



NLTRA Board of Directors Agenda and Meeting Notice

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

NLTRA Mission

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

2017 Board of Directors

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

Gary Davis
JK Architecture Engineering
CI/T Committee

Brendan Madigan
Alpenglow Sports

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

Eric Pilcher
Moe's BBQ/Gear & Grind
BACC

Karen Plank
Placer County Board of Supervisors Appointee

Aaron Rudnick
Truckee River Raft Co.

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

Samir Tuma (Vice Chair)
Kila Lake Tahoe

Brett Williams (Secretary)
Agate Bay Realty
Marketing Committee

Adam Wilson(Chair)
Northstar California

Quorum - 6
Majority of the NLTRA Board Representatives

Advisory Board
Tom Lotshaw
TRPA Non-Voting

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

Items May Not Be Heard In the Order They Are Listed

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

B. 10:30 a.m. Call to Order-Establish Quorum

C. 10:30 a.m. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

D. Agenda Amendments and Approval-MOTION

E. Consent Calendar-MOTION (5 minutes)

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

1. Board Meeting Minutes –March 1, 2017 (Page 1)

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

2. Committee Action Summary – March, 2017 (Page 5)

- BACC March 9, 2017 (link to full minutes)**
- CI/T March 27, 2017 & March 27, 2017 (notes to be provided at Board Meeting)**
- Marketing March 28, 2017 (minutes to be posted online when available)**
- Finance March 30, 2017 (minutes to be posted online when available)**

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

- Proposal from Dean Runyan Associates for \$24,900 to update *Economic Significance of Travel to North Lake Tahoe 2003 to 16* - Ron Treabess (CI/T Committee Vote: 13-0-0) (Page 8)**
- Additional \$10,000 sponsorship for Broken Arrow Sky Race – Amber Burke (Marketing Committee Vote: 7-0-2 Jackson, Horvath)**

abstained) (Page 17)

- c. Final RFP approval for distribution – Public Relations Services three year contract for \$220,000+ per year – JT Thompson (Marketing Committee vote 10-0-0; Coop Board Vote 5-0-0) (Page 20)
- d. Final RFP approval for distribution – International trade and PR representation in Australia – Partner with Mammoth \$30,000 + per year – JT Thompson (Marketing Committee Vote 10-0-0; Coop board Vote: 5-0-0) (Page 29)
- e. Final RFP approval for distribution – International trade and PR representation in UK – Partner with Mammoth \$32,000 + per year – JT Thompson (Marketing Committee Vote 10-0-0; Coop board Vote: 5-0-0) (Page 38)

F. Financial Report (10 minutes) 10:35 – 11:00 (Page 46)

- 1. Review of financial reports for December, January, and February
- 2. Update on financial status of organization and recovery process– Al Priestler

G. Action Items (15 minutes) 11:00 – 11:15

- 1. TOT funding proposal from Tahoe Maritime Museum for \$60,700 to provide site preparation for Welcome Center portion of Tahoe Maritime Center Campus Project.- Ron Treabess (CI/T Committee Vote: 12-0-0) (Page 99)
- 2. Final approval for the revised Event Grant/Sponsorship Program – Amber Burke (Marketing Committee Vote: 8-0-0; BACC Vote: 4-0-0) (Page 118)

H. Reports/Back up Documents-Meeting Packet Part Two

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

- 1. Destimetrics Report (Page 1)
- 2. Membership Accounts Receivable Report (Page 5)
- 3. Membership Upcoming Events/Programs (Page 6)
- 4. Conference Revenue Statistics Report (Page 7)
- 5. Executive Committee Report –March, 2017 (Page 11)
- 6. Capital Investment/Transportation Activity Report (Page 13)
- 7. Dashboard – February, 2017 (Page 17)
- 8. Report from Houston Magnani – Sacramento lobbyist (Page 22)
- 9. Whistle Blower Memo from Steve Gross (Page 24)

I. Directors Comments (5 minutes)

- a. Search Committee Update – Adam Wilson

J. Meeting Review and Staff Direction (5 minutes)

- a. Whistle Blower Policy recommendation
- b. Doug Houston monthly report on lobbying activities

K. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (x)



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Board of Directors

Minutes

Wednesday, March 1, 2017 at 8:30 a.m.

Tahoe City Public Utility District

A. Call to Order-Establish Quorum 8:32 a.m.

Board Members in Attendance: Adam Wilson, Samir Tuma, Karen Plank, Gary Davis, Brett Williams, Christy Beck, Jennifer Merchant, Aaron Rudnick, Tom Lotshaw (9) 8-1 ex-officio

Others in attendance: Dawn Baffone, Lindsay Romack, Erin Casey, Steve Gross, Stacie Lyans, Natalie Parrish, Sandy Evans Hall, JT Thompson, Al Priester, Ron Treabess, Emily Detwiler

B. 8:30 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.

No Public Comment.

C. Agenda Amendments and Approval-MOTION

- Discussion about Whistle Blower Policy brought up by Jennifer Merchant.

M/S/C (Jennifer/Aaron/8-0-0) Approved with Amendment to February Board Meeting Minutes regarding Whistle Blowing Policy. Staff will discuss policy and come back to Board in April.

D. Consent Calendar-MOTION

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

1. Board Meeting Minutes –February 1, 2017

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

2. Committee Action Summary – February, 2017

- a. BACC February 9, 2017
- b. CI/T February 27, 2017 notes were provided at Board Meeting
- c. Marketing February 21, 2017 (meeting cancelled due to snow)
- d. Finance February 23, 2017 (minutes to be posted online)

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

- a. Proposal from LSC (Gordon Shaw) for \$2,800 to price out transit services for possible recommended TOT expenditure – Ron Treabess

E. Strategic Discussion

- Fiduciary Responsibility – Steve Gross presented slide show.
- Samir asked about developing best practices and policies, regarding behaviors when there a board member who has a conflict. (Unless it is an item on the consent calendar.) Steve said that you are required to publicly verbally disclose it and physically leave the room while the discussion is being made, in order not to influence the decision in any way. The Board may address the Board member with questions prior to having the person with a conflict leaving the room.
- Steve recommended if they are the person making the presentation, they should stay to see if there are any questions then that conflicted person should leave the room.

- Ron asked for clarification when it comes to non-profit or when there is recommendation being passed on to the Board of Supervisors, (when it is only a recommendation.) His recommendation is that you have the same policy with Committees and individuals as well. With conflicts and potential conflict err on the side of caution.

2. Membership Survey – Natalie Parrish/Sandy Evans Hall

- This slide show was put together by the entire subcommittee, on the 15th of February.
- Discussion about items that the County is referred to in.
- Sandy will go back and look at areas that the County is cited.
- Adam clarified the answer process.
- Brett questioned the redundancy of questions with regards to Legislative Advocacy and Economic Development. Creating the survey was approx. 30-40 days.
- Adam explained that there may need focus groups to further evaluate the answers that were given and in order to dig deeper. Recommendations based on the survey are not ready for the board based on the answers since the survey does need to be delved into further.
- Samir asked if other issues like Transportation might have been assumed to be County issues. Sandy gave a few examples of answers that may have been County directed.
- Tom pointed out that the survey is reinforcing work that is currently being done by the TRPA, County and other entities and help us to work together better at achieving goals.
- Brett recommended that the Chamber website could be a place to provide answers to many of the concerns, with possibly a video, with links to go deeper.
- Surveys are usually done every year, but not at this depth.
- Sandy said the next steps are going back to the subcommittee and identifying overlaps and program area changes. In may a recommendation on where the Chamber should go in the next 3-5 years. It will come back to the Board in May.
- A document was distributed with a visual representation of potential areas to consider to become involved in. Not necessary taking the lead in, but possibly having a role in. It was based on a survey that the subcommittee took part in. The survey was built to test the subcommittees. It was not a result of the recent survey.

F. Financial Report

1. Review of draft profit and Loss statements for December and January
2. Update on financial status of organization and recovery process– Al Priester
 - Al reviewed the history of the QuickBooks data loss and re-entering of financials into QuickBooks. By April Board Meeting, all input should be caught up. No Action.

G. Action Items

MOTION: Discussion and possible approval of the 2017 Legislative Platform – Sandy Evans Hall

- Huston is currently representing. Bills that come through support or opposition letters are written. When a platform is approved, it allows Sandy to vote for or against.
- Jennifer requested better visibility of the communication between Sandy and Bill Huston. Perhaps a report given. She requested more notification as it is stated in the Legislative Platform policy.
- Samir suggested perhaps an annual report. He is paid \$750 a month to represent legislative advocacy on NLTRA behalf.
- Sandy said she will get a report or a summary of what work was performed and what may be on the horizon.
- Jennifer suggested change on page 85, under Key Principals, the title "Economic Development", that it be titled under Infrastructure. Suggested to reflect on more specific topics in the future. That this could reflect more of the Organizational goals.
- Ron explained that once the Legislative Development Platform is approved, it is forwarded to Bill Huston, with instruction to him to inform us when the issues come up and to inform him what issues he should be advocating for on our behalf.
- Brett asked what would happen if the board had a different position on the legislation. The answer is that the NLTRA would not obtain funding from the County although could be considered with other funding sources.

M/S/C approval of the 2017 Legislative Platform (Brett Williams/Gary Davis/8-0-0)

H. Staff Priorities

1. Administration – Sandy Evans Hall
 - a. Organization Structure Process
 - b. Employee Handbook
 - c. Recover from QuickBooks Data Loss
 - d. Retreat in April at the Thunderbird property. Scope of work, Strategic goals,
2. Marketing – JT Thompson
 - a. FY 2017-18 Marketing, Events and Sales Scope of Work & Goals Draft
 - b. 2017-18 Budget for NLTRA and NLT Coop
 - c. FY 2017-2018 Marketing and PR Plan
 - Public Relations Services
 - Australian Representation
 - United Kingdom Representation
3. Membership – Natalie Parrish
 - a. Member Recruitment/Retention
 - b. Chamber membership report/calendar
 - c. Trade agreements, report calendar format, website navigation
 - d. Bridal Faire, - working with vendors to put together survey for wedding industry to discover how to move forward
 - Jennifer asked about the contract for OVL, which is not currently in place. Vendor response is positive and every vendor was contacted with no negativity. It is the Squaw Valley Conference Center, which is donated.
 - Christy Beck pointed out that it was the Squaw Valley Conference Center and not Squaw Valley Lodge. There is show stopper insurance that can be purchased.
 - The space is donated by Squaw Valley.
 - Jennifer asked about the 120+ past due accounts and what the state of the Chamber membership balance. Natalie explained.
 - 15% of billings are being set aside for debt reserve.
 - e. Community Awards, April 6
4. CI/T – Ron Treabess- (3 minutes)
 - a. Prepare draft process for soliciting 2017/18 Capital Investment Projects
 - b. Prepare draft Scope of Work for Dean Runyon's *Economic Significance of Travel to North Lake Tahoe* update
 - c. Continue discussion on funding for Transit/Vision Plan
 - d. Discuss and recommend TOT needs for 2017/18 Transit services- He will be returning with recommendations
 - e. DO NOT COPY THIS AGENDA
5. Visitor Services – Emily Detwiler (3 minutes)
 - a. Summer Visitor Guide
 - b. 2017-18 Budget for Visitor Services
 - c. Summer Event Schedule/retail order

I. Reports/Back up Documents-Meeting Packet The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

1. Destimetrics Report
2. Membership Accounts Receivable Report
3. Membership Upcoming Events/Programs
4. Conference Revenue Statistics Report
5. Executive Committee Report – February, 2017
6. Capital Investment/Transportation Activity Report
7. Dashboard – December, 2016 and January 2017

J. Directors Comments

- Tom-Regional Transportation Plan Draft out for 30 days, please review.
- Gary-TCDA Placer, TCPUD advocacy with businesses for Tahoe City projects
- Brett-Takeaways from Steve are conflict of interest policy input, New nonstop to Chicago
- Christy-World Cup Next week and festivities all week. There is ample parking and transportation

K. Meeting Review and Staff Direction

- Small businesses section at retreat with whistle blowing process
- Annual report from Dough Huston

L. Adjournment 11:37am



March Committee Action Summary

(Full Minutes of the Meetings below can be found on www.nltra.org)

BACC – March 9, 2017

Touch the Lake: It was suggested that we share the results with all the coupon providers and lodging properties that distributed the maps.

Shop Local: The year round Shop Local website is still under consideration. Natalie will meet with the Chamber and Downtown Merchants to discuss their desires going forward, and will then look at pulling the information from the existing website into the GoTahoeNorth.com site, and what the costs might be to do that vs. updating the existing website.

TCDA Marketing Grant: Stacie Lyans presented a request for \$10,000 marketing grant for website redesign (\$5,500) and marketing/PR support (\$4,500) to include strategic pitching of events, destination travel pitching for Tahoe City, social/digital marketing consulting, and design assistance with fliers, posters, and social media. Vote was 4-0 in favor of the request. (NOTE: TCDA receives the \$10,000 marketing grant through their contract with Placer County. No funds are due.)

Marketing Grant Presentations: NTBA will be in May, Northstar and Squaw Valley will be in April, and West Shore is in May

Event Grant Reimagine: Amber Burke presented the proposed changes to the Special Event Grant application and process. A suggestion was made to include a timeline for all events. Vote was 4-0-0 to recommend approval to Board of Directors

Capital Investment/Transportation – March 27, 2017

Maritime Museum – The Tahoe Maritime Center Campus Project – Welcome Center presented their request for 2016/17 TOT funds. Their initial request was denied due to several considerations including the lack of specificity and the use of funds for completed work. This request has been pared down and is now in compliance with grant requirements. Vote was 12-0-0 to recommend funding.

