamo, NV	2017-06-22	I live in Reno, Love spending time at the Lake but even weekday traffic is a downer. Mass transit rocks!
Mark Branagh	Orinda, CA	2017-06-22	Live in the alpine meadows valley during the winter and this would be a great solution!
Stephanie Pierucci	Truckee, CA	2017-06-23	Too much Traffic in the valley. Some events in Alpine Meadows, post office at the valley entrance, cross walks accessing the bike path, friendly free shuttles every 20 minutes heading in each direction with free connection shuttles. Thanks.
Bill Parker	Lafayette, CA	2017-06-23	The access to Squaw using a bus system direct will relieve congestion, make the road better for all users going through to Tahoe City and will lessen the footprint we leave on our environment.
John Baka	San Francisco, CA	2017-06-23	Bay Area people need mass train transit to Truckee and speedy local transit to ski resorts.
Starr Walton Hurley	Davis, CA	2017-06-23	We desperately need public transportation in this region
ELIZABETH MONKS	South San Francisco, CA	2017-06-23	I have wasted hours of precious ski time stuck in traffic trying to get to the parking lots in both these resorts
Allison Mansmann	Philadelphia, PA	2017-06-24	It will help Tahoe and the environment at large. It will reduce emissions. It will reduce traffic. All wins.
Alex Kettell	Emeryville, CA	2017-06-24	The traffic in Tahoe has gotten so bad that it is a consideration that keeps me and my family from making trips there from the bay area. I've been going since I've been able to for memories as a child and I can't ever remember have spent so much time in the car as the 2016-17 winter season. The pollution must only be getting worse as well.
William Krivan	Incline Village, NV	2017-06-25	Traffic in the Tahoe basin is a huge problem. More roads are not possible nor a desirable solution. Expanded SAFE bike lanes are convenient, reliable mass transit is an answer.

Name	Location	Date	Comment
george fru	Kings Beach, CA	2017-06-26	To reduce in-valley traffic, minimize parking and to make getting around Squaw Valley and Alpine Meadows easier
Mike Gennaro	San Jose, CA	2017-06-26	I'm signing because the traffic delays to Squaw and Alpine in the mornings from Truckee are often prohibitive.
Jake Kaplove	Novato, CA	2017-06-26	I'm signing because mass transit is good for the environment and for traffic in the tahoe area
Chandrasekhar Varma	Escondido, CA	2017-06-26	I have owned a condo in Squaw Valley since 1989 and have seen the increase in traffic congestion over the years. Encouraging residents and guests to take mass transit will go a long way towards reducing road congestion, improving safety, and recucing pollution in our beautiful valley.
Elliot Evers	Olympic Valley, US	2017-06-27	We need local transportation options other than cars. This seems like an elegant solution to a very pressing problem.
Doug Dobler	Fair Oaks, CA	2017-06-28	This makes sense and is good for the environment
Mark Jacobs	Mill Valley, CA	2017-06-28	Squaw Valley resident who desires to use transit and leave the car behind.
Jack Judkins	Fairfax, CA	2017-06-28	I belong ot a year-round ski and summer club in Tahoe City adn would love to get around without a car. Climate change is real and we need to commit to solutions.
Andrew MacLaggan	SAN FRANCISCO, CA	2017-06-29	I'm a San Francisco resident who would love to come and play at Tahoe without needing a car.
Michael Venezia	Danville, CA	2017-06-29	I own a home within Olympic Valley
Bob Gebhardt	Olympic Valley, CA	2017-06-29	it makes sense
Slip Kid	San Francisco, CA	2017-06-30	If you think traffic is bad now, just wait till the KSL Development plan goes through. I am no traffic engineer but I do not think a couple of busses running on Hwy 89 will mitigate that cluster. Oh and while I am here instead of spending huge \$\$ on the gondola linking squaw & Alpine, KSL use half of that \$\$ to put up a couple of lifts to access more of Alpine?
Gregg Bernier	San Francisco, CA	2017-06-30	So what is your solution to the existing traffic? Im not an expert either. The proposed micro seems better than doing nothing.
Gregg Bernier	San Francisco, CA	2017-06-30	Anything we can do to reduce traffic is good with me.
lloyd neutz	Roseville, CA	2017-06-30	Many of the towns with "Free" shuttles like Vail or Sun Valley have multiple access points, freeways and side roads. Highway 89 is a 2 way road with very few option. I can see special lanes for mass transit that would completely bypass traffic to and from the resorts from Tahoe city and from Truckee. The direction could change for the Mass Trans towards the resorts in the morning and away in the afternoon. However, special park and shuttle areas would need to be established in the cities as parking in Tahoe City and Truckee can be bothersome . A secondary loop system shuttle

Name	Location	Date	Comment
			system could take care of Alpine and Squaw and transfers could go out to the aforementioned cities. Low or non-combustible vehicles would help maintain the air. It could also be scaled for holidays and notoriously busy times. If you knew you could take a shuttle from Squaw Valley to Tahoe City, Bypass the traffic, have dinner and then ride back...you probably would.If this is only in Squaw Valley Alpine then have the developers pay to ke
Mary Jones	Truckee, CA	2017-07-02	Stewardship requires commitment; the expansion of Squaw Alpine, with proposed expansion requires a commitment to public transportation. We need this; definite failure in Public Transportation this would fix. I ride TART and the ski shuttles so know. Let's all get on the bus!
Sara Barz	San Francisco, CA	2017-07-03	We love traveling to Tahoe for ski season, but the traffic has become unbearable. My husband and I would gladly take transit to avoid driving, but there needs to be more service.
Joan Sarlo	Truckee, CA	2017-07-04	I think it's a great idea and we need this! It seems to work in other resorts SunValley, Vail ect
Elsa Corrigan	Alamo, US	2017-07-06	A free year round free shuttle has been needed here for decades.
Lauren Hickey	Olympic Valley, CA	2017-07-06	Because we need to remove cars from the road to reduce traffic on our roads
daniel cates	Truckee, CA	2017-07-06	Traffic/Pollution/Safety are all benefited by a better functioning transit system
Luis Kong	Daly City, CA	2017-07-06	Traffic is awful ! Needs improvement
Jaclyn Pickard	Denver, NV	2017-07-06	lived in tahoe for years... this is long overdue.
Jordan Ames	Reno, NV	2017-07-06	It's a fantastic idea!
Jim Lemke	Tahoma, CA	2017-07-07	Needs to happen
randy Rogers	Olympic Valley, CA	2017-07-07	Because there is so much tariff and we need the night rider year round. I work in the restaurant business it's a great was to tell people they can just ride the bus for free even in the slow senson
Jesse Desens	Olympic Valley, CA	2017-07-07	On Saturdays last winter it would take my family and I 45 minutes to drive to Squaw's parking lot. Frustrating, considering I live in Alpine Meadows.
Autumn Bernstein	Oakland, CA	2017-07-10	Tahoe is too beautiful for sitting in traffic!
Katharine Veni	Truckee, CA	2017-07-10	the is a great way to reduce traffic and make it easier for visitors and residents to get around our beautiful mountains.
Mariah Levitt	Menlo Park, CA	2017-07-12	There should be better public transit ways to get back and forth to Tahoe. Many people who keep a car in SF only do so because of needing to get to Tahoe in the winter. Help make the city more sustainable and eliminate needless traffic and accidents.

Name	Location	Date	Comment
Mariah Levitt	Menlo Park, CA	2017-07-12	This is an easy one. There should've been public transit ways to get to Tahoe from SF and East Bay years ago. There's not need for us to all be driving separately up there -- causing huge traffic jams, traffic accidents and unnecessary stress. I'd prefer a train to buses, but this is a good start. One other benefit is promoting fewer personal vehicles -- many of us keep our cars in the city mainly because of needing to get to/from Tahoe in the winter.
Robin Hamelin	Carmel-by-the-Sea, CA	2017-07-15	It is obvious we have long needed better local mass transit. I applaud those who have worked for these facilities.



north lake tahoe

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Reno Air Service Corporation (RASC)

Date: 04/05/18

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Reno Air Service Corporation

The Reno-Tahoe International Airport will be presenting today on Air Service. You will hear from Hasaan Azam and Trish Tucker from the Air Service Development department on the air service development process and efforts the airport takes to get new flights/routes and carriers to Reno. We are able to bring Hasaan and Trish up to present through our partnership in the Reno Air Service Corporation as the North Lake Marketing Coop.

The purpose of the Corporation is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the Reno-Sparks-Lake Tahoe-Northern Nevada region as one destination, to focus on identifying national and international markets, to increase quality air service to and from the Reno/Tahoe International Airport and to target common tourism and business industry concerns for cooperative action.

In order to support this augmented marketing approach and targeted efforts for sustaining and increasing air service, the RMC assists in identifying and developing ongoing partnerships with airlines that are a good strategic fit for the airport and the region through marketing and promotional funding assistance designed to increase the visitor demand to the destination while utilizing the Reno-Tahoe brand as the mechanism used to create the specific programs to reach the desired outcomes.

RASC saw the addition of a half dozen new destinations such as Long Beach, Orange County, Oakland, Atlanta and Dallas, in addition to expansions of current air service in Los Angeles, Chicago, and San Jose throughout 2016 and 2017. RASC was also instrumental in securing flights to and from Guadalajara, Mexico – returning international air service to the Reno-Tahoe International Airport for the first time since 1999.

Members of RASC Include:

Atlantis Casino Resort Spa

Reno-Tahoe International Airport

Circus Circus Reno

Reno-Tahoe Territory

Chamber of Reno + Sparks

Silver Legacy Resort Casino

Economic Development Authority of
Western Nevada

Ski Lake Tahoe

Eldorado Hotel Resort Casino

Squaw Valley | Alpine Meadows

Grand Sierra Resort and Casino

Tahoe-Douglas Visitors Authority

Harrah's Reno

TravelNevada

Incline Village Crystal Bay Visitors Bureau

Truckee Tahoe Airport

Lake Tahoe Visitors Authority

Truckee Tourism Business
Improvement District

North Lake Tahoe Resort Association

NV Energy

Peppermill Resort Spa Casino

Switch

Reno-Sparks Convention and Visitors
Authority

Action requested: No Action requested this is information only.