Dean Runyon Research – Every four years, the NLTRA has contracted with Dean Runyon and Associates to prepare an update to the Economic Significance of Travel to North Lake Tahoe. The request of \$24,900 of Research and Planning funds is being requested by staff for this purpose. Vote was 13-0-0 to recommend funding

2017/18 Transportation Funding – Placer County and TMA have been working with NLTRA staff to prepare this request for TOT funding for the coming fiscal year. With the defeat of Measure M, there is greater reliance on TOT to fund the Placer Transportation Services Plan, which contains much of the Transit Vision. Proposed additional enhancements for 2017/18 include free night service in Fall 2017, Winter peak Northstar am and pm, 30 minute year round service between Crystal Bay and Tahoe City, Winter Daytime 30 minute service from Crystal Bay to Northstar, Winter Daytime service from Tahoe City to Squaw, a new bus and a refurbished bus to expand the fleet.

There was concern that this request doesn't include any other financial partners to offset the TOT expenditure, and over time may not be sustainable. TMA Director, Jaime Wright, assured the group that she would be doing her very best to working with other stakeholders to acquire some matching funds. Concerns were also voiced that if CI/T approves all the funding, there would be no incentive to leverage the matching funds. The vote was: 6-4-3 with Mike Staudenmayer, Dan Wilkins, Aaron Rudnick, Wyatt Ogilvy voting NO due to concerns stated above; Will Garner, Erin Casey, and Jaime Wright Abstained.

Marketing Committee – March 28, 2017

Film Commission: Beverly Lewis provided a report of the film productions taking place in the Tahoe area of Placer County. A significant amount of revenue is generated each year through photo shoots, commercials and feature film production.

Special Event Grant Reimagine: Amber Burke presented the proposed changes to the \$50,000 Special Event Grant application and process. A suggestion was made to add a usage agreement for assets even when the event can't be funded. Vote was 8-0-0 to approve the proposed 'partnership' application and process.

Broken Arrow Sky Race Sponsorship: Brendan Madigan and Amber Burke presented the request for an additional \$10,000 sponsorship (original was also \$10,000), to market and promote the annual race at Squaw Valley. The funds are available due to Tough Mudder needing to cancel their June event because of too much snow which forfeits the \$50,000 sponsorship intended for that event. Vote was 7-0-2 with Todd Jackson and Christine Horvath abstaining.

Finance Committee – March 30, 2017

Data Recovery: All of the data has now been reentered following the file deletion that occurred in December. Financial reports can now be reconstructed. Provided to the committee were balance sheets and profit and loss statements for December, January, and February. There were also reports by class for February and a profit and loss statement that included YTD budget and Annual budget numbers.

Staff Report: Al was not able to produce the staff report for these financials in time for the Finance Committee, but will have it out on Monday for the Board of Directors.

Action items and Budget Reforecast: Several Action items were not resolved due to the reentry of data consuming all time available. Now there will be time to resolve all action items and complete the budget reforecast over the next month.

Financial Reports: The committee voted 4-0-0 to approve the December, January, and February financials.



April 5, 2017

Subject: Discussion and Recommendation for \$24,900 Research and Planning Funding to Update Report *Economic Significance of Travel to North Lake Tahoe 2003 to 2016*

From: Ron Treabess, Director of Community Partnerships and Planning

CI/T Recommendation:

- The CI/T Committee recommended (13-0-0) that the NLTRA Board approve up to \$24,900 Research and Planning Funds for Dean Runyan Associates to update report *Economic Significance of Travel to North Lake Tahoe 2003 to 2016*.
- The Research and Planning funds, which are included in the current approved NLTRA budget, will be contributed equally from the transportation, capital investment, and marketing accounts.

Background:

- The purpose of this study is to document the economic significance of the travel industry in the North Lake Tahoe Area.
- Detailed estimates of travel spending, the employment and earnings generated by this spending, and travel-generated tax receipts from 2003 through 2016 will be provided in this report.
- Dean Runyan Associates has previously prepared this study for the North Lake Tahoe Resort Association in 2002, 2008, and 2013. Dean Runyan Associates has specialized in research and planning services for the travel, tourism and recreation industry since 1984.
- With respect to economic impact analysis, the firm developed and currently maintains the Regional Travel Impact Model (RTIM), a proprietary computer model for analyzing travel economic impacts at the state, regional and local level. Dean Runyan Associates also has extensive experience in project feasibility analysis, market evaluation, survey research, and travel and tourism planning.

Decision Considerations:

- Attached is the Professional Services Agreement, which defines the Scope of Work, Budget Breakout, and the Completion Date.
- The updated report will describe the economic impacts of travel to the North Lake Tahoe Area from 2003 through 2016.

- In addition, this report will include estimates of the secondary (indirect and induced) impacts associated with visitor spending.
- A primary objective of this research is to provide reliable, detailed estimates, which allow for year-to-year comparisons to help guide decision making for planning, policy and marketing purposes. Specific objectives include:
 - Provide an economic overview of the North Lake Tahoe Area.
 - Estimate the direct economic impacts of visitor spending.
 - Estimate the impact of secondary businesses that are supported by the North Lake Tahoe Area visitor industry.
- The total cost for this report will not exceed \$24,900 with a completion date of October 30, 2017.
- While this funding does not exceed the \$25,000 amount which requires a competitive bid process, staff has prepared and attached a competitive bidding exemption form.

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Professional Services Agreement

This agreement between Dean Runyan Associates (DRA) and the North Lake Tahoe Resort Association (the Association) is for travel and tourism economic analysis regarding the North Lake Tahoe Region of Placer County.

I. SCOPE OF WORK

The scope of professional services to be performed and the results to be achieved by DRA is described in the attached Exhibit A, and shall include all services and material necessary to accomplish the work.

DRA agrees that all services performed under this Agreement shall be in accordance with the standards of the profession and in compliance with applicable federal, state and local laws.

The Scope of Work and the associated budget may be amended upon written approval of both parties.

II. OWNERSHIP OF DOCUMENTS

Upon completion of the work, all report documents, exhibits or other presentations of the work shall become the property of the Association. However, any alteration or reuse of the documents, by the Association or by others acting through or on behalf of the Association, will be at the Association's sole risk. Furthermore, any publication or distribution of such altered material shall indicate authorship by the Association or by a designated third party, with an appropriate reference to the original DRA documents.

III. TIME OF PERFORMANCE

DRA will begin work upon execution of this Agreement by both parties. DRA shall perform all services and provide all work products required pursuant to this agreement by 30 October, 2017, assuming execution of this agreement by 1 May 2017 and the draft report materials are reviewed by the Association in a timely manner, and unless extension of such time is granted in writing by the Association.

IV. PAYMENT

The Association shall pay DRA for completed and services rendered under this agreement. Such payment shall be full compensation for work performed, services rendered, and all fees and travel costs necessary to complete the work.

- a) DRA shall submit invoices to the Association on a periodic basis, with the amounts due based on partial for full completion of project tasks.
- b) DRA's invoices are due and payable within 30 days of receipt. In the event of a disputed billing, only the disputed portion will be withheld from payment.
- c) Final payment for the balance due to DRA will be made upon the completion of the work and acceptance by the Association.

V. MAXIMUM COMPENSATION

Unless otherwise agreed to in writing by both parties, DRA's total compensation and reimbursement under this Agreement shall not exceed the maximum sum of \$24,900. A breakout of cost by task, which will be used for invoicing purposes, appears in Exhibit B.

VI. CHANGES IN WORK

Other than changes directed by the Association as set forth in Section I above, either party may request changes in the scope of work. Such changes shall not become part of this Agreement until mutually agreed upon and incorporated herein by written amendments to this Agreement executed by both parties.

VII. EXTRA WORK

The Association may desire to have DRA perform work or render services in connection with this project that are in addition to the Scope of Work set forth in Exhibit A and minor revisions to satisfactorily completed work. Such work shall be considered as "Extra Work" and shall be addressed in a written supplement to this Agreement. The Association shall not be responsible for paying for such extra work until both parties execute the written supplement.

VIII. TERMINATION OF AGREEMENT

- a) The Association may terminate this Agreement at any time upon not less than ten (10) days written notice to DRA. Written notice will be by certified mail sent to DRA.
- b) In the event this Agreement is terminated prior to the completion of the work, a final payment shall be made to DRA, which when added to any payments previously made, shall compensate DRA for the percentage of work that has been completed for each project task.
- c) In the event this Agreement is terminated prior to completion of the work, documents that are the property of the Association pursuant to Section II above shall be delivered to and received by the Association prior to transmittal of final payment to DRA.

IX. RESOLUTION OF DISPUTES

In the case that either the Association or DRA disputes one or more items regarding scope of work or compensation, and discussions are unable to resolve the disagreement, both parties must agree that the services of a professional mediator be engaged in order to reach agreement. In the event of such an agreement, the cost of these services will be borne equally by DRA and the Association.

X. EXHIBITS AND SIGNATURES

This Agreement, including its exhibits, constitutes the entire Agreement, supersedes all prior written or oral understandings, and may only be changed by a written amendment executed by both parties. The following exhibits are hereby made a part of this Agreement:

Exhibit A - Scope of Work
Exhibit B – Budget Breakout

The parties hereto have executed this Agreement as of the day and year entered below by the Association.

North Lake Tahoe Resort Association

Dean Runyan Associates

Date

Date

Exhibit A

Scope of Work

Task 1: Direct Economic Impact of North Lake Tahoe Resort Area

We will document and describe important economic impacts of travel to the North Lake Tahoe Resort Area (a defined area within Placer County) from 2003 through 2016, including visitor spending and the overall structure of jobs and earnings. Findings will also include visitor spending breakouts by type of overnight accommodation and by primary mode of transportation (ground vs. air travel). The information will be based on the most current and reliable data available.

Cost: \$6,800

Task 2. Secondary Economic Impacts (specific to North Lake Tahoe Resort Area)

DRA will measure these secondary impacts using an input/output model developed specifically for the *North Lake Tahoe Resort Area* portion of Placer County, with the primary RTIM findings used as input. These economic impacts will include employment and earnings for each major economic sector, and fiscal impacts in terms of sales-generated tax receipts at the local and state level.

Cost: \$3,900

Task 3. Visitor Volume and Workforce Characteristics

We will provide visitor volume estimates by type of accommodation and primary mode of transportation for a single year (calendar year 2016). We will make use of the most survey data available, adjusted accordingly for annual price changes.

Cost: \$4,300

Task 4. Construction and Real Estate Assessment

The primary emphasis of this task involves estimating segments of construction and real estate employment in the North Lake Tahoe Resort Area collecting available housing and construction data from U.S. Census Bureau. Construction activity on new and existing residences will be estimated from employment, payroll and earnings data, as well as building permit data. Housing data may also be purchased from DataQuick Information Systems of San Diego, CA, depending on the completeness of local data sources.

Cost: \$6,400

Task 5. Report Preparation and Presentation

Subsequent to your review, we will provide a final pdf copy for use on your website, and one unbound copy for duplication purposes. Specified detailed data tables can also be provided in electronic format.

Cost: \$3,500

Exhibit B
Budget Breakout

The total budget for the project, as specified in Tasks 1 through 5 and including travel and other incidental costs, is \$24,900. A breakout by task is as follows:

Direct Economic Impact	6,800
Secondary Impacts	3,900
Visitor Volume/Workforce	4,300
Construction/Real Estate	6,400
Report/Presentation	3,500
Total	\$24,900

DRA will submit periodic invoices based on the proportion of completion of each project task.

Determination for Possible Competitive Bidding Exemption

Contractor/Vendor Information

Business Dean Runyan Associates Contact Leon Aliski
Address 833 SW Eleventh Ave, Portland, OR 97205 E-mail leon.aliski@deanrunyan.com
Phone (503) 226-2973

NLTRA Information

Department CI/T Staff Ron Treabess
Third Party Contractor Yes _____ No X NLTRA Contractor X

NLTRA and its contractors will always strive to purchase and contract competitively, however, except as otherwise directed by law or Placer County, competitive bidding may be exempted for the following purchases and services: (please mark all that apply)
_____ Sole source procurement being defined as an award for a service or commodity which can only be purchased from one contractor/vendor, usually because of its technological, specialized, unique character or proprietary nature.

X When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to renew a contract award from the previous contract period, based on satisfactory service and reasonable prices, to avoid the interruption of business and/or based on good business sense.

X When the NLTRA, with Board approval, determines that it is in the best interest of the organization and Placer County to extend an existing service or contract within direction of original scope of work/contract. This would require an amendment to the scope of work and contract.

_____ For Training, seminars or classes.

_____ For Information technology, telecommunications, and reprographic parts, services and equipment, software, installation, maintenance and training except as otherwise directed by law.

_____ Whenever State law expressly authorizes execution of professional services contracts for expert and professional services involving extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training acquired by course of study or equivalent experience such as but not limited to accountants, attorneys, planners, architects, surveyors, and engineers.

Provide an explanation below for any of the items checked above, and attach any necessary documentation:

Dean Runyan Associates has been involved contractually for assistance in preparing the *Economic Significance of Travel to North Lake Tahoe* since 2003. The proposed contract amount of \$24,900 is within the \$25,000 limit to not require this exemption. But the fact that Dean Runyan Assoc. have prepared the previous 3 data reports and has ready access to that material has allowed the consultant to prepare the report update for a cost of under \$25,000. As Dean Runyan is best prepared to continue this work, it will be the most efficient way for the NLTRA and Placer County, for the reasons stated in the above checked exemptions, to complete the project based on satisfactory service, costs, avoiding interruption, and knowledge of the scope that Dean Runyan provides.

Signature of Department Staff/Date

Signature of Supervisor/Date



2017 Broken Arrow Skyrace: Request for Additional Funds

In only the second year of its existence, the Broken Arrow Skyrace has become the second largest event of its type in North America. Skyrunning is a European-inspired genre of technical trail racing that elicits an emotional connection similar to Spartan or Crossfit. In one year, our race has tremendous traction and a great reputation, showcased most recently by being named the sixth most competitive ultra-distance event in the United States by Ultrarunning Magazine.

We are requesting additional funds from the NLTRA in order to procure high-end videography and ad space in large-scale advertising channels to grow participants and consequent TOT lodging. Our goal is to spotlight the North Tahoe region as the go-to high altitude racing and training destination in the United States both during the event and at large.

Broken Arrow is Salomon's A+ running event for North America in 2017, complete with global social media coverage, elite athlete participation, and a social media strategy that will allow the event to grow into a 3,000-runner event in the future.