Regional Air Service Corporation
Air Service 101 (short version)
Monday, March 5, 2018



Reno-Tahoe
International
Airport



Agenda

- ❖ The Air Service Development Process
- ❖ Airport Incentives
- ❖ Industry Changes
- ❖ Reno vs. Communities of Similar Population Base
- ❖ Air Service Terminology

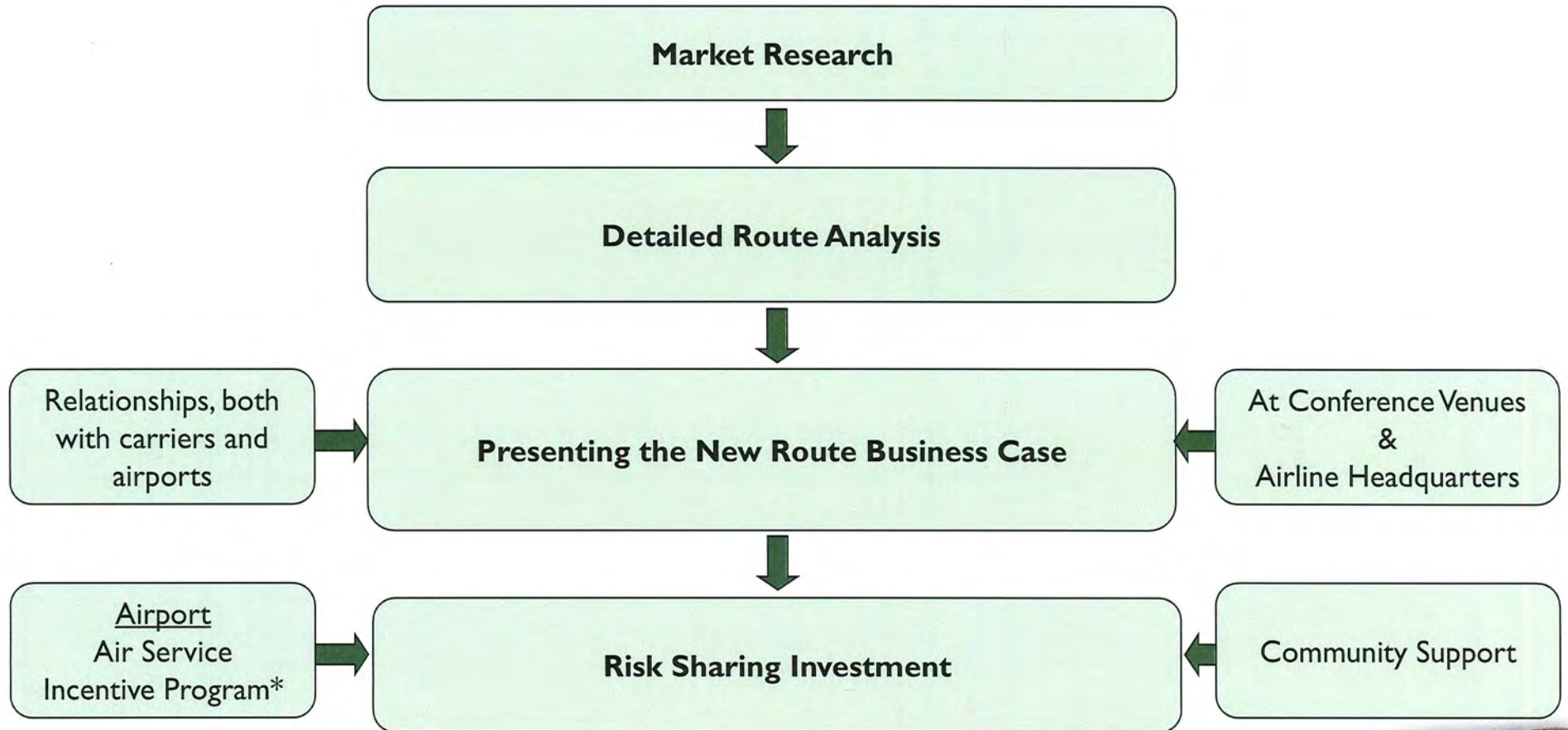
What Does ASD Do?

- ❖ Passenger and Cargo
 - Maintenance of Existing
 - Growth
 - New Routes
 - Additional Capacity
- ❖ Airline Relationships
- ❖ Community Engagement



The ASD Process - Passenger Airlines

The Air Service Development (ASD) process involves several important steps



* Air Service Incentive Program is developed under the guidelines of Federal Aviation Administration

RTIA Airlines Incentive Program

(Approved by the RTAA Board of Trustees)

- ❖ Airport Fees Waivers (12 months) six months on/off schedule
 - ❖ New entrant airline – Landing fees, holdroom space rent, ticket counter fees and office space rent
 - ❖ Incumbent airline with a new route – Landing fees
- ❖ Marketing Incentives
 - ❖ New entrant airline – \$50,000
 - ❖ New route – \$50,000
 - ❖ New International route – \$75,000

Note: RTAA Airline Incentive Program is structured under the guidelines of the Federal Aviation Administration (FAA)

Airline Industry Changes

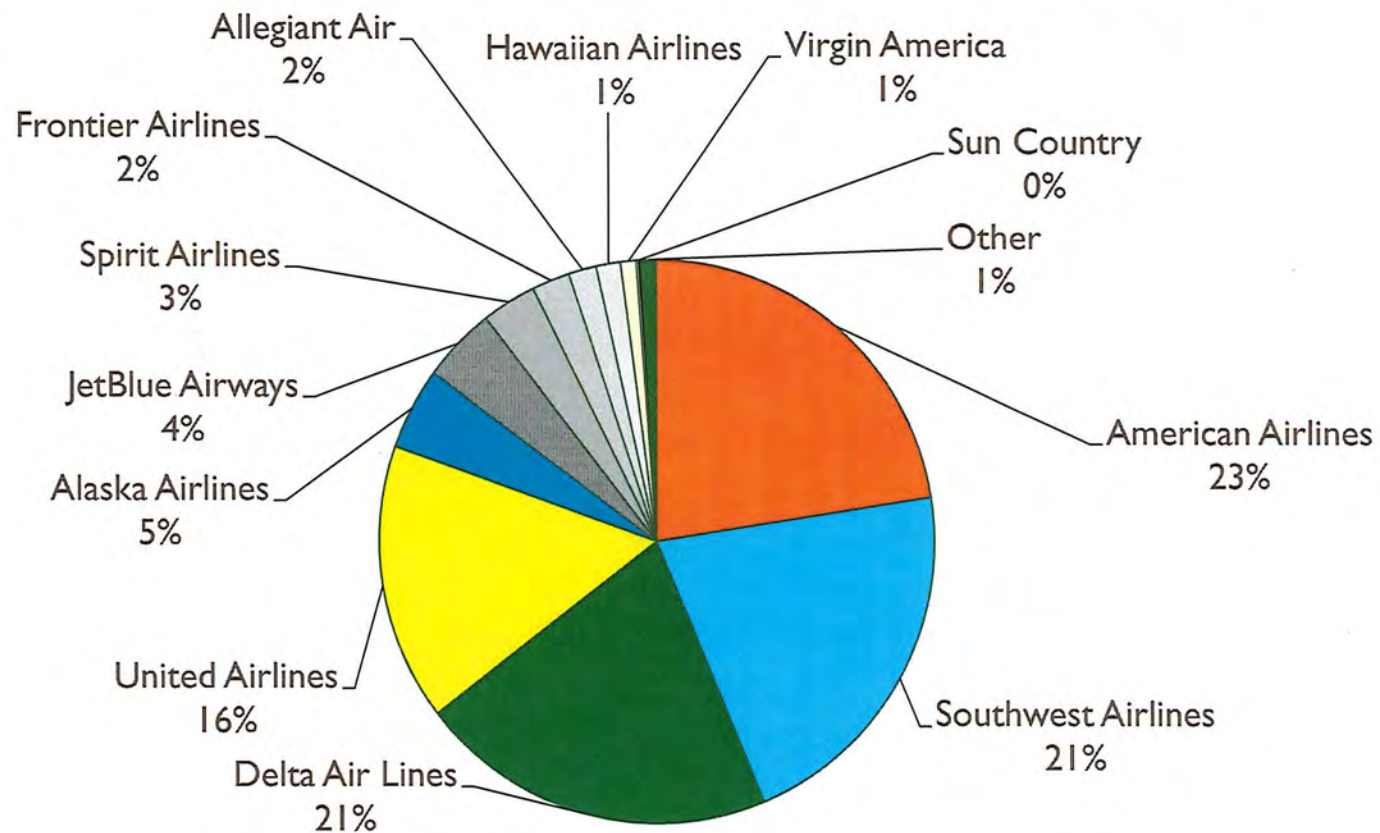
- ❖ Equipment Changes
- ❖ Industry change to focus on profitability
- ❖ Airline Strategy and Business Models
- ❖ Pilot Shortage
- ❖ Volatile Fuel Costs
- ❖ Airline Consolidation



Airline Consolidation



The Big Four Control 80% of Domestic Seat Capacity (YE June 2018)



Source: U.S. Domestic Seat Capacity, FlightGlobal (formerly INNOVATA) via Diio Mi, 2018