Dates:	June 16-18, 2017 (Friday/Saturday/Sunday)
Distances:	Vertical K / 26K / 52K
Projected Participants:	600-1000
Current Registrants:	400
Additional Attendees:	1500-2000
Total Potential Participants:	2200-3000+

Additional Financial Commitment: \$10,000 cash

Utilization of Additional Funds:

- A portion of the high-end video production costs (similar to [THIS](#) and [THIS](#)); these would effectively be marketing tools to grow the event in the future.
- Cover the costs of re-editing the video into smaller vignettes, specifically designed for social media. To be used to promote the event and area at large by both our team and the NLTRA.

- The costs of a course preview video.
- Cover additional advertising (online and print) to include Ultrarunning Magazine, Trail Runner Magazine, etc.
- Procurement of lodging for elite athletes and media, coming from across the globe.
- Potential collaborative advertising opportunity with Outside Magazine.
- Paid travel or accommodations for visiting media (iRunFar, Trail Runner Magazine, Outside Magazine and others)
- Potentially finance an Outside Magazine story about elite mountaineers converting to Skyrunning. To include Hilaree O'Neil, Adrian Ballinger, Emily Harrington, Meredith Edwards, Jenelle Smiley and more.

2017 NLTRA Partnership Goals:

1. Continue to grow a world-class event with an unrivaled race "experience" that showcases North Lake Tahoe during a calendar "strike zone."
2. Generate TOT by filling lodging in and across northern Placer County. Note that we are marketing the event for the three-day weekend but also in conjunction with our nine-day Alpenglowl Mountain Festival, June 17-25th.
3. Appeal to/procure domestic and international participants.
4. Align more closely with NLTRA marketing initiatives for cross-promotion
5. Work closely with lodging partners : Squaw Valley Lodge and Base Camp

As local Race Directors we are excited to grow our partnership with the North Lake Tahoe Resort Association, Squaw Valley, and the lodging community throughout northern Placer County. Your support is vital to our success and we can't thank you enough for your consideration.

Sincerely,

Brendan Madigan
Race Director, Broken Arrow Skyrace
Owner, Alpenglowl Sports



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

SPECIAL EVENTS BREAKDOWN	Approved Budget	Spent	Allocated (Not Paid Yet)	Remaining	Notes
2016 Spartan World Championships Sponsorship	\$210,000	\$198,550	\$0	\$11,450	
2017 Tough Mudder Sponsorship	\$50,000	\$0	\$0	\$50,000	Event Canceled - 3/28/17
2017 WinterWonderGrass Sponsorship	\$15,000	\$15,400	\$0	(\$400)	Included TC Banners (\$400)
2016 Autumn Food & Wine Festival Sponsorship	\$30,000	\$30,000	\$0	\$0	
2017 AMGEN Tour of California Womens Race Sponsorship	\$27,000	\$18,900	\$0	\$8,100	Split Sponsorship with IVCBVB
2017 Broken Arrow Skyrun Sponsorship	\$10,000	\$10,000	\$0	\$0	
2017 North Lake Tahoe Summit Lacrosse Sponsorship	\$5,000	\$5,000	\$0	\$0	
2016 & 2017 4th of July Fireworks (Tahoe City & Kings Beach) Sponsorship	\$40,000	\$20,000	\$0	\$20,000	2016 \$20k was paid out of 15.16 budget
Human Powered Sports Series	\$25,000	\$0	\$25,000	\$0	
Event Development Opportunities	\$112,000	\$71,664	\$21,500	\$18,836	
2017 Wanderlust Sponsorship	\$35,000	\$30,000	\$5,000	\$0	Swag
2017 World Cup Sponsorship	\$40,000	\$39,564	\$0	\$436	
<i>Branded Cowbells</i>		\$9,564			<i>Part of World Cup Funds</i>
2017 Tahoe Film Festival Sponsorship	\$5,000	\$0	\$0	\$5,000	Came out of Co-Op Budget
2017 AMGEN Tour of California Mens Race Sponsorship	\$15,000	\$0	\$0	\$15,000	Didn't come to NLT
Event Development/Team California	\$7,000	\$0		\$7,000	
New Event Marketing Opportunities	\$10,000	\$2,100	\$16,500	(\$8,600)	
2017 No Barriers Summit			\$10,000		<i>New Opportunity</i>
2017 Barcelona Soccer Tournament Sponsorship		\$0	\$3,000		<i>New Opportunity</i>
2017 Tahoe Reno Golf Tour (Media)			\$3,500		<i>New Opportunity</i>
Jeff Freeman Event Photography		\$2,100	\$0		<i>New Opportunity</i>
TOTAL	\$524,000	\$369,514	\$46,500	\$107,986	



Date: April 3, 2017

To: NLTRA Board of Directors

From: JT Thompson, Tourism Director

Re: FY 2017-2018 Request for Proposals (RFP)

Background

On June 30, 2017, the following North Lake Tahoe Marketing cooperative contracts are expiring:

- Public Relations & Social Media Services
- United Kingdom & Ireland Travel Trade Representation
- Australia & New Zealand Travel Trade Representation in partnership with Mammoth Lakes Tourism

Our current Public Relations & Social Media Services contract is with The Abbi Agency. This RFP will be distributed nationally to see what other services are available that suit our growing needs.

Our current United Kingdom & Ireland Trade and Media contract is currently with Black Diamond. We have been contracted with them for over 10 years. They also represent Visit California in this market. Although we are not unhappy with the service they have been providing, this RFP will give us a good look at what other services would be available from other companies in this market.

The same is true with our Australia representation, although this is in partnership with Mammoth Lakes Tourism and is currently only focused on winter travel. This cooperative is referred to as "California Snow" in-market. We will continue with that time appropriate messaging, but will also be looking to boost our presence within this market to increase our exposure to capture more of the year-round traveler into California and Nevada.

On March 29, The NLT Cooperative Marketing Committee approved the attached three (3) RFP's to be distributed. (6/0/0)

On March 30 & 31, the NLTRA Marketing Committee individually voted by email to approve the distribution of all three. (10/0/0) did not respond as of 3:00 pm on 3/31/17.

Possible Board of Directors Action

Staff recommends approval of the three (3) above mentioned RFP's for Public Relations & Social Media Services and International Trade Representation in the UK & Ireland and Australia & New Zealand.



Request for Proposal

Public Relations & Social Media Management

**DEADLINE FOR INTENT TO RESPOND:
TUESDAY, APRIL 21, 2017**

**DEADLINE FOR PROPOSALS:
FRIDAY, MAY 19, 2017**

**SUBMIT PROPOSALS TO:
JT Thompson
North Lake Tahoe Marketing Cooperative
P.O. Box 5459
100 North Lake Blvd.
Tahoe City, CA 96145
E-mail: jt@gotahoenorth.com**

REQUEST FOR PROPOSAL
Public Relations & Social Media Management
North Lake Tahoe Marketing Cooperative

The North Lake Tahoe Marketing Cooperative hereby solicits proposals from qualified Public Relations & Social Media Management companies to support the NLTMC's public relations & social media efforts domestically and internationally. The Representative will develop, execute and deliver a comprehensive program designed for domestic & international media relations that incorporates consumer, travel trade and conference markets that support tourism to North Lake Tahoe and generates increased demand for the destination.

Candidates may bid on parts of the Request for Proposal (RFP) or the entire RFP. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP.

INTRODUCTION

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

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

The North Lake Tahoe Resort Association (NLTRA) is an association that provides coordinated services to our members and the community at large. These services include operation of the North Lake Tahoe Convention & Visitors Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County, California. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide "*a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area*". The NLTRA also serves as a partner with Placer County, California and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the [North Lake Tahoe Tourism and Community Investment Master Plan](#) (June 2015) which has also been adopted by the Placer County Board of Supervisors.

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the Nevada side of Lake Tahoe's North Shore. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special events programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is *"to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas"*. The IVCBVB offers the most current marketing and sales support, produces appropriate special events, publishes targeted advertising and collateral, and provides visitor services and information.

PUBLIC RELATIONS & SOCIAL MEDIA OVERVIEW

The NLTMC develops and implements a year-round, targeted public relations & social media based program that effectively:

- 1) Builds continued public and media awareness of the North Lake Tahoe brand as a desirable year round, active outdoor recreation destination.
- 2) Increases participation in all facets of social media.
- 3) Creates and maintains relationships with key press and media partners--writers and influencers within the consumer, travel and conference industries--with the aim of increasing demand for the destination.
- 4) Strengthens media knowledge of the destination through programs that include, but are not limited to, media outreach related to seasonal updates, events, crisis communications, blog posts, and social media on an ongoing, consistent and relevant basis.
- 5) Develops a minimum of two separate destination content campaigns annually in coordination with marketing agency.

SCOPE OF SERVICES DESIRED

During the term of the agreement, the Representative will provide public relations and social media services for local, national and international media that include, but are not limited to, the following:

- 1) Develop and implement an annual media strategy plan that supports activities mentioned in the Overview section. The plan shall include a proposed budget, recommended scope of work and suggested campaign content.
- 2) Assist the NLTMC in scheduling and escorting media familiarization visits, and any other requests by media professionals, during the contract period. The Representative will qualify media and try to obtain airline participation (i.e., - seats).
- 3) Provide assistance, development and outreach for consumer content campaigns. The Representative would be a resource to review and

- evaluate the campaigns and provide insights and recommendations on how to increase consumer participation in each campaign.
- 4) Ensure all NLTMC activities comply with brand standards and quality levels.
 - 5) Develop, maintain and grow an accurate media database containing local, regional, national and international media contacts.
 - 6) Maintain and develop an editorial calendar for the NLTMC.
 - 7) Maintain and monitor daily a social media posting calendar that includes Facebook, Instagram, YouTube, Twitter, Pinterest and Snapchat.
 - 8) Provide monthly & quarterly reports of Representative's activities, which will include: media placements, examples and marketing value of placements; social media key performance matrix provided by the NLTMC; a list of calls conducted and received, with pertinent discussion points; general media information to include travel related economic conditions; desk-side meetings conducted; international program development; a summary of miscellaneous contacts made, requests and inquiries serviced during each reporting period.
 - 9) Jointly coordinate and possibly attend key media missions with stakeholders including Visit California and Travel Nevada.
 - 10) Ensure a dedicated account manager assigned to the NLTMC account.

DETAILED COST

The scope of services outlined above are expected to be included as part of the fee. State all services that the Representative would be willing to perform as part of the fee, and list any services that would not be included. State what routine monthly expenses would need to be covered by NLTMC.

Please provide Representative's proposed fee structure (i.e. including expense estimates) for managing a destination account requiring full service. This must be provided or proposal will not be considered, no markups allowed.

REFERENCES

The Representative shall furnish at least three (3) corporate references with the proposal. The references shall include the company name, contact person and their telephone number. The reference shall describe where services similar in magnitude and scope to those requested in this RFP are currently provided and have been provided for at least six (6) months. Employees of NLTMC may not be used as corporate references. The NLTMC reserves the right to contact references or clients not listed in the RFP.

STATEMENT OF QUALIFICATIONS

Proposals submitted must contain, at a minimum, the information described below. The evaluation of proposals and presentation will include, but not be restricted to, these

points. Please respond to each numbered section in order, numbering the responses in the same sequence as below to make the review process easier.

1. CORPORATE BACKGROUND

Describe your firm's internal organization and the manner in which services will be furnished to the NLTMC. Include and identify those services, which may not be available through the local office but are available from your firm in another manner. Explain how you will access those services. Provide an example of the structure of servicing used for an account similar to the NLTMC. Please include the following:

- Details on the corporation background and each known subcontractor, its size, and resources
- Date established
- Federal Employer's Identification Number (FEIN)
- Name(s) and Type of Ownership (public company, partnership, subsidiary, etc.)
- Primary business
- Total number of full-time employees including ethnic/race/gender breakdown
- List and provide bios for the key individuals in the company
- Physical locations including addresses of all branches

2. CORPORATE EXPERIENCE

- Listing of major accounts including current tourism, destination and hospitality accounts
- Details of corporate client experiences within the last three (3) years relevant to the services requested in this RFP
- List of any other relevant experience of the Representative (including knowledge of the travel, tourism and meeting industry)
- List of experience in brand marketing and experience in developing and implementing programs
- Identify the staff person who would be the NLTMC Account Executive and describe their qualifications, credentials, experience and responsibilities and specifically, work and experience on similar accounts.
- List of all clients added and lost in the past five years.

3. FINANCIAL BACKGROUND

Please provide financial information for the applicable legal entity(ies) for each of the last three (3) years. Statements should demonstrate the capacity to perform this contract and should include:

- Financial statements (P&L, Balance Sheet)
- Auditor's reports
- Business licenses
- Professional certification
- Annual Reports

CONTRACT TERM

The NLTMC seeks a contract with the selected Representative effective August 1, 2017 and continuing through June 30, 2020. Upon NLTMC's determination that the Representative is performing in an exemplary fashion, NLTMC may negotiate an additional three year contract.

The terms of the contract will be set forth in a definitive agreement to be signed by NLTMC and the selected Representative, which will contain usual and customary terms for transactions of this type, including standard representations, warranties and termination provisions; and any contract terms set forth in this RFP will be merged into and superseded by the terms of such definitive agreement. This agreement shall automatically terminate upon the insolvency of the Representative or client's reasonable determination that Representative may not be able to pay its debts as they become due.

CONFLICT OF INTEREST

The Representative, if selected, must agree to not represent and/or to terminate all conflict of interest accounts. This may include, but not be limited to, a state, county, city, nation or region deemed to be a competitor as defined by the NLTMC. The NLTMC is to be advised of all new business solicitations by the Representative that could be perceived to constitute a conflict of interest by the NLTMC. With regards to the matter of branch or subsidiary offices of the Representative, it should be clear that all such offices are considered as part of the total corporate entity. List any accounts the Representative would perceive as a potential conflict.

EVALUATION PROCESS

The NLTMC reserves the right to determine the suitability of proposals on the basis of a proposal's ability to meet administrative requirements and/or technical requirements; the review team's assessment of the quality and performance of the strategy; services proposed; and cost.

During the evaluation process, the NLTMC may require a proposer's representative to answer questions with regard to the proposal and require those chosen as final bidders to make a formal presentation.

The following criteria will be used in reviewing and comparing the proposals and in determining the appropriate candidate. The weight to be assigned to each criterion appears following each item.

1. CAPABILITY AND EXPERIENCE (30%)

Financial viability, client references, knowledge and/or experience of similar accounts, demonstrated leadership and success with similar accounts with similar requirements including destination planning capabilities.

2. SCOPE OF WORK (25%)

The ability, capacity, and flexibility of the proposer to perform the contract.

3. PROJECT TEAM (25%)

Level and expertise of proposed team that would be assigned to the NLTMC account.

4. COST/VALUE (20%)

Value of the proposers in relation to the cost and their overall qualifications and services rendered.

USE AND DISCLOSURE

NLTMC reserves the right to use information submitted in response to this document in any manner it may deem appropriate in evaluating the fitness of the services proposed. Materials that are submitted by the Representative that should be considered highly confidential should be marked as such. If confidentiality is requested but cannot be afforded, the Representative will be notified and will be permitted to withdraw their proposal.

Additionally and at its discretion, the NLTMC agrees to maintain confidentiality of any product information developed by and offered by the Representative. All information provided in this RFP shall be deemed confidential and shall not be shared by the Representative.

ACQUISITION OF GOODS AND SERVICES/OFFICE EXPENSES

Any goods and services or expenses incurred by the Representative on behalf of the NLTMC, must receive NLTMC's advance approval. For major purchases, actual specifications used to obtain bids/quotes should be provided as well. Sole service purchases, or selection or recommendation of a vendor that is not the lowest bidder should be supported in writing as to the basis for such a recommendation.

KEY DATES AND EVENTS

The following schedule provides key events and their associated completion dates, and is provided primarily for planning purposes. The NLTMC may modify the project timeline at its discretion.

Task	Timing
Send RFP to Representative target list throughout the United States	April 6 th
Intent to respond & questions from candidates due via email to: jt@gotahoenorth.com	April 21 st
NLTMC will email all candidates the answers to questions	April 26 th
All proposals due. Send via email to: jt@gotahoenorth.com	May 19 th
Representative finalists announced – all candidates notified	May 26 th
Finalist candidates present in person (North Lake Tahoe Location TBD)	Week of June 5 th
Representative selected – begin negotiations with top ranked company	June 12 th
Start Date	August 1 st

QUESTIONS, REQUESTS FOR CHANGES AND CONCERNS

From the date this RFP is issued until a determination is made, **no contact related to this RFP will be allowed** between Representative and any employee of NLTMC other than the RFP Manager. Any contact with NLTMC must be directed to the **RFP Manager** in writing (via email) only. Any unauthorized contact may disqualify the respondent from further consideration. All questions must be submitted to the RFP Manager in writing (via email) prior to 5:00 PM (Pacific Daylight Savings Time) Friday, April 21, 2017. Consistency and full transparency will be maintained in the answers provided to all proposers.

MLT Logo here



**Request for Proposal
Australia / New Zealand
Travel Trade Representation**

**DEADLINE FOR INTENT TO RESPOND:
TUESDAY, APRIL 21, 2017**

**DEADLINE FOR PROPOSALS:
FRIDAY, MAY 19, 2017**

**SUBMIT PROPOSALS TO:
JT Thompson
North Lake Tahoe Marketing Cooperative
P.O. Box 5459
100 North Lake Blvd.
Tahoe City, CA 96145
E-mail: jt@gotahoenorth.com**

REQUEST FOR PROPOSAL
Australia and New Zealand Representation
Mammoth Lakes Tourism
&
North Lake Tahoe Marketing Cooperative

Mammoth Lakes Tourism and the North Lake Tahoe Marketing Cooperative hereby solicit proposals from qualified representation companies to support the destination's cooperative sales & marketing efforts in Australia and New Zealand. The Representative will develop, execute and deliver a comprehensive program designed for the travel trade that supports tourism to Mammoth Lakes & North Lake Tahoe and generates increased demand for the destinations.

Candidates may bid on parts of the RFP or the entire RFP. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP. This RFP is for joint representation in Australia and New Zealand.

INTRODUCTION

Mammoth Lakes Tourism (MLT) [\[info – intro here\]](#)

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

The North Lake Tahoe Resort Association (NLTRA) is an association that provides coordinated services to our members and the community at large. These services include operation of the North Lake Tahoe Convention & Visitors Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County, California. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide *"a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area"*. The NLTRA also serves as a partner with Placer County, California and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the [North Lake Tahoe Tourism and Community Investment Master Plan](#) (June 2015) which has also been adopted by the Placer County Board of Supervisors.

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the Nevada side of Lake Tahoe's North Shore. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special event programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is "*to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas*". The IVCBVB offers the most current marketing and sales support, produces appropriate special events, publishes targeted advertising and collateral, and provides visitor services and information.

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

TRAVEL TRADE OVERVIEW

MLT & NLTMC develop and implement year-round, targeted travel trade-based programs that effectively:

- 1) Builds continued awareness to the travel trade industry of the Mammoth Lakes & North Lake Tahoe brands as desirable year round, active outdoor recreation destinations;
- 2) Increases participation in Retail Agencies, Wholesaler/Tour Operator programs to include the destinations in travel related products and services;
- 3) Creates and establishes partnerships with Wholesalers/Tour Operators, Airlines, Meeting Planners, Visit USA Committees, Brand USA Australia & New Zealand and OTA's (Online Travel Agency) with the aim of increasing demand for the destinations;
- 4) Strengthens travel professionals knowledge of the destinations through educational programs to include sales calls, seminars, in-market presentations and assistance in producing and maintaining the destinations' online training programs on an ongoing basis.

SCOPE OF SERVICES DESIRED

During the term of the agreement, the Representative will provide the following travel trade services for the Australia and New Zealand markets that include but are not limited to:

- 1) Develop and implement an annual travel trade plan that supports activities mentioned in the Travel Trade Overview section. The plan shall include a proposed budget, recommended promotional activity and suggested advertising recommendations.
- 2) Assist the MLT & NLTMC in scheduling and escorting educational/familiarization visits and any other requests by travel

- professionals, during the contract period. The Representative will qualify agents and obtain airline participation (i.e. - seats).
- 3) Provide assistance and support to consumer advertising campaigns in Australia and New Zealand. The Representative would be a resource for review and evaluation of the campaign and provide recommendations on how to include the travel trade in the plan.
 - 4) Maintain in office inventory of MLT & NLTMC collateral material for distribution to travel trade clients.
 - 5) Jointly coordinate an MLT & NLTMC annual sales mission during the contract period, to include airline participation, function organization and invitations to industry representatives. The function will include, but is not limited to, meals, seminars, workshops, presentations, and other activities and logistics.
 - 6) Jointly coordinate and attend key industry trade shows, product launches, seminars and annual visit to the top tour operators.
 - 7) Ensure all MLT & NLTMC activities comply with brand standards and quality levels.
 - 8) Develop, maintain and grow an accurate and up-to-date database of tour operators, travel agencies and incentive buyers.
 - 9) Maintain and develop an editorial calendar for the distribution of an MLT & NLTMC Travel Industry newsletter.
 - 10) Provide regular reports of Representative's activities which will include: a list of sales calls conducted, with pertinent discussion points; general market information to include economic conditions; competitor observations/perceptions of the Mammoth Lakes & North Lake Tahoe brands; trade/road shows or seminars attended; Tour operator/Wholesale program development; a summary of miscellaneous contacts made, media requests and inquiries serviced during each reporting period.
 - 11) Provide assistance and support to MLT & NLTMC partners by providing an annual list of wholesalers, tour operators, travel agencies and incentive buyers as requested by the MLT & NLTMC and/or partners.
 - 12) Coordinate in-market presentations and seminars in partnership with Airlines, Tour Operators, and Wholesalers to educate travel industry about the destination.
 - 13) Jointly coordinate and attend key industry trade shows in Australia and New Zealand.
 - 14) Analyze state and national tourism plans; complete an inventory of Visit California, Travel Nevada and Brand USA Plans in Australia & New Zealand to identify areas of coordination and use of best practices. The plan should incorporate coordination with state and national brand development.
 - 15) Ensures a dedicated account manager assigned to the MLT & NLTMC account.

DETAILED COST

The scope of services outlined above are expected to be included as part of the fee. State all services that the Representative would be willing to perform as part of the fee, and list any services that would not be included. State what routine monthly expenses would need to be covered by MLT & NLTMC.

Please provide Representative's proposed fee structure (i.e. including expense estimates) for managing a destination account requiring full service. This must be provided or proposal will not be considered, no markups allowed.

REFERENCES

The Representative shall furnish at least three (3) corporate references with the proposal. The references shall include the company name, contact person and their telephone number. The reference shall describe where services similar in magnitude and scope to those requested in this RFP are currently provided and have been provided for at least six (6) months. Employees of MLT & NLTMC may not be used as corporate references. The MLT & NLTMC reserves the right to contact references or clients not listed in the proposal.

STATEMENT OF QUALIFICATIONS

Proposals submitted must contain, at a minimum, the information described below. The evaluation of the proposals and presentation will include, but not be restricted to, these points. Please respond to each numbered section in order, numbering the responses in the same sequence as below to make the review process easier.

1. CORPORATE BACKGROUND

Describe your firm's internal organization and the manner in which services will be furnished to the MLT & NLTMC. Include and identify those services, which may not be available in the local office but are available from your firm and explain how you will access those services. Provide an example of the structure of servicing used for an account similar to the MLT & NLTMC. Please include the following:

- Details on the corporation background and each known subcontractor, its size, and resources
- Date established
- Federal Employer's Identification Number (FEIN), or equivalent
- Name(s) and Type of Ownership (public company, partnership, subsidiary, etc.)
- Primary business
- Total number of full-time employees including ethnic/race/gender breakdown

- List and provide bios for the key individuals in the company
- Physical locations including addresses of all branches

2. CORPORATE EXPERIENCE

- Listing of major accounts including current tourism, destination and hospitality accounts
- Details of corporate client experiences within the last three (3) years relevant to the services requested in this RFP
- List of any other relevant experience of the Representative (including knowledge of the travel, tourism and meeting industry)
- List of experience in brand marketing and experience in developing and implementing programs
- Identify the staff person who would be the MLT & NLTMC Account Executive and describe their qualifications, credentials, experience and responsibilities and specifically, work and experience on similar accounts
- A list of representatives clients added and lost in the past five years

3. FINANCIAL BACKGROUND

Please provide financial information for the applicable legal entity(ies) for each of the last three (3) years. Statements should demonstrate the capacity to perform this contract and should include:

- Financial statements (P&L, Balance Sheet)
- Auditor's reports
- Business licenses
- Professional certification
- Annual Reports

CONTRACT TERM

The MLT & NLTMC seeks a contract with the selected Representative effective August 1, 2017 and continuing through June 30, 2020. Upon MLT & NLTMC's determination that the Representative is performing in an exemplary fashion, MLT & NLTMC may negotiate an additional three year contract.

The terms of the contract will be set forth in a definitive agreement to be signed by MLT & NLTMC and the selected Representative, which will contain usual and customary terms for transactions of this type, including standard representations, warranties and termination provisions; and any contract terms set forth in this RFP will be merged into and superseded by the terms of such definitive agreement. This agreement shall

automatically terminate upon the insolvency of the Representative or client's reasonable determination that Representative may not be able to pay its debts as they become due.

CONFLICT OF INTEREST

The Representative, if selected, must agree to not represent and/or to terminate all conflict of interest accounts. This may include, but not be limited to, a state, county, city, nation or region deemed to be a competitor as defined by the MLT & NLTMC. The MLT & NLTMC are to be advised of all new business solicitations by the Representative that could be perceived to constitute a conflict of interest by the MLT & NLTMC. With regards to the matter of branch or subsidiary offices of the Representative, it should be clear that all such offices are considered as part of the total corporate entity. List any accounts the Representative would perceive as a potential conflict.

EVALUATION PROCESS

The MLT & NLTMC reserves the right to determine the suitability of proposals on the basis of a proposal's ability to meet administrative requirements and/or technical requirements; the review team's assessment of the quality and performance of the strategy; services proposed; and cost.

During the evaluation process, the MLT & NLTMC may require a proposer's representative to answer questions with regard to the proposal and require those chosen as final bidders to make a formal presentation.

The following criteria will be used in reviewing and comparing the proposals and in determining the appropriate candidate. The weight to be assigned to each criterion appears following each item.

1. CAPABILITY AND EXPERIENCE (30%)

Financial viability, client references, knowledge and/or experience of similar accounts, demonstrated leadership and success with similar accounts with similar requirements including destination planning capabilities.

2. SCOPE OF WORK (25%)

The ability, capacity, and flexibility of the proposer to perform the contract.

3. PROJECT TEAM (25%)

Level and expertise of proposed team that would be assigned to the MLT & NLTMC account.

4. COST/VALUE (20%)

Value of the proposers in relation to the cost and their overall qualifications and services rendered.

USE AND DISCLOSURE

MLT & NLTMC reserves the right to use information submitted in response to this document in any manner it may deem appropriate in evaluating the fitness of the

services proposed. Materials that are submitted by the Representative that should be considered highly confidential should be marked as such. If confidentiality is requested but cannot be afforded, the Representative will be notified and will be permitted to withdraw their proposal.

Additionally and at its discretion, the MLT & NLTMC agrees to maintain confidentiality of any product information developed by and offered by the Representative. All information provided in this RFP shall be deemed confidential and shall not be shared by the Representative.

ACQUISITION OF GOODS AND SERVICES/OFFICE EXPENSES

Any goods and services or expenses incurred by the Representative on behalf of the MLT & NLTMC, must receive MLT & NLTMC's advance approval. For major purchases, actual specifications used to obtain bids/quotes should be provided as well. Sole service purchases, or selection or recommendation of a vendor that is not the lowest bidder should be supported in writing as to the basis for such a recommendation.