RTIA Has Exceptional Air Service Compared to Communities of Its Size

Metro Core Based Statistical Area (CBSA)	Airport	Population 2010 (CBSA) in thousands	Average Daily Departures 2017	Average Daily Seats (one way) 2017	Destinations
Lexington, KY, US	LEX	478.5	33	2,487	18
Fayetteville/Springd., AR, US	XNA	474.8	39	2,751	15
Pensacola, FL, US	PNS	457.5	32	2,893	17
Lansing, MI, US	LAN	452.6	13	687	4
Springfield, MO, US	SGF	436.3	25	1,694	13
Reno, NV, US	RNO	423.6	58	6,986	23
Flint, MI, US	FNT	419.1	14	1,371	11
Corpus Christi, TX, US	CRP	418.4	15	1,288	3
Asheville/Hendersonville, NC, US	AVL	416.8	21	1,648	11
Fort Wayne, IN, US	FWA	416.6	21	1,280	12
Huntsville/Decatur, AL, US	HSV	415.6	26	1,917	10
Mobile, AL, US	MOB	415.0	19	1,105	5
Santa Barbara, CA, US	SBA	410.3	20	1,436	7

Source: U.S. Census Bureau CBSA Estimates 2010 and INNOVATA Flight Schedule via Diiio,
Number of Destinations are based on Year Ending December 2017



Reno-Tahoe
International
Airport

Terminology

O&D: Origin and destination traffic

PDEW: Passengers daily each way

Onboards: Passengers on flight

Capacity: Amount of flights, or seats, placed into a specific market

Load Factor: Percentage of occupied available seats

Yield: Airline fare

Local Traffic: Traffic between the point of origin and destination only

Flow Traffic: Connecting

Catchment Area: The region in which an airport can reasonably draw passengers



north lake tahoe

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Tourism Development Three-Year Strategy Update

Date: 4/6/18

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Tourism Development Update

Action Requested:

None – Staff Update of Tourism Development Plan

Background:

The Tourism Development Planning process kicked off at the end of January with a workshop that involved committee members and community businesses having a working dialogue that would help shape the strategy of the plan going forward. Additionally, staff and agencies met for a half-day planning session to formulate specific strategies in the following areas: Conference Sales, Leisure Sales, Events, PR/Content, Consumer Marketing. The workshop and the planning session resulted in great feedback that has been incorporated into the draft of the Three-Year Tourism Development Plan.

NLTRA staff has been presenting each specific strategy in their area of expertise to members of working groups in that same expertise area for input and review. To date meetings have been held with staff members of the following organizations: Squaw Valley/Alpine Meadows, Tahoe Luxury Properties, Hyatt, Ritz-Carlton, JVP Communications and Northstar Resort. Additional meetings are scheduled with Tahoe Biltmore, Resort at Squaw Creek, Granlibakken, Mourelatos Lakeshore Resort, Tahoe Mountain Lodging, Village at Squaw Valley and Agate Bay Realty. Once reviewed by the working group members, the draft plan will move forward to the Tourism Development Committee for approval. After approval by the Tourism Development Committee, recommendations will be presented to the Board for final approval during the May meeting.

In a parallel timeline, NLTRA staff and agencies are also creating the 18/19 Tourism Development plan based on the wider Three-Year strategy.

Additionally, based on discussion at the February Tourism Development Committee meeting, guiding principles have been developed for the Board to review. The guiding

principles have been reviewed by the Tourism Development Committee, Marketing Coop Committee as well as the Incline Village Crystal Bay Visitors Bureau Board incorporating feedback from each of these meetings to create the document you are seeing today.

Attachments:

Tourism Development Three-Year Strategy Timeline, NLTRA Guiding Principles Draft

Fiscal Impact:

No direct fiscal impact



north lake tahoe

NLTRA Mission

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

IVCBVB Mission

To encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline and Crystal Bay areas.

NLT Marketing Coop Mission

The mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

NLTRA Guiding Principles for Tourism Development Efforts

NLTRA combines resources to promote the overall North Lake Tahoe region in ways that individual businesses cannot.

North Lake Tahoe Resort Association in partnership with the Incline Village Crystal Bay Visitors Bureau and its business members, provides a single marketing sales and communications platform to promote the North Lake Tahoe brand and destination. These entities serve as an authority on travel and tourism to the various communities of North Lake Tahoe and engage in opportunities and partnerships that will elevate the profile of the region. North Lake Tahoe Resort Association and Incline Village Crystal Bay Visitors Bureau unify business and community leaders to raise the relevance of travel to the destination and enhance the area.

NLTRA builds awareness and preference for the North Lake Tahoe brand to stimulate travel from long haul and drive market destinations, primarily focused on non-peak and mid-week periods.

We work with our business community to develop complementary marketing programs (including, but not limited to events, digital advertising, social media, public relations, video, search) that attract new visitation to the destination from both long haul markets where travelers book early and stay longer and drive markets during off peak times. We respond during times of special needs, making adjustments to target areas that may not be within above parameters. Increased marketing investment will provide opportunities to reach new markets that have been otherwise cost-prohibitive.

NLTRA leverages and builds resources and alliances to efficiently create opportunities otherwise out of reach for individual businesses.

We establish partnerships and alliances that introduce the destination brand to audiences otherwise out of reach for the destination. Partnerships are used to support efforts via advertising and other channels regionally and in selected countries that develop greater awareness for the North Lake Tahoe area.

NLTRA supports partner businesses/organizations and the wider local economy by acting as a coordinator of information, opportunities, and resources.

We provide resources to partner businesses and others through marketing options, social media insights, a robust website presence, educational opportunities and dissemination of tourism research materials helpful to the success of their endeavors.

NLTRA tracks key metrics and ROI to inform the strategic direction and effectiveness of the program of work.

We track and evaluate program impact on attracting leisure and conference/meetings travelers to reinforce the organization's value to travel-related businesses and the North Lake Tahoe community as stewards of public funds.

Tourism Development Three-Year Strategy Timeline



Executive Summary

Data based on a sample of up to 8 properties in the North Lake Tahoe destination, representing up to 1125 Units ("DestiMetrics Census**") and 34.83% of 3229 total units in the North Lake Tahoe destination ("Destination Census**")

Last Month Performance: Current YTD vs. Previous YTD		2017/18	2016/17	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Feb) changed by (-15.7%)	Occupancy (Feb) :	49.8%	59.1%	-15.7%
North Lake Tahoe ADR for last month (Feb) changed by (-1.4%)	ADR (Feb) :	\$ 362	\$ 368	-1.4%
North Lake Tahoe RevPAR for last month (Feb) changed by (-16.9%)	RevPAR (Feb) :	\$ 181	\$ 217	-16.9%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Mar) changed by (-14.6%)	Occupancy (Mar) :	34.0%	39.8%	-14.6%
North Lake Tahoe ADR for next month (Mar) changed by (5.2%)	ADR (Mar) :	\$ 289	\$ 275	5.2%
North Lake Tahoe RevPAR for next month (Mar) changed by (-10.2%)	RevPAR (Mar) :	\$ 98	\$ 110	-10.2%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-7.8%)	Occupancy	42.5%	46.1%	-7.8%
North Lake Tahoe ADR for the past 6 months changed by (-2.3%)	ADR	\$ 306	\$ 313	-2.3%
North Lake Tahoe RevPAR for the past 6 months changed by (-9.9%)	RevPAR	\$ 130	\$ 144	-9.9%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-5.1%)	Occupancy	26.3%	27.7%	-5.1%
North Lake Tahoe ADR for the future 6 months changed by (2.3%)	ADR	\$ 339	\$ 332	2.3%
North Lake Tahoe RevPAR for the future 6 months changed by (-2.9%)	RevPAR	\$ 89	\$ 92	-2.9%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Feb 28, 2018 vs. Previous Year				
Rooms Booked during last month (Feb,18) compared to Rooms Booked during the same period last year (Feb,17) for all arrival dates has changed by (-32.6%)	Booking Pace (Feb)	4.4%	6.6%	-32.6%

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

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

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Accounts Receivable Summary

Invoices With Apply Dates Through February 28, 2018

Aged as of Wednesday, February 28, 2018

<u>Revenue Item</u> <small>(Double click to drill down)</small>	<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	0.00	0.00
Dues	0.00	1,650.00	36,155.00	280.00	1,400.00	255.00	39,740.00
Email Blast	0.00	0.00	75.00	0.00	0.00	0.00	75.00
TMBC - Annual	0.00	0.00	480.00	0.00	0.00	0.00	480.00
Total Open Invoices	0.00	1,650.00	36,710.00	280.00	1,400.00	255.00	40,295.00

Unapplied Payments With Payment Dates Prior to and Including 02/28/2018

15.00

Pre-Payments: Payments Made Prior to 02/28/2018 on Invoices With Apply Dates After 02/28/2018

Total Pre-Payments

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

40,280.00

Monthly Report March 2018

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 17/18</u>	<u>FY 16/17</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/18:	\$2,109,818	\$2,991,657	-29%
Forecasted Commission for this Revenue:	\$55,984	\$104,148	-46%
Number of Room Nights:	12175	16552	-26%
Number of Delegates:	59649	18108	229%
Annual Revenue Goal:	\$2,500,000	\$3,000,000	-17%
Annual Commission Goal:	\$70,000	\$135,000	-48%

<u>Monthly Detail/Activity</u>	<u>March-18</u>	<u>March-17</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$55,650	\$20,234	175%
Projected Commission:	\$0	\$450	-100%
Room Nights:	350	136	157%
Number of Delegates:	70	64	9%
		1 Assoc., 1 Corp, 1 Non-Profit	
Booked Group Types:	1 Assoc.		
Lost Business, # of Groups:	2	6	-67%

<u>Arrived in the month</u>	<u>March-18</u>	<u>*Est.</u>	<u>March-17</u>	
Number of Groups:	3		2	
Revenue Arrived:	\$25,893		\$15,734	65%
Projected Commission:	\$0		\$0	
Room Nights:	108		116	-7%
Number of Delegates:	100		50	100%
			1 Corp., 1 Assoc.	
Arrived Group Types:	1 Corp., 2 SMF			

<u>Monthly Detail/Activity</u>	<u>February-18</u>	<u>February-17</u>	
<u>Number of Groups Booked:</u>	4	0	
Revenue Booked:	\$133,480	\$0	
Projected Commission:	\$2,569	\$0	
Room Nights:	957	0	
Number of Delegates:	10315	0	
	1 Smf, 1 Film Crew, 2 Corp.		
Booked Group Types:			
Lost Business, # of Groups:	0		

<u>Arrived in the month</u>	<u>February-18</u>	<u>*Est.</u>	<u>February-17</u>	
Number of Groups:	5		1	
Revenue Arrived:	\$147,151		\$104,490	41%
Projected Commission:	\$2,569		\$0	
Room Nights:	1016		900	13%

Number of Delegates:	291	250	16%
	4 Corp., 1 Film		
Arrived Group Types:	Crew	1 Assoc.	

Monthly Detail/Activity

	<u>January-18</u>	<u>January-17</u>	
<u>Number of Groups Booked:</u>	13	2	
Revenue Booked:	\$518,936	\$178,405	191%
Projected Commission:	\$2,146	\$0	
Room Nights:	2845	845	237%
Number of Delegates:	1153	1600	-28%
	7 Corp., 6	1 Corp., 1 non-	
Booked Group Types:	Assoc.	profit	
Lost Business, # of Groups:	0	8	

Arrived in the month

	<u>January-18</u>	<u>January-17</u>
Number of Groups:	3	0
Revenue Arrived:	\$86,645	\$0
Projected Commission:	\$0	\$0
Room Nights:	275	0
Number of Delegates:	89	0
	1 Corp, 2	
Arrived Group Types:	Assoc.	

Monthly Detail/Activity

	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	1	4	
Revenue Booked:	\$4,500	\$142,936	-97%
Projected Commission:	\$0	\$6,683	-100%
Room Nights:	28	837	-97%
Number of Delegates:	30	358	-92%
		2 Corp., 2	
Booked Group Types:	1 Smerf	Assoc..	
Lost Business, # of Groups:	4	0	

Arrived in the month

	<u>December-17</u>	<u>December-16</u>
Number of Groups:	0	2
Revenue Arrived:	\$0	\$137,651
Projected Commission:	\$0	\$5,818
Room Nights:	0	562
Number of Delegates:	0	1125
		1 Corp., 1
Arrived Group Types:		Assoc.

Monthly Detail/Activity

	<u>November-17</u>	<u>November-16</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$13,868	\$2,862	385%
Projected Commission:	\$551	\$0	
Room Nights:	76	14	443%
Number of Delegates:	34	14	143%
	1 Corp, 1 CA		
Booked Group Types:	Assoc.	1 Corp.	
Lost Business, # of Groups:	10	6	

<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</u>	
Number of Groups:	0	5	
Revenue Arrived:	\$0	\$130,205	-100%
Projected Commission:	\$0	\$6,139	-100%
Room Nights:	0	990	-100%
Number of Delegates:	0	1264	-100%
Arrived Group Types:		3 Corp, 1 Smf, 1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>October-17</u>	<u>October-16</u>	
<u>Number of Groups Booked:</u>	5	6	
Revenue Booked:	\$221,137	\$557,045	-60%
Projected Commission:	\$5,257	\$2,245	134%
Room Nights:	1099	2716	-60%
Number of Delegates:	437	11999	-96%
Booked Group Types:	2 Corp, 1 Assoc, 2 Smf	3 Corp, 1 Smt, 1 Non-Profit, 1	
Lost Business, # of Groups:	12	6	

<u>Arrived in the month</u>	<u>October-17</u>	<u>October-16</u>	
Number of Groups:	6	5	
Revenue Arrived:	\$531,593	\$187,132	184%
Projected Commission:	\$15,631	\$6,209	152%
Room Nights:	1586	978	62%
Number of Delegates:	597	10110	-94%
Arrived Group Types:	2 Corp, 3 Assoc, 1 Govt.	4 Corp, 1 Smf	

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

<u>Arrived in the month</u>	<u>September-17</u>	<u>September-16</u>	
Number of Groups:	7	10	
Revenue Arrived:	\$200,332	\$788,598	-75%
Projected Commission:	\$5,673	\$6,209	-9%
Room Nights:	650	4148	-84%
Number of Delegates:	438	1757	-75%
Arrived Group Types:	4 Corp, 1 Assoc, 1 Smf, 1 Film Crew	4 Corp, 3 Assoc., 3 Smf	

<u>Monthly Detail/Activity</u>	<u>August-17</u>	<u>August-16</u>	
<u>Number of Groups Booked:</u>	2	4	
Revenue Booked:	\$58,220	\$112,497	-48%

Projected Commission:	\$2,560	\$892	187%
Room Nights:	409	715	-43%
Number of Delegates:	165	275	-40%
	1 Corp, 1	2 Assoc, 1	
Booked Group Types:	Assoc.	Corp, 1 Govt.	
Lost Business, # of Groups:	6	0	

<u>Arrived in the month</u>	<u>August-17</u>	<u>August-16</u>	
Number of Groups:	4	6	
Revenue Arrived:	\$59,921	\$223,487	-73%
Projected Commission:	\$1,068	\$16,620	-94%
Room Nights:	274	1052	-74%
Number of Delegates:	152	257	-41%
Arrived Group Types:	2 Corp, 1	4 Corp, 1	

Monthly Detail/Activity

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

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

	<u>Current Numbers</u>	<u>Goals</u>
For 2018/19:	\$997,726	\$750,000
For 2019/20:	\$276,406	\$250,000

NUMBER OF LEADS Generated as of 3/31/18:	223
YTD 3/31/17:	198
YTD 3/31/16:	143

Total Number of Leads Generated in Previous Years:

2016/2017	244
2015/2016	194
2014/2015	175

Monthly Report March 2018

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>17/18</u>	<u>16/17</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/18:	\$375,131	\$391,436	-4%
Forecasted Commission for this Revenue:	\$6,182	\$12,524	-51%
Number of Room Nights:	2790	3218	-13%
Number of Delegates:	1310	1106	18%
Annual Commission Projection:	\$10,000	\$15,000	-33%

Monthly Detail/Activity	<u>March-18</u>		<u>March-17</u>	
<u>Number of Groups Booked:</u>	1		3	
Revenue Booked:	\$12,935		\$15,968	-19%
Projected Commission:	\$647		\$2,201	-71%
Room Nights:	72		145	-50%
Number of Delegates:	50		65	-23%
Booked Group Types:	1 Corp.		3 Corp.	

<u>Arrived in the month</u>	<u>March-18</u>	* Est.	<u>March-17</u>	
Number of Groups:	2		4	
Revenue Arrived:	\$18,850		\$162,262	-88%
Projected Commission:	\$547		\$2,751	-80%
Room Nights:	153		890	-83%
Number of Delegates:	65		225	-71%
Booked Group Types:	1 Smf, 1 Corp.		4 Corp.	

Monthly Detail/Activity	<u>February-18</u>		<u>February-17</u>	
<u>Number of Groups Booked:</u>	4		1	
Revenue Booked:	\$75,687		\$12,000	531%
Projected Commission:	\$547		\$648	-16%
Room Nights:	755		40	1788%
Number of Delegates:	435		20	2075%
Booked Group Types:	1 Corp, 2 Assoc.		1 Corp.	

<u>Arrived in the month</u>	<u>February-18</u>	* Est.	<u>February-17</u>	
Number of Groups:	2		3	-33%
Revenue Arrived:	\$9,870		\$37,687	-74%
Projected Commission:	\$0		\$1,040	
Room Nights:	156		324	-52%
Number of Delegates:	80		178	-55%
Booked Group Types:	2 Corp.			

Monthly Detail/Activity	<u>January-18</u>		<u>January-17</u>	
<u>Number of Groups Booked:</u>	8		4	

Revenue Booked:	\$253,116	\$107,412	136%
Projected Commission:	\$8,928	\$5,370	66%
Room Nights:	1304	606	115%
Number of Delegates:	603	228	164%
Booked Group Types:	2 Smf, 4 Corp, 2 Assoc.	3 Corp, 1 Assoc.	

<u>Arrived in the month</u>	<u>January-18</u>	* Est.	<u>January-17</u>
Number of Groups:	1		0
Revenue Arrived:	\$16,020		\$0
Projected Commission:	\$2,403		\$0
Room Nights:	240		0
Number of Delegates:	80		0
Booked Group Types:	1 Smf		

Monthly Detail/Activity

<u>Number of Groups Booked:</u>	<u>December-17</u>	<u>December-16</u>	
	1	2	
Revenue Booked:	\$9,240	\$177,828	-95%
Projected Commission:	\$0	\$0	
Room Nights:	60	866	-93%
Number of Delegates:	250	240	4%
Booked Group Types:	1 Wedding	1 Corp., 1 Assoc.	

<u>Arrived in the month</u>	<u>December-17</u>	<u>December-16</u>
Number of Groups:	1	0
Revenue Arrived:	\$1,580	\$0
Projected Commission:	\$79	\$0
Room Nights:	20	0
Number of Delegates:	12	0
Booked Group Types:	1 Govt.	

Monthly Detail/Activity

<u>Number of Groups Booked:</u>	<u>November-17</u>	<u>November-16</u>	
	2	1	
Revenue Booked:	\$47,480	\$2,228	2031%
Projected Commission:	\$2,374	\$334	611%
Room Nights:	196	12	1533%
Number of Delegates:	162	6	2600%
Booked Group Types:	1 Corp, 1 Govt.	1 Corp.	