KEY DATES AND EVENTS

The following schedule provides key events and their associated completion dates, and is provided primarily for planning purposes. The MLT & NLTMC may modify the project timeline at its discretion.

Task	Timing
Send RFP to representative target list throughout Australia & New Zealand	April 6 th
Intent to respond & questions from candidates due via email to: jt@gotahoenorth.com	April 21 st
Email all candidates the answers to questions	April 26 th
All proposals due. Send via email to: jt@gotahoenorth.com	May 19 th
Australia and New Zealand Representative finalists announced – all candidates notified	May 26 th
Finalist candidates present (via Skype or GoToMeeting)	Week of June 5 th
Representative selected – begin negotiations with top ranked company	June 12 th
Start Date	August 1 st

QUESTIONS, REQUESTS FOR CHANGES AND CONCERNS

From the date this RFP is issued until a determination is made, **no contact related to this RFP will be allowed** between Representative and any employee of MLT & NLTMC with the exception of the RFP Manager. Any contact with MLT & NLTMC

NLTMC may only be directed to the **RFP Manager** in writing (via email) only. Any unauthorized contact may disqualify the respondent from further consideration. All questions must be submitted to the RFP Manager in writing (via email) and will be taken up until 5:00 PM (Pacific Daylight Savings Time) Friday, April 21, 2017. Consistency and full transparency will be maintained in the answers provided to all proposers.



**Request for Proposal
United Kingdom & Ireland
Travel Trade Representation**

**DEADLINE FOR INTENT TO RESPOND:
TUESDAY, APRIL 21, 2017**

**DEADLINE FOR PROPOSALS:
FRIDAY, MAY 19, 2017**

**SUBMIT PROPOSALS TO:
JT Thompson
North Lake Tahoe Marketing Cooperative
P.O. Box 5459
100 North Lake Blvd.
Tahoe City, CA 96145
E-mail: jt@gotahoenorth.com**

REQUEST FOR PROPOSAL
UK & Ireland Travel Trade Representation
North Lake Tahoe Marketing Cooperative

The North Lake Tahoe Marketing Cooperative hereby solicits proposals from qualified representation companies to support the destination's cooperative sales & marketing efforts in the United Kingdom and Ireland. The Representative will develop, execute and deliver a comprehensive program designed for the travel trade that supports tourism to North Lake Tahoe and generates increased demand for the destination.

Candidates may bid on parts of the Request for Proposal (RFP) or the entire RFP. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP. This RFP is for representation in the United Kingdom and Ireland.

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

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

The North Lake Tahoe Resort Association (NLTRA) is an association that provides coordinated services to our members and the community at large. These services include operation of the North Lake Tahoe Convention & Visitors Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County, California. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide *"a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area"*. The NLTRA also serves as a partner with Placer County, California and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the [North Lake Tahoe Tourism and Community Investment Master Plan](#) (June 2015) which has also been adopted by the Placer County Board of Supervisors.

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the Nevada side of Lake Tahoe's North Shore. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special event programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is *"to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas"*. The IVCBVB offers the most current marketing and sales support, produces appropriate special events, publishes targeted advertising and collateral, and provides visitor services and information.

TRAVEL TRADE OVERVIEW

The NLTMC develops and implements a year-round, targeted travel trade-based program that effectively:

- 1) Builds continued awareness to the travel trade industry of the North Lake Tahoe brand as a desirable year round, active outdoor recreation destination.
- 2) Increases participation in Retail Agencies, Wholesaler/Tour Operator programs to include the destinations in travel related products and services.
- 3) Creates and establishes partnerships with Wholesalers/Tour Operators, Airlines, Meeting Planners, Visit USA Committees, Brand USA UK & Ireland and OTA's (Online Travel Agency) with the aim of increasing demand for the destination.
- 4) Strengthens travel professionals knowledge of the destination through educational programs to include sales calls, seminars, in-market presentations and assistance in producing and maintaining the destinations online training program on an ongoing basis.

SCOPE OF SERVICES DESIRED

During the term of the agreement, the Representative will provide the following travel trade services for the United Kingdom and Ireland markets that include but are not limited to:

- 1) Develop and implement an annual travel trade plan that supports activities mentioned in the Travel Trade Overview section. The plan shall include a proposed budget, recommended promotional activity and suggested advertising recommendations.
- 2) Assist the NLTMC in scheduling and escorting educational/familiarization visits and any other requested by travel professionals, during the contract period. The Representative will obtain airline participation (i.e. - seats) and qualify agents.
- 3) Provide assistance and support to consumer advertising campaigns in the United Kingdom and Ireland. The Representative would be a resource for review and evaluation for the campaign and provide insights and recommendations on how to include the travel trade in the plan.
- 4) Maintain in office inventory of NLTMC collateral material for distribution to travel trade clients.

- 5) Jointly coordinate an annual NLTMC sales mission during the contract period, to include airline participation, function organization and invitations to industry representatives. The function will include, but is not limited to, meals, seminars, workshops, presentations, and other activities and logistics.
- 6) Jointly coordinate and attend key industry trade shows, product launches, seminars and annual visits to the top tour operators.
- 7) Ensure all NLTMC activities comply with brand standards and quality levels.
- 8) Develop, maintain and grow an accurate and up-to-date database (on an ongoing basis) of tour operators, travel agencies and meeting planners to be use for the distribution of the NLTMC Travel Industry newsletters.
- 9) Maintain and develop an editorial calendar for the NLTMC Travel Industry newsletters.
- 10) Provide regular reports of Representative's activities which will include: a list of sales calls conducted, with pertinent discussion points; general market information to include economic conditions; competitor observations/perceptions of the North Lake Tahoe brand; trade/road shows or seminars attended or conducted; Tour Operator/Wholesale program development; a summary of miscellaneous contacts made, requests and inquiries serviced during each reporting period.
- 11) Provide assistance and support to NLTMC partners by providing a list of wholesalers, incentive buyers, as requested by the NLTMC and/or partners.
- 12) Coordinate in-market presentations and seminars in partnership with Airlines, Tour Operators, and Wholesalers to educate travel industry about the destination.
- 13) Jointly coordinate and attend key industry trade shows in the United Kingdom and Ireland.
- 14) Analyze state and national tourism plans; complete an inventory of Visit California, Travel Nevada and Brand USA Plans in the United Kingdom and Ireland, to identify areas of coordination and use of best practices. The plan should incorporate coordination with state and national brand development.
- 15) Ensures a dedicated account manager assigned to the NLTMC account.

DETAILED COST

The scope of services outlined above are expected to be included as part of the fee. State all services that the Representative would be willing to perform as part of the fee, and list any services that would not be included. State what routine monthly expenses would need to be covered by NLTMC.

Please provide Representative's proposed fee structure (i.e. including expense estimates) for managing a destination account requiring full service. This must be provided or proposal will not be considered, no markups allowed.

REFERENCES

The Representative shall furnish at least three (3) corporate references with the proposal. The references shall include the company name, contact person and their telephone number. The reference shall describe where services similar in magnitude and scope to those requested in this RFP are currently provided and have been provided for at least six (6) months. Employees of NLTMC may not be used as corporate references. The NLTMC reserves the right to contact references or clients not listed in the proposal.

STATEMENT OF QUALIFICATIONS

Proposals submitted must contain, at a minimum, the information described below. The evaluation of the proposals and presentation will include, but not be restricted to, these points. Please respond to each numbered section in order, numbering the responses in the same sequence as below to make the review process easier.

1. CORPORATE BACKGROUND

Describe your firm's internal organization and the manner in which services will be furnished to the NLTMC. Include and identify those services which may not be available in the local office but are available from your firm and explain how you will access those services. Provide an example of the structure of servicing used for an account similar to the NLTMC. Please include the following:

- Details on the corporation background and each known subcontractor, its size, and resources
- Date established
- Federal Employer's Identification Number (FEIN). Or its equivalent.
- Name(s) and Type of Ownership (public company, partnership, subsidiary, etc.)
- Primary business
- Total number of full-time employees including ethnic/race/gender breakdown
- List and provide bios for the key individuals in the company
- Physical locations including addresses of all branches

2. CORPORATE EXPERIENCE

- List of major accounts including current tourism, destination and hospitality accounts
- Details of corporate client experiences within the last three (3) years relevant to the services requested in this RFP
- List of any other relevant experience of the Representative (including knowledge of the travel, tourism and meeting industry)

- List of experience in brand marketing and experience in developing and implementing programs
- Identify the staff person who would be the NLTMC Account Executive and describe their qualifications, credentials, experience and responsibilities and specifically, work and experience on similar accounts
- List of all clients added and lost in the past five years

3. FINANCIAL BACKGROUND

Please provide financial information for the applicable legal entity(ies) for each of the last three (3) years. Statements should demonstrate the capacity to perform this contract and should include:

- Financial statements (P&L, Balance Sheet)
- Auditor's reports
- Business licenses
- Professional certification
- Annual Reports

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Balance Sheet

03/28/17

As of December 31, 2016

Accrual Basis

	Dec 31, 16	Dec 31, 15	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1001-00 · Petty Cash	889.55	519.68	369.87
1003-00 · Cash - Operations BOTW #6712	514,441.77	525,626.85	-11,185.08
1007-00 · Cash - Payroll BOTW #7421	7,838.72	758.42	7,080.30
1008-00 · Marketing Reserve - Plumas	50,055.92	0.00	50,055.92
1009-00 · Cash Flow Reserve - Plumas	100,149.15	0.00	100,149.15
1071-00 · Payroll Reserves BOTW #8163	29,581.56	29,725.40	-143.84
1080-00 · Special Events BOTW #1626	96,852.85	2,697.04	94,155.81
10950 · Cash in Drawer	1,731.01	251.43	1,479.58
Total Checking/Savings	801,540.53	559,578.82	241,961.71
Accounts Receivable			
1200-00 · Quickbooks Accounts Receivable	23,148.81	125,666.75	-102,517.94
1290-00 · A/R - TOT	0.00	8.00	-8.00
Total Accounts Receivable	23,148.81	125,674.75	-102,525.94
Other Current Assets			
1200-99 · AR Other	1,614.30	0.00	1,614.30
12000 · Undeposited Funds	948.93	1,997.15	-1,048.22
1201-00 · WebLink Accounts Receivable	-8,001.00	37,855.00	-45,856.00
1201-02 · Allowance for Doubtful Accounts	8,336.25	0.00	8,336.25
12100 · Inventory Asset	30,341.13	25,774.31	4,566.82
1298 · Receivable from Employees	0.00	42.31	-42.31
1299 · Receivable from NLTMC	40,528.20	56,676.26	-16,148.06
1490-00 · Security Deposits	50.00	0.00	50.00
Total Other Current Assets	73,817.81	122,345.03	-48,527.22
Total Current Assets	898,507.15	807,598.60	90,908.55
Fixed Assets			
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-67,261.85	-1,506.10
1740-00 · Computer Equipment	43,766.13	43,766.13	0.00
1741-00 · Accum. Depr. - Computer Equip	-42,621.74	-41,279.33	-1,342.41
1750-00 · Computer Software	39,240.06	33,874.01	5,366.05
1751-00 · Accum. Amort. - Software	-34,373.21	-33,178.60	-1,194.61
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00
1771-00 · Accum. Amort - Leasehold Impr	-24,167.39	-24,075.83	-91.56
Total Fixed Assets	6,127.71	4,896.34	1,231.37
Other Assets			
1400-00 · Prepaid Expenses			
1401-00 · Recruitment Fees	0.00	12,000.00	-12,000.00
1410-00 · Prepaid Insurance	1,057.66	7,914.32	-6,856.66
1430-00 · Prepaid 1st Class Postage	1,000.00	6,300.58	-5,300.58
1400-00 · Prepaid Expenses - Other	9,416.51	22,813.05	-13,396.54
Total 1400-00 · Prepaid Expenses	11,474.17	49,027.95	-37,553.78
Total Other Assets	11,474.17	49,027.95	-37,553.78
TOTAL ASSETS	916,109.03	861,522.89	54,586.14
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000-00 · Accounts Payable	34,308.72	119,234.96	-84,926.24
Total Accounts Payable	34,308.72	119,234.96	-84,926.24
Credit Cards			
2080-00 · Bank of the West - Master Cards			
2080-01 · MC_5901_Hall	472.58	503.63	-31.05
2080-02 · MC_8366_Jason	0.00	2,045.53	-2,045.53
2080-03 · MC_5950_Judy	0.00	471.49	-471.49

North Lake Tahoe Resort Association

Balance Sheet

03/28/17

Accrual Basis

As of December 31, 2016

	Dec 31, 16	Dec 31, 15	\$ Change
2080-04 · MC_5968_Ronald	0.00	45.00	-45.00
2080-05 · MC_5976_Greg	0.00	360.71	-360.71
2080-06 · MC_0375_Emily	1,502.61	330.33	1,172.28
2080-07 · MC_6850_Ginger	0.00	1,295.53	-1,295.53
2080-08 · MC_5755_John	363.08	7,682.45	-7,319.37
2080-09 · MC_0319_Sarah	0.00	4,911.66	-4,911.66
2080-10 · MC_9495_AI	5,447.75	0.00	5,447.75
Total 2080-00 · Bank of the West - Master Cards	7,786.02	17,646.33	-9,860.31
Total Credit Cards	7,786.02	17,646.33	-9,860.31
Other Current Liabilities			
21000 · Salaries/Wages/Payroll Liabilit			
2101-00 · Incentive Payable	1,522.20	36,218.90	-34,696.70
2102-00 · Commissions Payable	8,404.31	5,850.52	2,553.79
2100-00 · Salaries / Wages Payable	35,719.15	26,345.00	9,374.15
2120-00 · Empl. Federal Tax Payable	2,888.75	0.00	2,888.75
2175-00 · 401 (k) Plan	1,104.44	0.00	1,104.44
2180-00 · Estimated PTO Liability	60,648.50	56,488.29	4,160.21
24100 · Wage Garnishment Payable	0.00	789.53	-789.53
Total 21000 · Salaries/Wages/Payroll Liabilit	110,287.35	125,692.24	-15,404.89
2190-00 · Sales and Use Tax Payable			
25500 · *Sales Tax Payable	1,247.59	1,014.87	232.72
Total 2190-00 · Sales and Use Tax Payable	1,247.59	1,014.87	232.72
2250-00 · Accrued Expenses	0.31	12,500.00	-12,499.69
2400-60 · Deferred Revenue- Member Dues	31,665.00	29,060.00	2,605.00
2650-00 · Deferred Rev - Events	0.00	-1,889.70	1,889.70
2651-00 · Deferred Rev - Conference	4,950.00	-1,100.10	6,050.10
2800-00 · Suspense	-48.96	0.00	-48.96
Total Other Current Liabilities	148,101.29	165,277.31	-17,176.02
Total Current Liabilities	190,196.03	302,158.60	-111,962.57
Total Liabilities	190,196.03	302,158.60	-111,962.57
Equity			
32000 · Unrestricted Net Assets	22,635.91	246,858.21	-224,222.30
3300-11 · Designated Marketing Reserve	254,324.57	316,694.00	-62,369.43
3301 · Cash Flow Reserve	100,100.92	0.00	100,100.92
3302 · Marketing Cash Reserve	50,037.83	0.00	50,037.83
Net Income	298,813.77	-4,187.92	303,001.69
Total Equity	725,913.00	559,364.29	166,548.71
TOTAL LIABILITIES & EQUITY	916,109.03	861,522.89	54,586.14