<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</u>
Number of Groups:	0	2
Revenue Arrived:	\$0	\$33,553
Projected Commission:	\$0	\$563
Room Nights:	0	347
Number of Delegates:	0	132
Booked Group Types:		1 Corp., 1 Smf

Monthly Detail/Activity

<u>Number of Groups Booked:</u>	<u>October-17</u>	<u>October-16</u>
	0	1
Revenue Booked:	\$0	\$5,547
Projected Commission:	\$0	\$0
Room Nights:	0	45
Number of Delegates:	0	45

Booked Group Types: 0 1 Assoc.

	<u>October-17</u>	<u>October-16</u>	
<u>Arrived in the month</u>			
Number of Groups:	2	1	
Revenue Arrived:	\$53,520	\$10,842	
Projected Commission:	\$0	\$0	
Room Nights:	611	78	
Number of Delegates:	380	25	
Booked Group Types:	1 Assoc., 1 Govt.	1 Corp.	

Monthly Detail/Activity	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,000	\$45,255	-16%
Projected Commission:	\$5,700	\$0	
Room Nights:	380	420	-10%
Number of Delegates:	200	160	25%
Booked Group Types:	1 Assoc.	1 Corp.	

	<u>September-17</u>	<u>September-16</u>	
<u>Arrived in the month</u>			
Number of Groups:	1	2	
Revenue Arrived:	\$32,371	\$47,420	-32%
Projected Commission:	\$0	\$2,263	
Room Nights:	146	416	-65%
Number of Delegates:	70	160	-56%
Booked Group Types:	1 Assoc.	1 Corp., 1 Smf	

Monthly Detail/Activity	<u>August-17</u>	<u>August-16</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$50,490	\$7,209	600%
Projected Commission:	\$0	\$1,081	
Room Nights:	488	70	597%
Number of Delegates:	175	35	400%
Booked Group Types:	1 Assoc.	1 Corp.	

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

Monthly Detail/Activity	<u>July-17</u>	<u>July-16</u>	
<u>Number of Groups Booked:</u>	0	2	
Revenue Booked:	\$0	\$26,320	
Projected Commission:	\$0	\$3,948	
Room Nights:	0	244	
Number of Delegates:	0	529	
Booked Group Types:		2 Corp.	

	<u>July-17</u>	<u>July-16</u>	
<u>Arrived in the month</u>			
Number of Groups:	0	1	

KEY METRICS FOR February 28, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Jan 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2010 - 2011	3,242,663	2,107,554	3,776,990	1,361,343	\$ 10,488,550
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279
2013 - 2014	4,525,882	2,145,655	3,569,535	1,751,001	\$ 11,992,073
2014 - 2015	4,693,908	2,527,728	3,513,439	1,868,331	\$ 12,603,406
2015 - 2016	4,872,923	3,874,544	5,438,618	2,348,538	\$ 16,534,623
2016 - 2017	5,503,881	3,350,880	6,120,303	3,346,395	\$ 18,321,459
2017 - 2018	6,233,972	2,357,159	-	-	\$ 8,591,131

updated

Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Feb 2018)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Tahoe City:					
Walk In	27,791	26,452	27,498	30,845	12.17%
Phone	165	211	2,466	2,209	-10.42%
Email		105	249	259	4.02%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	2,069	4,195	2,837	-32.37%
Total	34,456	37,446	38,334	44,033	14.87%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (as of Mar 2018, (Q3) 6 mth lag)					
Quarter	2014	2015	2016	2017	YOY % Change
First (Jan - Mar)	\$ 589,226	\$ 573,778	\$ 699,157	\$ 816,089	16.72%
Second (Apr - May)	\$ 521,965	\$ 495,699	\$ 559,589	\$ 728,774	30.23%
Third (Jun - Aug)	\$ 885,368	\$ 875,768	\$ 943,574	\$ 984,653	4.35%
Fourth (Sep - Dec)	\$ 557,614	\$ 596,985	\$ 629,807	\$ -	-100.00%
Total	\$ 2,554,173	\$ 2,542,230	\$ 2,832,127	\$ 2,529,516	-10.68%

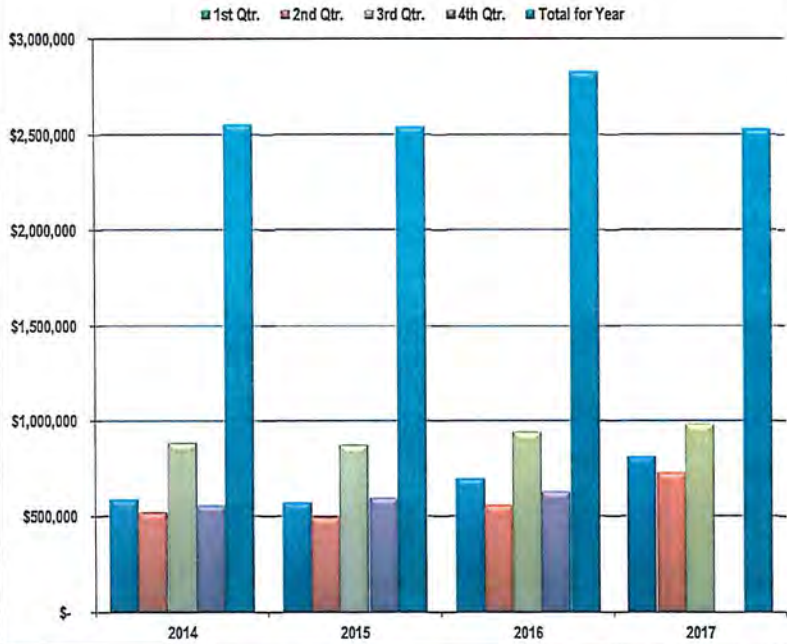
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Jan 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.4%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.7%

Destimetrics Reservations Activity	FYTD 16/17	FYTD 17/18	YOY % Change
Occupancy	49.8%	59.1%	-15.7%
ADR (Average Daily Rate)	\$ 362	\$ 368	-1.4%
RevPAR (Rev per Available Room)	\$ 181	\$ 217	-16.9%
Occupancy 1 Mth Forecast	34.0%	39.8%	-14.6%
ADR 1 Mth Forecast	\$ 289	\$ 275	5.2%
RevPAR 1 Mth Forecast	\$ 98	\$ 110	-10.2%
Occupancy (prior 6 months)	42.5%	46.1%	-7.8%
ADR (prior 6 months)	\$ 306	\$ 313	-2.3%
RevPAR (prior 6 months)	\$ 130	\$ 144	-9.9%
Occupancy (next 6 months)	26.3%	27.7%	-5.1%
ADR (next 6 months)	\$ 339	\$ 332	2.3%
RevPAR (next 6 months)	\$ 89	\$ 92	-32.6%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)	Total Chamber Membership
	June 2014 457
FY 2015-16 Contract \$ 4,260,134	June 2015 474
FY 2016-17 Contract 2,526,980	June 2016 508
Total Fund Balances \$ 6,787,115	June 2017 424
	Feb 2018 388

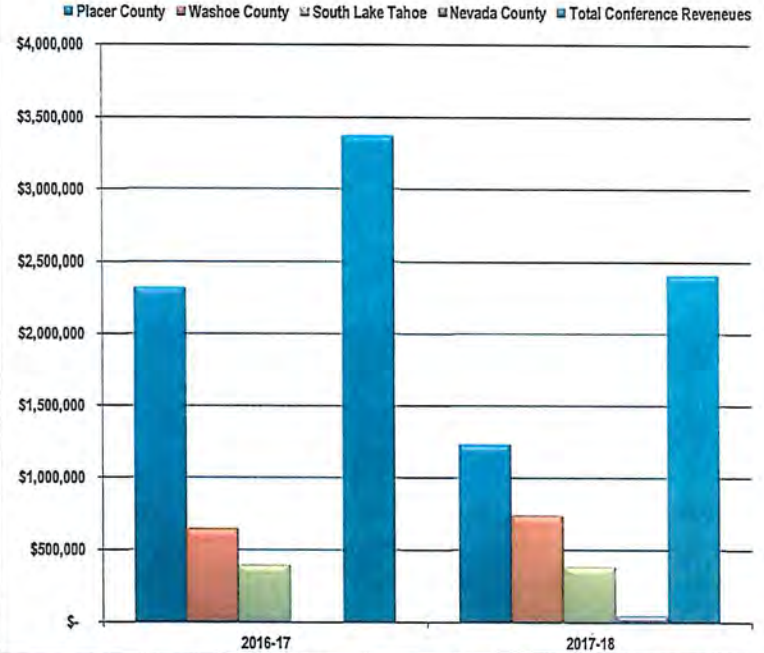
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 2/28/2018						
	2016-17	2016-17	2017-18	YOY %		
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Change		
Total Revenue Booked	\$ 3,964,368	\$ 3,374,236	\$ 2,412,388	-28.51%		
Commission for this Revenue	\$ 129,375	\$ 106,289	\$ 62,190	-41.49%		
Number of Room Nights	21,352	19,812	14,615	-26.23%		
Number of Bookings	79	58	61	5.17%		
Conference Revenue And Percentage by County:						
	16-17	17-18				
Placer	69%	51%	\$ 2,506,277	\$ 2,326,702	\$ 1,234,555	-46.94%
Washoe	19%	31%	\$ 764,192	\$ 646,844	\$ 739,991	14.40%
South Lake	12%	16%	\$ 411,781	\$ 398,413	\$ 387,554	-2.73%
Nevada	0%	2%	\$ 12,118	\$ 2,277	\$ 50,288	2108.52%
Total Conference Revenue	100%	100%	\$ 3,694,368	\$ 3,374,236	\$ 2,412,388	-28.51%
CURRENT						
NLT - Annual Revenue Goal			\$ 3,000,000	\$ 2,500,000	-16.67%	
Annual Commission Goal			\$ 135,000	\$ 70,000	-48.15%	

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



Quarter	2014	2015	2016	2017	YOY % Change
First (Jan - Mar)	\$ 589,226	\$ 573,778	\$ 699,157	\$ 816,089	16.72%
Second (Apr - May)	\$ 521,965	\$ 495,699	\$ 559,589	\$ 728,774	30.23%
Third (Jun - Aug)	\$ 885,368	\$ 875,768	\$ 943,574	\$ 984,653	4.35%
Fourth (Sep - Dec)	\$ 557,614	\$ 596,985	\$ 629,807	\$ -	-100.00%
Total	\$ 2,554,173	\$ 2,542,230	\$ 2,832,127	\$ 2,529,516	-10.68%

Conference Revenue Statistics & Revenue Share by County



	2016-17	2017-18	YOY %
FORWARD LOOKING	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 3,374,236	\$ 2,412,388	-28.51%
Commission for this Revenue	106,289	62,190	-41.49%
Number of Room Nights	19,812	14,615	-26.23%
Number of Bookings	58	61	5.17%
CURRENT			
NLT - Annual Revenue Goal	\$ 3,000,000	\$ 2,500,000	-16.67%
Annual Commission Goal	\$ 135,000	\$ 70,000	-48.15%
Conference Revenue And Percentage by County:			
Placer	\$ 2,326,702	\$ 1,234,555	-46.94%
Washoe	\$ 646,844	\$ 739,991	14.40%
South Lake	\$ 398,413	\$ 387,554	-2.73%
Nevada	\$ 2,277	\$ 50,288	2108.52%
Total Conference Revenue	\$ 3,374,236	\$ 2,412,388	-28.51%

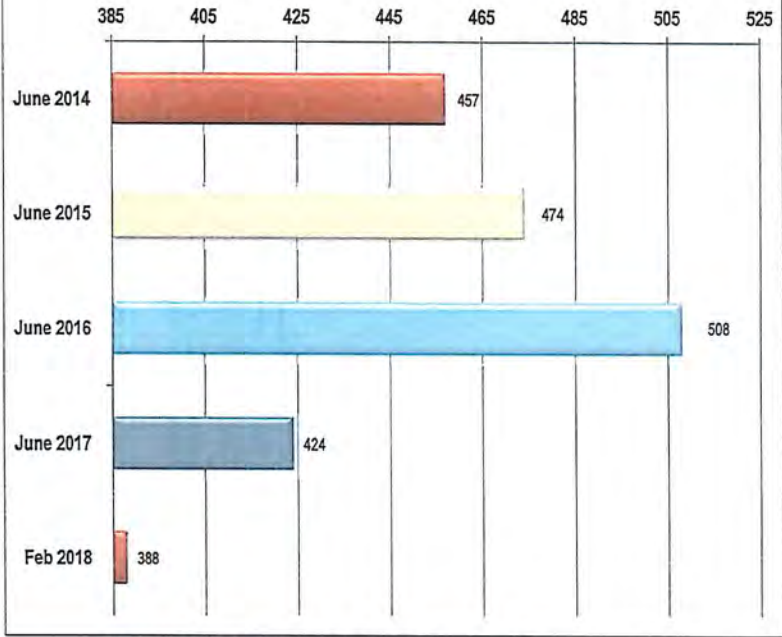
5-Year Annual TOT Collections (Fiscal Year Basis)



Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Jan 2018)

Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
2013 - 2014	\$ 4,525,882	\$ 2,145,655	\$ 3,569,535	\$ 1,751,001	\$ 11,992,073
2014 - 2015	\$ 4,693,908	\$ 2,527,728	\$ 3,513,439	\$ 1,868,331	\$ 12,603,406
2015 - 2016	\$ 4,872,923	\$ 3,874,544	\$ 5,438,618	\$ 2,348,538	\$ 16,534,623
2016 - 2017	\$ 5,503,881	\$ 3,350,880	\$ 6,120,303	\$ 3,346,395	\$ 18,321,459
2017 - 2018	\$ 6,233,972	\$ 2,357,159	\$ -	\$ -	\$ 8,591,131

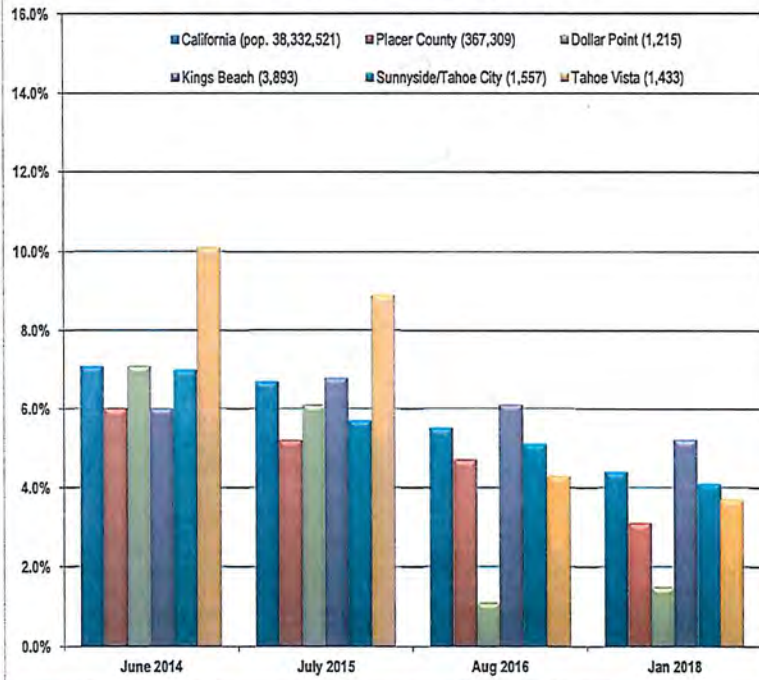
Chamber Membership (# of Members)



Chamber Of Commerce Total Membership

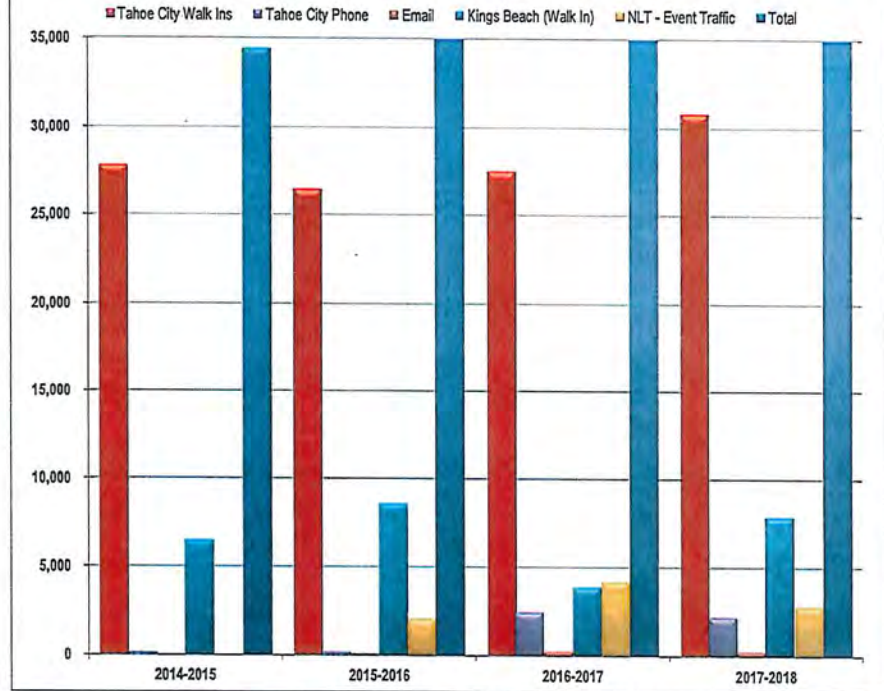
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Feb 2018	388

Unemployment Rates by Region



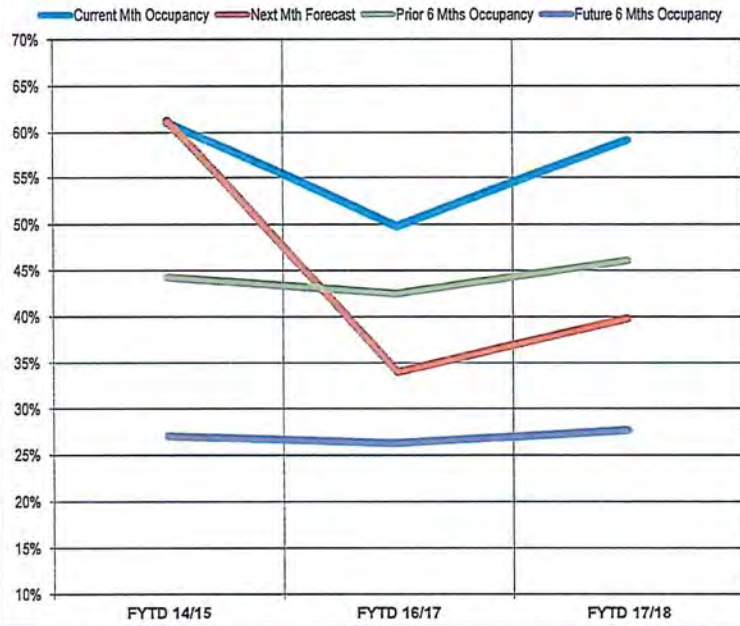
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Jan 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.4%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.7%