North Lake Tahoe Resort Association

A/P Aging Summary

As of December 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
Airport Self Storage	248.00	0.00	0.00	0.00	0.00	248.00
Al Priester	19.98	0.00	0.00	16.99	0.00	36.97
Alpine Stone Works	275.00	0.00	0.00	0.00	0.00	275.00
Anne-Karin Atwood*	175.00	0.00	25.00	0.00	0.00	200.00
Annie's Cleaning Service	675.00	0.00	0.00	0.00	0.00	675.00
AT & T*	373.41	0.00	0.00	0.00	0.00	373.41
Atomic Printing, Inc.	0.00	0.00	118.25	0.00	0.00	118.25
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Barcelona Nor Cal Soccer Club	0.00	3,000.00	0.00	0.00	0.00	3,000.00
Bob Sweigert*	0.00	100.00	0.00	0.00	0.00	100.00
Cintas Corporation #623	202.52	0.00	0.00	0.00	0.00	202.52
CoPower	0.00	-40.20	0.00	0.00	0.00	-40.20
Crystal Range Associates	206.03	0.00	0.00	0.00	0.00	206.03
Dawn Baffone*	63.77	0.00	0.00	0.00	0.00	63.77
Emily Detwiler*	150.97	0.00	0.00	0.00	0.00	150.97
FedEx	98.42	0.00	0.00	0.00	0.00	98.42
FP Mailing Solutions	154.80	0.00	0.00	0.00	0.00	154.80
Geo-Tourism Specialties	1,468.06	0.00	0.00	0.00	0.00	1,468.06
Houston Magnani & Assoc, Inc.	0.00	750.00	0.00	0.00	0.00	750.00
John Thompson*	49.14	0.00	71.28	0.00	0.00	120.42
Kahn Investment Company	0.00	-11,736.36	0.00	0.00	0.00	-11,736.36
Kaplowe Studios, LLC.	0.00	198.00	0.00	99.00	0.00	297.00
Kym Fabel	33.64	0.00	0.00	0.00	0.00	33.64
Lauren Sully	25.00	0.00	25.00	0.00	0.00	50.00
Liberty Utilities*	0.00	657.22	0.00	0.00	0.00	657.22
McClintock Accountancy	0.00	88.00	0.00	0.00	0.00	88.00
Moonshine Ink*, LLC	270.00	324.00	0.00	0.00	0.00	594.00
Natalie Parrish*	156.79	0.00	0.00	0.00	0.00	156.79
North Lake Tahoe Marketing Co-op	0.00	2,195.00	0.00	0.00	0.00	2,195.00
Principal Financial Group	0.00	-211.52	-368.39	-95.29	-226.58	-901.78
Print Art/Sierra Mail*	0.00	1,144.88	0.00	0.00	0.00	1,144.88
RB Technologies	0.00	480.00	0.00	0.00	0.00	480.00
Ricoh USA	1,159.88	1,442.59	1,110.80	0.00	0.00	3,713.27
Rock & Rose Inc.	0.00	343.75	0.00	0.00	0.00	343.75
Ron Treabess	76.80	0.00	59.52	0.00	0.00	136.32
Russ Viehmann Electric	895.60	0.00	0.00	0.00	0.00	895.60
Sandy Evans Hall*	0.00	25.00	25.00	25.00	0.00	75.00
Sarah Winters	175.00	0.00	25.00	0.00	0.00	200.00
Scott Yorkey	0.00	5,000.00	0.00	0.00	0.00	5,000.00
Seventh Wave Productions*	84.33	0.00	0.00	0.00	0.00	84.33
Southwest Gas Corporation*	198.70	0.00	0.00	0.00	0.00	198.70
Spectrum	0.00	-4.42	0.00	0.00	0.00	-4.42
Sprint	72.50	0.00	0.00	0.00	0.00	72.50
Stephen's Farmhouse	47.12	0.00	0.00	0.00	0.00	47.12
Stitches Creation Inc	4,571.94	0.00	0.00	0.00	0.00	4,571.94
Sue Gross	0.00	20.00	0.00	0.00	0.00	20.00
Swigard's True Value Hardware, Inc.*	0.00	76.34	85.98	0.00	0.00	162.32
Tahoe Basics	0.00	321.00	0.00	0.00	0.00	321.00
Tahoe House, Inc.*	0.00	88.15	0.00	0.00	0.00	88.15
Tahoe Tech Group, Inc.	0.00	380.00	0.00	0.00	0.00	380.00
Tahoe Truckee Community Foundation*	1,000.00	0.00	0.00	0.00	0.00	1,000.00
Tahoe Truckee Sierra Disposal*	0.00	64.43	0.00	0.00	0.00	64.43
Tahoe Weekly	330.00	150.00	0.00	0.00	0.00	480.00
The Store...Copies and More	0.00	36.43	8.49	0.00	310.51	355.43
Truckee Donner Chamber of Commerce*	4,952.29	0.00	0.00	0.00	0.00	4,952.29
Vail Resorts	10,000.00	0.00	0.00	0.00	0.00	10,000.00
Wholesale Resort Accessories, Inc.	143.00	0.00	0.00	0.00	0.00	143.00
Wolfdale's Cuisine Unique*	288.00	0.00	0.00	0.00	0.00	288.00
YIG Administration	0.00	-110.39	-8.49	0.00	-33.96	-152.84
TOTAL	28,640.69	4,781.90	1,177.44	45.70	-337.01	34,308.72

North Lake Tahoe Resort Association

Profit & Loss

December 2016

	Dec 16	Dec 15	\$ Change
Ordinary Income/Expense			
Income			
4205-00 · Conference Dues	825.00	0.00	825.00
4050-00 · County of Placer TOT Funding	314,665.00	271,350.00	43,315.00
4200-00 · Membership Dues	11,295.42	8,710.00	2,585.42
4250-00 · Revenues-Membership Activities			
4251-00 · Revenue-Tue AM Breakfast Club	899.42	1,110.00	-210.58
4250-00 · Revenues-Membership Activities - Other	355.00	1,420.00	-1,065.00
Total 4250-00 · Revenues-Membership Activities	1,254.42	2,530.00	-1,275.58
4502-00 · Non-Retail VIC income	0.00	-90.90	90.90
4600-00 · Commissions			
4601-00 · Commissions - South Shore	0.00	537.00	-537.00
4600-00 · Commissions - Other	4,347.67	0.00	4,347.67
Total 4600-00 · Commissions	4,347.67	537.00	3,810.67
46000 · Merchandise Sales	7,010.16	4,660.19	2,349.97
Total Income	339,397.67	287,696.29	51,701.38
Gross Profit	339,397.67	287,696.29	51,701.38
Expense			
5850-00 · Artist of Month - Commissions	143.66	0.00	143.66
5000-00 · Salaries & Wages			
5010-00 · Sales Commissions	15,991.02	-369.60	16,360.62
5020-00 · P/R - Tax Expense	6,963.65	5,003.00	1,960.65
5030-00 · P/R - Health Insurance Expense	7,775.44	4,199.45	3,575.99
5040-00 · P/R - Workmans Comp	-2,373.50	888.75	-3,262.25
5060-00 · 401 (k)	3,133.38	2,503.24	630.14
5070-00 · Other Benefits and Expenses	552.57	610.39	-57.82
5000-00 · Salaries & Wages - Other	79,057.09	73,965.99	5,091.10
Total 5000-00 · Salaries & Wages	111,099.65	86,801.22	24,298.43
5100-00 · Rent			
5110-00 · Utilities	1,081.69	1,131.13	-49.44
5140-00 · Repairs & Maintenance	1,572.68	453.19	1,119.49
5150-00 · Office - Cleaning	675.00	550.00	125.00
5100-00 · Rent - Other	12,294.36	11,421.39	872.97
Total 5100-00 · Rent	15,623.73	13,555.71	2,068.02
5310-00 · Telephone			
5320-00 · Telephone	2,369.96	2,190.25	179.71
5350-00 · Internet	224.85	0.00	224.85
Total 5310-00 · Telephone	2,594.81	2,190.25	404.56
5420-00 · Mail - USPS			
5470-00 · Mail - UPS	0.00	5.75	-5.75
5480-00 · Mail - Fed Ex	98.42	0.00	98.42
Total 5420-00 · Mail - USPS	98.42	5.75	92.67
5510-00 · Insurance/Bonding	744.12	618.30	125.82
5520-00 · Supplies			
5525-00 · Supplies- Computer <\$1000	0.00	-517.34	517.34
5520-00 · Supplies - Other	1,314.21	1,839.12	-524.91
Total 5520-00 · Supplies	1,314.21	1,321.78	-7.57
5610-00 · Depreciation	115.07	518.80	-403.73
5700-00 · Equipment Support & Maintenance	891.00	1,391.00	-500.00
5710-00 · Taxes, Licenses & Fees	531.67	600.35	-68.68
5740-00 · Equipment Rental/Leasing	1,314.68	1,221.47	93.21
5800-00 · Training Seminars	1,000.00	595.00	405.00
5900-00 · Professional Fees			
5920-00 · Professional Fees - Accountant	0.00	8,492.37	-8,492.37
Total 5900-00 · Professional Fees	0.00	8,492.37	-8,492.37
5941-00 · Research & Planning	750.00	1,005.80	-255.80

North Lake Tahoe Resort Association

Profit & Loss

December 2016

	Dec 16	Dec 15	\$ Change
6020-00 · Programs			
6015-00 · Cross Country	4,000.00	0.00	4,000.00
6016-00 · Community Marketing Programs	27,500.00	2,110.67	25,389.33
Total 6020-00 · Programs	31,500.00	2,110.67	29,389.33
6023-00 · Autumn Food & Wine	5,000.00	0.00	5,000.00
6420-00 · Sponsorship			
6422-00 · IronMan Lake Tahoe	0.00	-3,497.47	3,497.47
Total 6420-00 · Sponsorship	0.00	-3,497.47	3,497.47
6423-00 · Membership Activities			
6437-00 · Tuesday Morning Breakfast Club	742.50	705.00	37.50
6432-00 · Membership - Newsletter	0.00	500.00	-500.00
6441-00 · Membership - Miscellaneous Exp	0.00	15.15	-15.15
6423-00 · Membership Activities - Other	276.69	1,664.58	-1,387.89
Total 6423-00 · Membership Activities	1,019.19	2,884.73	-1,865.54
6730-00 · Marketing Cooperative/Media	177,100.00	191,800.00	-14,700.00
6742-00 · Non-NLT Co-Op Marketing Program	412.69	356.90	55.79
6743-00 · BACC Marketing Programs			
6743-01 · Shop Local	2,393.88	-455.00	2,848.88
6743-03 · Touch Lake Tahoe	6,666.66	20,000.00	-13,333.34
Total 6743-00 · BACC Marketing Programs	9,060.54	19,545.00	-10,484.46
8100-00 · Cost of Goods Sold			
51100 · Freight and Shipping Costs	79.93	80.06	-0.13
59900 · POS Inventory Adjustments	54.50	221.70	-167.20
8100-00 · Cost of Goods Sold - Other	4,045.29	2,359.26	1,686.03
Total 8100-00 · Cost of Goods Sold	4,179.72	2,661.02	1,518.70
8200-00 · Associate Relations	854.53	1,030.41	-175.88
8300-00 · Board Functions	244.90	138.00	106.90
8500-00 · Credit Card Fees	465.74	674.27	-208.53
8700-00 · Automobile Expenses	261.07	535.28	-274.21
8750-00 · Meals/Meetings	553.70	859.25	-305.55
8810-00 · Dues & Subscriptions	383.86	1,214.83	-830.97
8910-00 · Travel	0.00	-25.00	25.00
8920-00 · Bad Debt	772.50	0.00	772.50
Total Expense	368,029.46	338,605.69	29,423.77
Net Ordinary Income	-28,631.79	-50,909.40	22,277.61
Net Income	-28,631.79	-50,909.40	22,277.61