Visitor Information - FYTD YOY



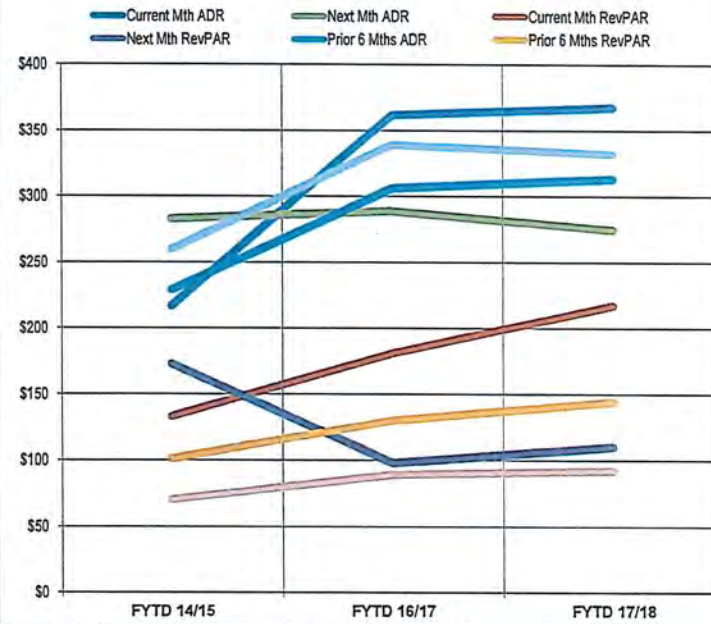
Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Feb 2018)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Tahoe City:					
Walk In	27,791	26,452	27,498	30,845	12.17%
Phone	165	211	2,466	2,209	-10.42%
Email	-	105	249	259	4.02%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	2,069	4,195	2,837	-32.37%
Total	34,456	37,446	38,334	44,033	14.87%

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
Occupancy	61.1%	49.8%	59.1%	-15.7%
Occupancy 1 Mth Forecast	61.3%	34.0%	39.8%	-14.6%
Occupancy (prior 6 months)	44.3%	42.5%	46.1%	-7.8%
Occupancy (next 6 months)	27.1%	26.3%	27.7%	-5.1%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$362	\$368	-1.4%
RevPAR (Rev per Available Room)	\$133	\$181	\$217	-16.9%
ADR 1 Mth Forecast	\$283	\$289	\$275	5.2%
RevPAR 1 Mth Forecast	\$173	\$98	\$110	-10.2%
ADR (prior 6 months)	\$229	\$306	\$313	-2.3%
RevPAR (prior 6 months)	\$101	\$130	\$144	-9.9%
ADR (next 6 months)	\$260	\$339	\$332	2.3%
RevPAR (next 6 months)	\$70	\$89	\$92	-32.6%

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA) Employee Expense Report

Month/Yr February 2018
Employee Cindy Gustafson

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
2/1/2018	A	Safeway	1592	Safeway - beverages Tourism Development Reception (Chamber of Commerce)	156.03		8300-00-60	✓
2/8/2018	B	Wolfdales	40001	Birthday gift card Lauren	25.00		8200-00-70	✓
2/9/2018	C	Christy Hill	4336	Birthday gift card Jason	25.00		8200-00-70	✓
2/12/2018	D	Alpenglow Sports	1184	Birthday gift card Greg	25.00		8200-00-70	✓
2/12/2018	E	Garwoods	25	Going away luncheon for Natalie	\$120.10		8200-00-70	✓
2/14/2018	F	Adobe	874655150	Adobe 1 month subscription	\$14.99		8810-00-70	✓
2/15/2018	G	Disneyland Resorts	430754802019	Visit California Outlook Conference - lodging	279.63	5000	5840-00-70	✓
2/15/2018	H	Disneyland Resorts	430754802019	Visit California Outlook Conference - parking	60.00		5800-00-70	✓
2/26/2018	I	Sugarpine Cakery	5-352	Executive Committee breakfast	27.00		8300-00-70	✓
2/27/2018	J	Wolfdales	40001	Birthday gift card Al	25.00		8200-00-70	✓
2/2/18	K			FRAND	39.99			✓
2/2/18	L			FRAND	1.00			✓
2/9/18	M			FRAND ADJUSTMENT	(29.09)			✓
2/9/18	N			FRAND ADJUSTMENT	(29.09)			✓
2/9/18	O			FRAND ADJUSTMENT	(1.00)			✓
2/9/18	P			FRAND ADJUSTMENT	(1.00)			✓
	Q							
	R							
	S							
	T							
	U							
	V							
	W							
	X							
	Y							
	Z							
MILEAGE REIMBURSEMENT								
	Attach 1		Mileage	See Attached Mileage Report				
				Mileage Reimbursed Through Payroll				
						291.03	8700-00-8110	✓
TOTAL - CREDIT CARD EXPENSES					216.76			✓
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)					0	291.03		✓

Signed By: Cindy Gustafson
Date: 3/9/2018

Approved By: _____
Date: _____

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
MAR 12 2018	MAR 14 2018	AGT	MAR 15 2018		



BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number XXXX-XXXX-0108-6903
Statement Date FEB 28, 2018
Total Activity \$716.76

** MEMO STATEMENT ONLY **
DO NOT REMIT PAYMENT

CINDY M GUSTAFSON
N LAKE TAHOE RESORT
PO BOX 5459
TAHOE CITY CA 96145

ACCOUNT SUMMARY							
CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$798.74		\$0.00		\$81.98		\$716.76

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
02-01	01-30	55310208031975012510610	SAFEWAY #1592 KINGS BEACH CA Tax ID: 943019135 Mer Ref: 01251061 Mer Zip: 96143 Origin Zip: 96143 Dest Zip: 96143 Dest Ctry: USA Tax: 10.55 Product Code: 004042699231 Desc: CALIFORNIA TABLE WINE 75 Qty: 2 Unit: EA Disc: Y Disc Amt: 20.08 Ext Item Amt: 44.73 Product Code: 008130800231 Desc: CALIFORNIA TABLE WINE 75 Qty: 2 Unit: EA Disc: Y Disc Amt: 9.40 Ext Item Amt: 24.93 Product Code: 008963624010 Desc: CALIFORNIA TABLE WINE 75 Qty: 2 Unit: EA Disc: Y Disc Amt: 11.40 Ext Item Amt: 41.13 Product Code: 085075500069 Desc: CALIFORNIA TABLE WINE 75 Qty: 2 Unit: EA Disc: Y Disc Amt: 11.08 Ext Item Amt: 37.53 Product Code: 085599500303 Desc: CUPS TABLE TOP Qty: 2 Unit: EA Disc: Y Disc Amt: 1.00 Ext Item Amt: 17.53 Product Code: 089145100027 Desc: CALIFORNIA TABLE WINE 75 Qty: 2 Unit: EA Disc: Y Disc Amt: 21.56 Ext Item Amt: 42.93	156.03
02-02	02-01	75347098031012902084918	hublmedia.com 855.549.1869 GBR	39.99
02-02	02-02	75347098031012902084918	INTERNATIONAL TRANSACTION FEE	1.00
02-08	02-07	05314618039000382321796	WOLFDALLES CUISINE UNI TAHOE CITY CA Tax ID: 680013011 Mer Zip: 96145	25.00
02-09	02-08	55547508040253968010051	CHRISTY HILL LAKE TAHO TAHOE CITY CA Tax ID: 680411305 Mer Zip: 96145	25.00
02-09	02-01	75347098031012902084918	HUBLMEDIA.COM/FRDADJ	39.99 CR
02-09	01-01	75347097365012092880917	HUBLMEDIA.COM/FRDADJ	39.99 CR

For Customer Service, Call: 1-866-432-8161	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$797.74
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	FEB 28, 2018	Fees	\$1.00
	Credit Limit	Credits	\$81.98
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$716.76
	\$0.00		

Statement Date	FEB 28, 2018	Total Activity	\$716.76
Credit Limit	\$50,000	Single Purchase Limit	\$0.00
CINDY M GUSTAFSON			
XXXX-XXXX-0108-6903			

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
02-09	02-02	75347098031012902084918	CROSS-BORDER FEE	1.00 CR
02-09	01-02	75347097365012092880917	CROSS-BORDER FEE	1.00 CR
02-12	02-08	85353538040001849213833 Tax ID: 453247758 Mer Zip: 96145	ALPENGLow SPORTS IN TAHOE CITY CA	25.00
02-12	02-09	25247808041002162129285 Tax ID: 680165856 Mer Zip: 96140	GAR WOODS GRILL & PIER CARNELIAN BAYCA	120.10
02-14	02-13	55310208044028682631255 Tax ID: 770019522 Mer Ref: 68263125 Mer Zip: 95110 Orign Zip: 95110 Dest Ctry: USA	ADOBE SYSTEMS, INC. 08008336687 CA	14.99
02-15	02-13	55310208045894045002830 Arrival Date: 02/13/18 Departure Date: 02/15/18 Invoice Number: 4307548020 Tax ID: 952412883 Mer Zip: 92803	DISNEYRESORTS-GRAN ANAHEIM CA	279.63
02-15	02-13	55310208045894045002830 Arrival Date: 02/13/18 Departure Date: 02/15/18 Invoice Number: 4307548020 Tax ID: 952412883 Mer Zip: 92803	DISNEYRESORTS-GRAN ANAHEIM CA	60.00
02-26	02-23	85197018056700018574422 Tax ID: 462841211 Mer Zip: 98145	SUGAR PINE CAKERY TAHOE CITY CA	27.00
02-27	02-26	05314618058500188783277 Tax ID: 680013011 Mer Zip: 96145	WOLFDALES CUISINE UNI TAHOE CITY CA	25.00

A

SAFEWAY

STORE MGR E Lundstrom 530-546-0170
THANK YOU FOR SHOPPING WITH US!

*CHAMBER
RECEPTION*

GROC NONEDIBLE

2 QTY COLD CUP .1		6.98	I
Regular Price	7.98		
Card Savings	1.00-		

LIQUOR

2 QTY STARMONT C		34.18	T
Regular Price	54.26		
Card Savings	20.08-		
2 QTY HEADSNAPPE		14.38	T
Regular Price	23.78		
Card Savings	9.40-		
2 QTY DUPE SYRAH		26.98	T
Regular Price	38.06		
Card Savings	11.08-		
2 QTY VELVET FOG		32.38	T
Regular Price	53.94		
Card Savings	21.56-		
2 QTY WENTE WINE		30.58	T
Regular Price	41.98		
Card Savings	11.40-		

TAX	10.55
**** BALANCE	156.03 ✓

SAFEWAY STORE #1592
7815 NORTH LAKE BOULEVARD
KINGS BEACH CA 96143

Credit Purchase 01/30/18 13:24
CARD # *****8709
REF: 08001251061 AUTH: 00050037

PAYMENT AMOUNT 156.03

AL MASTERCARD
AID A0000000041010
TVR 0000008000
TSI E800

Mastercard 156.03

*Gift Card
lauren's
Birthday*

B

WOLFDALE'S
CUISINE UNIQUE

2/07/18 18:11
Check 40001
Type Sale
Terminal 4
Manager TEEN

Swiped
GUSTAFSON/CINDY
XXXXXXXXXX6903
card typ
Auth 000483
Trans ID 1

Sale 25.00

Tip \$.....

Total \$.....

I AGREE TO PAY TOTAL AMOUNT
ACCORDING TO CARD ISSUER AGMT
(MERCHANT AGMT IF CREDIT VCHR)

Customer Copy

*Gift Card
lauren's
Birthday*

C

** Customer Copy **

Christy Hill Restau
115 Grove Street
Tahoe City, CA 96145
(530) 583 - 8551

Thursday, February 8, 2018 6:40:13 PM

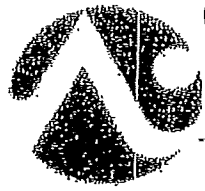
Type: M/C Chk: 4336
Acct #: 6903 XX/XX Batch #: 968
Auth #: 038289 Seq: 5 Table: 0
Serv #: JB

Sale: \$ 25.00

+Tip _____

Total _____

D
GIFT CARD
Greg H.
Bryndaf



Alpenglow Sports

PO Box 7230
Tahoe City, CA 96145
I-75636

1:09:21pm 2/8/2018

Customer Wally Auerbach & Cindy Gustafson
n/a
Shipping n/a
Contact (530) 448-1231 (work)
Alp Card # 3191
wauerbach@auerbachengineerin
g.com

1	Alpenglow GIFT CARD GC: 1184	\$25.00
	Subtotal	\$25.00
	Total	\$25.00
	Payment	\$25.00
	Balance	\$0.00

G.C. 1184 Balance: \$25.00

Genius 2/8/2018 \$25.00
Ref: 984921383
Approved Auth: 006373
Last 4 digits: 6903

Station: Terminal 1
Jeff D

530.583.6917
info@alpenglowsports.com
www.alpenglowsports.com

RETURN POLICY:
Receipt required for returns.
Returns must be made within 10 days of purchase for full refund.
After 10 days returns will receive store credit only.
Sales are final after 30 days.



I-75636

E

GAR WOODS THANKS YOU

530-546-3366 OR 800-298-2463

0025a Table 13 #Party 8

MICHAEL B SvrCk: 5 1:03p 02/09/18

DINING ROOM IN

4 ARNOLD PALMER	20.00
2 ICED TEA	10.00
1 FISH TACOS	18.00
3 CRAB CHILI RELLENO	60.00
2 TERIYAKI SALMON SALAD	46.00
1 SANDWICH SPECIAL, \$ amount	
20.00	20.00
1 SHRIMP CAESAR	22.00

Sub Total: 196.00

Tax: 14.21

Sub Total: 210.21

02/09 2:19p **TOTAL: 210.21**

DINE FOOD	176.00
NO ALCOHOL	20.00

HOME OF THE WET WOODY-2+ MILLION SERVED!

CELEBRATING 29 YEARS ON LAKE TAHOE
HAVING A WEDDING OR GROUP EVENT?
GO UPSTAIRS & CHECK OUT OUR ROOMS & VIEW

LIVE MUSIC FRI AND SAT 8-11
APRES SKI MUSIC FRIDAY 4-7
TOPLESS TUESDAY-\$8.00 ALL DAY & NIGHT
LIKE IT ON THE SIDE? IT'S A BIG FLOAT!

30 FOR LUNCH & 5:00 DINNER EVERY DAY
WDS-BAR 10:30-BREAKFAST/LUNCH 11:30

7 DAY LUNCH/DINNER ON THE LAKE
HEART-BUY A WET WOODY!

0025

Server: MICHAEL B (#212) Rec: 27
02/09/18 14:18, Swiped T: 13 Term: 5

GAR WOODS
5000 N. LAKE BLVD.
CARNELIAN BAY, CA 96140
(530)546-3366
MERCHANT #:

CARD TYPE ACCOUNT NUMBER
MASTER CARD XXXXXXXXXXXX6903
Name: CINDY GUSTAFSON
OO TRANSACTION APPROVED
AUTHORIZATION #: 053059
Reference: 0209020000025
TRANS TYPE: Credit Card SALE

CHECK: 105.10

TAHOE FUND: _____

TIP: 15.00

TOTAL: 120.10 ✓

X _____

Duplicate Copy

CARDHOLDER WILL PAY CARD ISSUER ABOVE
AMOUNT PURSUANT TO CARDHOLDER AGREEMENT
THANK YOU!

PLEASE LEAVE SIGNED COPY FOR SERVER!
GOING AWAY LUNCHEON 1/2
NATALIE:
CINDY, RON, NATALIE, DAWN,
DAPHNE, ANNA, Kym, LAUREN
AMBER



INVOICE

Remit To:
 Adobe Systems Incorporated
 29322 Network Place
 Chicago, IL 60673-1293

Wires To:
 Bank: JPM Chase/ Acct#: 100081931
 ABA: 021000021/ SWIFT: CHASUS33

Federal Tax ID 77-0019522

Reprint Page 1 of 1
 Invoice Number: 874655150
 Invoice Date: FEB-06-18
 Payment Terms: Credit Card
 Due Date: FEB-13-18
 Purchase Order: ADB016450957
 Contract No 00004490
 Order Number: 5017797439
 Order Date: NOV-06-17
 Customer No.: 1452233
 Bill to No. 546408886

Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

Bill To:
 cindy gustafson
 100 N Lake Blvd
 Tahoe City CA 96145

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price	
000010	65232730 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN 1 YR	EA	14.99	1	14.99	
North America		Invoice Totals				
		S & H	Sales Tax	Currency	Qty Shipped	Invoice Total
		0.00	0.00	USD	1	14.99

Comments:



G, H

GUSTAFSON, CINDY
NORTH LAKE TAHOE RESORT A

RES ID: 430754802019
Folio Type: GUEST PAY FOLIO

Date: 2/15/18
Group: GCOB18A
Package:

Room	No. Guests	Arrive	Depart	Reference/Description		
5342	2/ 0/ 0	2/13/18	2/15/18			
<i>Disney's Grand Californian Hotel® & Spa</i> 1600 SOUTH DISNEYLAND DRIVE, ANAHEIM, CA 92803						
	2/13/18			VALET CHARGE	\$30.00	\$30.00
	2/13/18			VALET \$30.00 - 1 VEHICLE		
	2/13/18			ROOM CHARGE CH 5342	\$239.00	\$269.00
	2/13/18			TAX	\$35.85	\$304.85
	2/13/18			ATID ASSESSMENT	\$4.78	\$309.63
	2/13/18			APPLIED DEPOSIT	\$279.63-	\$30.00
	2/13/18			MASTERCARD //*****6903	\$279.63-✓	\$249.63-
	2/13/18			MASTERCARD //*****6903	\$60.00-✓	\$309.63-
	2/14/18			VALET CHARGE	\$30.00	\$279.63-✓
				VALET \$30.00 - 1 VEHICLE		
	2/14/18			ROOM CHARGE CH 5342	\$239.00	\$40.63-
	2/14/18			TAX	\$35.85	\$4.78-
	2/14/18			ATID ASSESSMENT	\$4.78	\$0.00

ACTUAL CHARGES TO YOUR ACCOUNT WILL
BE BILLED TO YOUR CREDIT CARD AT 11.00AM

Please contact Guest Billing at 714-956-6492 with any questions regarding your bill after your departure.

*It is not necessary to check out at the Front Desk if the charges listed above are correct.
Please use your valid guest-room key to exit all hotel parking lots.
THANK YOU FOR CHOOSING DISNEY'S GRAND CALIFORNIAN HOTEL® & SPA*

DCHFDCHATA



WOLFDALÉ'S
CUISINE UNIQUE

2/26/18
Check 40001 16:59
Type Sale
Terminal 4
Hostess/Host STACY

Swiped
Acct GUSTAFSON/CINDY
Card Type XXXXXXXXXXXX6903
Auth Mastercard
Trans ID 002142
1

Sale 25.00 ✓

Tip \$

Total \$

I AGREE TO PAY TOTAL AMOUNT
ACCORDING TO CARD ISSUER AGMT
(MERCHANT AGMT IF CREDIT VCHR)

Customer Copy

BIRTHDAY GIFT CARD AL

Cindy
Sugar Pine Cakery

Order #5-352 2/23/18, 7:04 AM

Sale Served by sugar-pine-cakery

Transaction #1193530502231813348

2 x Cinn Banana Slice (3.50) 7.00
2 x Almond Croissant (3.50) 7.00
2 x Donut (2.50) 5.00
1 x Almond Claw 3.50

Subtotal 22.50
Total (USD) 22.50

MASTERCARD 6903 27.00
Name GUSTAFSON/CINDY
Approval Code 013683
Data Source Chip Read

Mode Issuer
AID a0000000041010
TVR 000008000
IAD 0110a04013220200000000000000000000ff
TSI e800
ARC 00

Amount 22.50
Tip 4.50
Total Charged 27.00 ✓

I agree to pay the above total amount
according to the card issuer agreement.

Signature *Cindy Gustafson*

2923 Lake Forest Rd. EXEC
PO Box 5476 BOARD
Tahoe City, CA 96145 MTR.
United States
530-583-2253

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