Balance Sheet

As of January 31, 2017

	Jan 31, 17	Jan 31, 16	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1001-00 · Petty Cash	889.55	744.68	144.87
1003-00 · Cash - Operations BOTW #6712	711,998.96	776,590.94	-64,591.98
1007-00 · Cash - Payroll BOTW #7421	2,539.73	2,340.98	198.75
1008-00 · Marketing Reserve - Plumas	50,062.30	0.00	50,062.30
1009-00 · Cash Flow Reserve - Plumas	100,166.16	0.00	100,166.16
1071-00 · Payroll Reserves BOTW #8163	29,581.56	29,725.40	-143.84
1080-00 · Special Events BOTW #1626	95,924.74	2,687.04	93,237.70
10950 · Cash in Drawer	598.21	107.37	490.84
Total Checking/Savings	991,761.21	812,196.41	179,564.80
Accounts Receivable			
1200-00 · Quickbooks Accounts Receivable	17,548.72	-148,121.60	165,670.32
1290-00 · A/R - TOT	0.00	8.00	-8.00
Total Accounts Receivable	17,548.72	-148,113.60	165,662.32
Other Current Assets			
1200-99 · AR Other	1,614.30	1,614.30	0.00
12000 · Undeposited Funds	179.67	1,697.59	-1,517.92
1201-00 · WebLink Accounts Receivable	36,404.00	111,555.00	-75,151.00
1201-02 · Allowance for Doubtful Accounts	-65.75	0.00	-65.75
12100 · Inventory Asset	31,413.25	24,516.73	6,896.52
1298 · Receivable from Employees	0.00	42.31	-42.31
1299 · Receivable from NLTCM	43,585.22	61,604.72	-18,019.50
1490-00 · Security Deposits	50.00	0.00	50.00
Total Other Current Assets	113,180.69	201,030.65	-87,849.96
Total Current Assets	1,122,490.62	865,113.46	257,377.16
Fixed Assets			
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-67,629.89	-1,138.06
1740-00 · Computer Equipment	43,766.13	43,766.13	0.00
1741-00 · Accum. Depr. - Computer Equip	-42,689.03	-41,503.16	-1,185.87
1750-00 · Computer Software	40,080.06	33,874.01	6,206.05
1751-00 · Accum. Amort. - Software	-34,522.27	-33,416.66	-1,105.61
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00
1771-00 · Accum. Amort - Leasehold Impr	-24,184.06	-24,127.24	-56.82
Total Fixed Assets	6,734.69	4,015.00	2,719.69
Other Assets			
1400-00 · Prepaid Expenses			
1401-00 · Recruitment Fees	0.00	10,000.00	-10,000.00
1410-00 · Prepaid Insurance	793.24	6,964.93	-6,171.69
1430-00 · Prepaid 1st Class Postage	1,000.00	6,300.58	-5,300.58
1400-00 · Prepaid Expenses - Other	8,268.80	23,088.05	-14,819.25
Total 1400-00 · Prepaid Expenses	10,062.04	46,353.56	-36,291.52
Total Other Assets	10,062.04	46,353.56	-36,291.52
TOTAL ASSETS	1,139,287.35	915,482.02	223,805.33
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000-00 · Accounts Payable	224,357.09	132,250.78	92,106.31
2001-00 · Credit Card Payable	562.76	0.00	562.76
Total Accounts Payable	224,919.85	132,250.78	92,669.07
Credit Cards			
2080-00 · Bank of the West - Master Cards			
2080-01 · MC_5901_Hall	270.67	1,158.16	-887.49
2080-02 · MC_8366_Jason	0.00	2,194.68	-2,194.68

Balance Sheet

As of January 31, 2017

	Jan 31, 17	Jan 31, 16	\$ Change
2080-03 · MC_5950_Judy	0.00	537.35	-537.35
2080-04 · MC_5968_Ronald	0.00	45.00	-45.00
2080-05 · MC_5976_Greg	0.00	2,074.18	-2,074.18
2080-06 · MC_0375_Emily	1,332.74	565.31	767.43
2080-07 · MC_6850_Ginger	0.00	3,246.80	-3,246.80
2080-08 · MC_5755_John	854.98	8,853.12	-7,998.14
2080-09 · MC_0319_Sarah	0.00	6,793.63	-6,793.63
2080-10 · MC_9495_AI	2,481.63	0.00	2,481.63
Total 2080-00 · Bank of the West - Master Cards	4,940.02	25,468.23	-20,528.21
Total Credit Cards	4,940.02	25,468.23	-20,528.21
Other Current Liabilities			
21000 · Salaries/Wages/Payroll Liabilit			
2101-00 · Incentive Payable	1,522.20	36,218.90	-34,696.70
2102-00 · Commissions Payable	8,404.31	5,850.52	2,553.79
2100-00 · Salaries / Wages Payable	35,719.15	26,345.00	9,374.15
2120-00 · Empl. Federal Tax Payable	2,888.75	0.00	2,888.75
2175-00 · 401 (k) Plan	1,104.44	0.00	1,104.44
2180-00 · Estimated PTO Liability	60,648.50	56,488.29	4,160.21
24100 · Wage Garnishment Payable	0.00	789.53	-789.53
Total 21000 · Salaries/Wages/Payroll Liabilit	110,287.35	125,692.24	-15,404.89
2190-00 · Sales and Use Tax Payable			
25500 · *Sales Tax Payable	1,375.18	1,129.43	245.75
Total 2190-00 · Sales and Use Tax Payable	1,375.18	1,129.43	245.75
2250-00 · Accrued Expenses	0.31	12,500.00	-12,499.69
2400-60 · Deferred Revenue- Member Dues	91,022.08	103,740.00	-12,717.92
2650-00 · Deferred Rev - Events	0.00	-1,889.70	1,889.70
2651-00 · Deferred Rev - Conference	4,125.00	-1,100.10	5,225.10
2800-00 · Suspense	363.04	0.00	363.04
Total Other Current Liabilities	207,172.96	240,071.87	-32,898.91
Total Current Liabilities	437,032.83	397,790.88	39,241.95
Total Liabilities	437,032.83	397,790.88	39,241.95
Equity			
32000 · Unrestricted Net Assets	22,635.91	246,858.21	-224,222.30
3300-11 · Designated Marketing Reserve	254,324.57	316,694.00	-62,369.43
3301 · Cash Flow Reserve	100,117.93	0.00	100,117.93
3302 · Marketing Cash Reserve	50,044.21	0.00	50,044.21
Net Income	275,131.90	-45,861.07	320,992.97
Total Equity	702,254.52	517,691.14	184,563.38
TOTAL LIABILITIES & EQUITY	1,139,287.35	915,482.02	223,805.33

North Lake Tahoe Resort Association
A/R Aging Summary
 As of January 31, 2017

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
968 Park Hotel	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	550.00	550.00
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.00	0.00	0.00	0.00	90.80	90.80
Northstar California	0.00	0.00	0.00	0.00	2,833.83	2,833.83
Resort at Squaw Creek*	0.00	0.00	6,902.70	0.00	0.00	6,902.70
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	1,919.27	1,919.27
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	639.50	639.50
Tahoma Lodge	0.00	0.00	0.00	0.00	200.00	200.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	550.00	550.00
The Ridge Tahoe	0.00	0.00	0.00	0.00	550.00	550.00
The Ritz-Carlton	0.00	0.00	0.00	1,278.65	0.00	1,278.65
The Village at Squaw Valley	0.00	152.31	0.00	0.00	1,143.92	1,296.23
TOTAL	<u>0.00</u>	<u>152.31</u>	<u>6,902.70</u>	<u>1,278.65</u>	<u>9,215.06</u>	<u>17,548.72</u>

Accounts Receivable Summary

Invoices With Apply Dates Through January 31, 2017

Aged as of Tuesday, January 31, 2017

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	0.00	0.00	0.00	85.00	85.00
Dues		0.00	32,355.00	0.00	2,005.00	2,225.00	895.00	37,480.00
Email Blast		0.00	150.00	0.00	0.00	0.00	0.00	150.00
Total Open Invoices		0.00	32,505.00	0.00	2,005.00	2,225.00	980.00	37,715.00

**Unapplied Payments With Payment
Dates Prior to and Including
01/31/2017**

5.00

Pre-Payments: Payments Made Prior to 01/31/2017 on Invoices With Apply Dates After 01/31/2017

Dues	380.00
Total Pre-Payments	380.00

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

37,330.00

North Lake Tahoe Resort Association

A/P Aging Summary

As of January 31, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
Airport Self Storage	248.00	0.00	0.00	0.00	0.00	248.00
Al Priester	0.00	0.00	19.98	0.00	16.99	36.97
Alpine Stone Works	0.00	275.00	0.00	0.00	0.00	275.00
Amber Burke	328.43	0.00	0.00	0.00	0.00	328.43
Anne-Karin Atwood*	25.00	0.00	0.00	0.00	0.00	25.00
Annie's Cleaning Service	550.00	0.00	0.00	0.00	0.00	550.00
AT & T*	373.33	0.00	0.00	0.00	0.00	373.33
Atomic Printing, Inc.	0.00	0.00	0.00	118.25	0.00	118.25
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Cintas Corporation #623	114.40	0.00	0.00	0.00	0.00	114.40
CoPower	0.00	-5.00	-40.20	0.00	0.00	-45.20
Dawn Baffone*	42.01	0.00	0.00	0.00	0.00	42.01
Digital Matrix	0.00	260.00	0.00	0.00	0.00	260.00
Emily Detwiler*	103.69	0.00	0.00	0.00	0.00	103.69
Folkmanis Puppets	502.76	0.00	0.00	0.00	0.00	502.76
FP Mailing Solutions	0.00	154.80	0.00	0.00	0.00	154.80
Geo-Tourism Specialties	0.00	33.36	0.00	0.00	0.00	33.36
Greg Howey*	200.00	0.00	0.00	0.00	0.00	200.00
Houston Magnani & Assoc, Inc.	750.00	0.00	0.00	0.00	0.00	750.00
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Kaplowe Studios, LLC.	0.00	0.00	198.00	0.00	99.00	297.00
Kym Fabel	39.98	0.00	0.00	0.00	0.00	39.98
Lauren Sully	159.86	0.00	0.00	25.00	0.00	184.86
Moonshine Ink*, LLC	0.00	270.00	324.00	0.00	0.00	594.00
Mourelatos Lakeshore Resort*	0.00	450.00	0.00	0.00	0.00	450.00
Natalie Parrish*	171.92	0.00	0.00	0.00	0.00	171.92
North Lake Tahoe Marketing Co-op	0.00	177,100.00	2,195.00	0.00	0.00	179,295.00
Porter Simon*	80.00	0.00	0.00	0.00	0.00	80.00
Principal Financial Group	0.00	-211.52	-211.52	-368.39	-321.87	-1,113.30
Print Art/Sierra Mail*	0.00	0.00	1,144.88	0.00	0.00	1,144.88
RB Technologies	0.00	0.00	480.00	0.00	0.00	480.00
Ricoh USA	1,175.31	1,159.88	1,442.59	1,110.80	0.00	4,888.58
Rock & Rose Inc.	0.00	1,682.51	343.75	0.00	0.00	2,026.26
Ron Treabess	51.36	0.00	0.00	0.00	0.00	51.36
RRC Associates LLC	12,300.00	0.00	0.00	0.00	0.00	12,300.00
Sandy Evans Hall*	0.00	0.00	0.00	25.00	25.00	50.00
Sarah Winters	20.00	0.00	0.00	25.00	0.00	45.00
Scott Yorkey	0.00	0.00	5,000.00	0.00	0.00	5,000.00
SDBX Studio LLC, Inc.	0.00	7,846.15	0.00	0.00	0.00	7,846.15
Security Lock and Alarm, Inc.	85.00	0.00	0.00	0.00	0.00	85.00
Seventh Wave Productions*	0.00	84.33	0.00	0.00	0.00	84.33
Sierra Business Council*	0.00	500.00	0.00	0.00	0.00	500.00
Sierra Essentials	476.25	0.00	0.00	0.00	0.00	476.25
Southwest Gas Corporation*	278.77	0.00	0.00	0.00	0.00	278.77
Spectrum	0.00	-10.64	0.00	0.00	0.00	-10.64
Sprint	72.45	0.00	0.00	0.00	0.00	72.45
Stephen's Farmhouse	0.00	47.12	0.00	0.00	0.00	47.12
Tahoe Basics	0.00	0.00	321.00	0.00	0.00	321.00
Tahoe House, Inc.*	0.00	71.20	88.15	0.00	0.00	159.35
Tahoe Tech Group, Inc.	0.00	190.00	0.00	0.00	0.00	190.00
Tahoe Truckee Sierra Disposal*	0.00	64.43	0.00	0.00	0.00	64.43
Tahoe Weekly	0.00	0.00	330.00	0.00	0.00	330.00
The Abbi Agency*, Inc.	3,333.33	0.00	0.00	0.00	0.00	3,333.33
The Store...Copies and More	8.49	486.46	0.00	8.49	310.51	813.95
Verizon Wireless	119.45	0.00	0.00	0.00	0.00	119.45
Wholesale Resort Accessories, Inc.	66.00	143.00	0.00	0.00	0.00	209.00
Wolfdale's Cuisine Unique*	0.00	288.00	0.00	0.00	0.00	288.00
World Chamber Directory	0.00	60.00	0.00	0.00	0.00	60.00
YIG Administration	0.00	0.00	0.00	0.00	-42.45	-42.45
TOTAL	21,700.79	190,939.08	11,635.63	944.15	-299.80	224,919.85

North Lake Tahoe Resort Association

Profit & Loss

January 2017

	Jan 17	Jan 16	\$ Change
Ordinary Income/Expense			
Income			
4205-00 · Conference Dues	825.00	0.00	825.00
4050-00 · County of Placer TOT Funding	314,665.00	271,350.00	43,315.00
4200-00 · Membership Dues	12,057.92	3,410.00	8,647.92
4201-00 · New Member Fees	75.00	150.00	-75.00
4250-00 · Revenues-Membership Activities			
4251-00 · Revenue-Tue AM Breakfast Club	0.00	2,130.00	-2,130.00
4250-00 · Revenues-Membership Activities - Other	1,275.00	130.00	1,145.00
Total 4250-00 · Revenues-Membership Activities	1,275.00	2,260.00	-985.00
4502-00 · Non-Retail VIC income	0.00	-150.00	150.00
4600-00 · Commissions	152.31	1,154.55	-1,002.24
46000 · Merchandise Sales	1,761.17	1,526.14	235.03
Total Income	330,811.40	279,700.69	51,110.71
Cost of Goods Sold			
52900 · Purchases - Resale Items	54.00	0.00	54.00
Total COGS	54.00	0.00	54.00
Gross Profit	330,757.40	279,700.69	51,056.71
Expense			
5000-00 · Salaries & Wages			
5020-00 · P/R - Tax Expense	13,282.06	12,210.94	1,071.12
5030-00 · P/R - Health Insurance Expense	13,586.81	7,649.69	5,937.12
5040-00 · P/R - Workmans Comp	976.50	888.75	87.75
5060-00 · 401 (k)	2,626.23	2,723.04	-96.81
5070-00 · Other Benefits and Expenses	739.75	435.39	304.36
5000-00 · Salaries & Wages - Other	78,193.22	73,311.49	4,881.73
Total 5000-00 · Salaries & Wages	109,404.57	97,219.30	12,185.27
5100-00 · Rent			
5110-00 · Utilities	1,454.19	1,169.82	284.37
5140-00 · Repairs & Maintenance	2,015.84	1,458.45	557.39
5150-00 · Office - Cleaning	550.00	1,225.00	-675.00
5100-00 · Rent - Other	12,294.36	11,646.39	647.97
Total 5100-00 · Rent	16,314.39	15,499.66	814.73
5310-00 · Telephone			
5320-00 · Telephone	2,386.10	2,471.89	-85.79
Total 5310-00 · Telephone	2,386.10	2,471.89	-85.79
5420-00 · Mail - USPS			
5480-00 · Mail - Fed Ex	72.07	134.66	-62.59
5420-00 · Mail - USPS - Other	6.65	0.00	6.65
Total 5420-00 · Mail - USPS	78.72	134.66	-55.94
5510-00 · Insurance/Bonding	744.12	576.64	167.48
5520-00 · Supplies	658.08	410.18	247.90
5610-00 · Depreciation	233.02	881.34	-648.32
5700-00 · Equipment Support & Maintenance	849.99	459.00	390.99
5710-00 · Taxes, Licenses & Fees	737.13	923.27	-186.14
5740-00 · Equipment Rental/Leasing	1,204.40	1,286.46	-82.06
5800-00 · Training Seminars	0.00	1,515.48	-1,515.48
5900-00 · Professional Fees			
5910-00 · Professional Fees - Attorneys	80.00	0.00	80.00
5920-00 · Professional Fees - Accountant	427.00	9,452.32	-9,025.32
5900-00 · Professional Fees - Other	0.00	312.50	-312.50
Total 5900-00 · Professional Fees	507.00	9,764.82	-9,257.82
5941-00 · Research & Planning	13,550.00	1,130.00	12,420.00
6020-00 · Programs			
6016-00 · Community Marketing Programs	4,448.00	825.00	3,623.00

North Lake Tahoe Resort Association

Profit & Loss

January 2017

	Jan 17	Jan 16	\$ Change
Total 6020-00 · Programs	4,448.00	825.00	3,623.00
6420-00 · Sponsorship			
6420-01 · WinterWonderGrass_Tahoe	0.00	-400.00	400.00
6421-00 · New Event Development	825.00	0.00	825.00
6427-00 · USA Cycling	0.00	-10,986.46	10,986.46
Total 6420-00 · Sponsorship	825.00	-11,386.46	12,211.46
6423-00 · Membership Activities			
6437-00 · Tuesday Morning Breakfast Club	0.00	624.00	-624.00
6432-00 · Membership - Newsletter	0.00	525.00	-525.00
6434-00 · Community Awards Dinner	0.00	-1,405.00	1,405.00
6443-00 · Membership - Bridal Faire	0.00	550.00	-550.00
6423-00 · Membership Activities - Other	276.69	605.20	-328.51
Total 6423-00 · Membership Activities	276.69	899.20	-622.51
6730-00 · Marketing Cooperative/Media	177,100.00	191,800.00	-14,700.00
6742-00 · Non-NLT Co-Op Marketing Program	8,258.84	0.00	8,258.84
6743-00 · BACC Marketing Programs			
6743-01 · Shop Local	474.67	1,245.00	-770.33
6743-03 · Touch Lake Tahoe	3,333.33	200.00	3,133.33
6743-04 · High Notes	-60.00	0.00	-60.00
Total 6743-00 · BACC Marketing Programs	3,748.00	1,445.00	2,303.00
8100-00 · Cost of Goods Sold			
52500 · Purchase Discounts	0.00	-0.12	0.12
51100 · Freight and Shipping Costs	42.52	4.28	38.24
59900 · POS Inventory Adjustments	-55.76	359.14	-414.90
8100-00 · Cost of Goods Sold - Other	1,036.45	1,313.75	-277.30
Total 8100-00 · Cost of Goods Sold	1,023.21	1,677.05	-653.84
8200-00 · Associate Relations	128.43	0.00	128.43
8300-00 · Board Functions	163.44	948.50	-785.06
8500-00 · Credit Card Fees	455.28	430.56	24.72
8700-00 · Automobile Expenses	276.91	606.30	-329.39
8750-00 · Meals/Meetings	10.00	931.61	-921.61
8810-00 · Dues & Subscriptions	380.95	326.95	54.00
8910-00 · Travel	0.00	597.43	-597.43
8920-00 · Bad Debt	10,677.00	0.00	10,677.00
Total Expense	354,439.27	321,373.84	33,065.43
Net Ordinary Income	-23,681.87	-41,673.15	17,991.28
Net Income	-23,681.87	-41,673.15	17,991.28

North Lake Tahoe Resort Association

03/28/17

Balance Sheet

Accrual Basis

As of February 28, 2017

	Feb 28, 17	Feb 29, 16	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1001-00 · Petty Cash	889.55	1,041.18	-151.63
1003-00 · Cash - Operations BOTW #6712	433,048.04	1,019,645.92	-586,597.88
1007-00 · Cash - Payroll BOTW #7421	2,748.00	3,559.11	-811.11
1008-00 · Marketing Reserve - Plumas	50,068.06	0.00	50,068.06
1009-00 · Cash Flow Reserve - Plumas	100,181.53	0.00	100,181.53
1071-00 · Payroll Reserves BOTW #8163	29,581.56	23,675.40	5,906.16
1080-00 · Special Events BOTW #1626	92,476.46	2,677.04	89,799.42
10950 · Cash in Drawer	1,118.56	250.32	868.24
Total Checking/Savings	710,111.76	1,050,848.97	-340,737.21
Accounts Receivable			
1200-00 · Quickbooks Accounts Receivable	18,981.17	-180,216.36	199,197.53
1290-00 · A/R - TOT	0.00	8.00	-8.00
Total Accounts Receivable	18,981.17	-180,208.36	199,189.53
Other Current Assets			
1200-99 · AR Other	1,614.30	1,614.30	0.00
12000 · Undeposited Funds	177.07	10,832.89	-10,655.82
1201-00 · WebLink Accounts Receivable	31,155.00	71,985.00	-40,830.00
1201-02 · Allowance for Doubtful Accounts	-792.50	-3,000.00	2,207.50
12100 · Inventory Asset	31,075.95	23,395.84	7,680.11
1298 · Receivable from Employees	0.00	42.31	-42.31
1299 · Receivable from NLTMC	46,913.91	66,533.87	-19,619.96
1490-00 · Security Deposits	50.00	0.00	50.00
Total Other Current Assets	110,193.73	171,404.21	-61,210.48
Total Current Assets	839,286.66	1,042,044.82	-202,758.16
Fixed Assets			
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-67,880.87	-887.08
1740-00 · Computer Equipment	43,766.13	43,766.13	0.00
1741-00 · Accum. Depr. - Computer Equip	-42,756.32	-41,659.70	-1,096.62
1750-00 · Computer Software	40,080.06	34,993.97	5,086.09
1751-00 · Accum. Amort. - Software	-34,671.33	-33,493.19	-1,178.14
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00
1771-00 · Accum. Amort - Leasehold Impr	-24,200.73	-24,161.99	-38.74
Total Fixed Assets	6,501.67	4,616.16	1,885.51
Other Assets			
1400-00 · Prepaid Expenses			
1401-00 · Recruitment Fees	0.00	8,000.00	-8,000.00
1410-00 · Prepaid Insurance	528.82	3,122.27	-2,593.45
1430-00 · Prepaid 1st Class Postage	1,000.00	6,300.58	-5,300.58
1400-00 · Prepaid Expenses - Other	8,037.71	17,812.29	-9,774.58
Total 1400-00 · Prepaid Expenses	9,566.53	35,235.14	-25,668.61
Total Other Assets	9,566.53	35,235.14	-25,668.61
TOTAL ASSETS	855,354.86	1,081,896.12	-226,541.26
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000-00 · Accounts Payable	64,787.28	280,301.80	-215,514.52
2001-00 · Credit Card Payable	60.00	0.00	60.00
Total Accounts Payable	64,847.28	280,301.80	-215,454.52
Credit Cards			
2080-00 · Bank of the West - Master Cards			
2080-01 · MC_5901_Hall	357.21	1,774.49	-1,417.28
2080-02 · MC_8366_Jason	475.00	-94.09	569.09

North Lake Tahoe Resort Association

Balance Sheet

As of February 28, 2017

03/28/17

Accrual Basis

	Feb 28, 17	Feb 29, 16	\$ Change
2080-03 · MC_5950_Judy	0.00	424.52	-424.52
2080-04 · MC_5968_Ronald	0.00	53.97	-53.97
2080-05 · MC_5976_Greg	2,190.00	4,257.47	-2,067.47
2080-06 · MC_0375_Emily	1,112.98	-242.32	1,355.30
2080-07 · MC_6850_Ginger	0.00	4,290.13	-4,290.13
2080-08 · MC_5755_John	3,767.91	9,186.95	-5,419.04
2080-09 · MC_0319_Sarah	0.00	3,380.19	-3,380.19
2080-10 · MC_9495_AI	2,512.58	0.00	2,512.58
2080-00 · Bank of the West - Master Cards - Other	0.00	-52.68	52.68
Total 2080-00 · Bank of the West - Master Cards	10,415.68	22,978.63	-12,562.95
Total Credit Cards	10,415.68	22,978.63	-12,562.95
Other Current Liabilities			
21000 · Salaries/Wages/Payroll Liabilit			
2101-00 · Incentive Payable	1,522.20	36,218.90	-34,696.70
2102-00 · Commissions Payable	8,404.31	5,850.52	2,553.79
2100-00 · Salaries / Wages Payable	35,719.15	26,345.00	9,374.15
2120-00 · Empl. Federal Tax Payable	2,888.75	0.00	2,888.75
2175-00 · 401 (k) Plan	1,104.44	0.00	1,104.44
2180-00 · Estimated PTO Liability	60,648.50	56,488.29	4,160.21
24100 · Wage Garnishment Payable	0.00	789.53	-789.53
Total 21000 · Salaries/Wages/Payroll Liabilit	110,287.35	125,692.24	-15,404.89
2190-00 · Sales and Use Tax Payable			
25500 · *Sales Tax Payable	1,485.82	173.22	1,312.60
Total 2190-00 · Sales and Use Tax Payable	1,485.82	173.22	1,312.60
2250-00 · Accrued Expenses	0.31	12,500.00	-12,499.69
2400-60 · Deferred Revenue- Member Dues	84,652.50	89,053.71	-4,401.21
2650-00 · Deferred Rev - Events	0.00	220.30	-220.30
2651-00 · Deferred Rev - Conference	3,300.00	-1,100.10	4,400.10
2800-00 · Suspense	363.04	0.00	363.04
Total Other Current Liabilities	200,089.02	226,539.37	-26,450.35
Total Current Liabilities	275,351.98	529,819.80	-254,467.82
Total Liabilities	275,351.98	529,819.80	-254,467.82
Equity			
32000 · Unrestricted Net Assets	22,635.91	246,858.21	-224,222.30
3300-11 · Designated Marketing Reserve	254,324.57	316,694.00	-62,369.43
3301 · Cash Flow Reserve	100,133.30	0.00	100,133.30
3302 · Marketing Cash Reserve	50,049.97	0.00	50,049.97
Net Income	152,859.13	-11,475.89	164,335.02
Total Equity	580,002.88	552,076.32	27,926.56
TOTAL LIABILITIES & EQUITY	855,354.86	1,081,896.12	-226,541.26

North Lake Tahoe Resort Association

A/R Aging Summary

As of February 28, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
968 Park Hotel	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	550.00	550.00
Harrah's/Harveys Casino	3,230.00	0.00	0.00	0.00	0.00	3,230.00
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.01	0.00	0.00	0.00	90.80	90.81
IVCB Visitors Bureau	0.00	1,281.50	0.00	0.00	0.00	1,281.50
Northstar California	0.00	0.00	0.00	0.00	2,833.83	2,833.83
Resort at Squaw Creek*	0.00	0.00	4,727.65	0.00	0.00	4,727.65
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	1,919.27	1,919.27
Tahoe Biltmore Lodge & Casino	0.00	0.00	0.00	0.00	187.74	187.74
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	639.50	639.50
Tahoma Lodge	0.00	0.00	0.00	0.00	200.00	200.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	550.00	550.00
The Ridge Tahoe	392.22	0.00	0.00	0.00	550.00	942.22
The Ritz-Carlton	0.00	0.00	0.00	1,278.65	0.00	1,278.65
TOTAL	3,622.23	1,281.50	4,727.65	1,278.65	8,071.14	18,981.17

Accounts Receivable Summary

Invoices With Apply Dates Through February 28, 2017

Aged as of Tuesday, February 28, 2017

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	0.00	0.00	0.00	85.00	85.00
Dues		0.00	3,515.00	23,770.00	1,185.00	1,575.00	895.00	30,940.00
Email Blast		0.00	150.00	0.00	0.00	0.00	0.00	150.00
New Member Fees		0.00	75.00	0.00	0.00	0.00	0.00	75.00
TMBC		0.00	165.00	0.00	0.00	0.00	0.00	165.00
Total Open Invoices		0.00	3,905.00	23,770.00	1,185.00	1,575.00	980.00	31,415.00

Unapplied Payments With Payment
Dates Prior to and Including
02/28/2017

5.00

Pre-Payments: Payments Made Prior to 02/28/2017 on Invoices With Apply Dates After 02/28/2017

Dues	255.00
Total Pre-Payments	255.00

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

31,155.00

North Lake Tahoe Resort Association

A/P Aging Summary

As of February 28, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
Airport Self Storage	248.00	0.00	0.00	0.00	0.00	248.00
Al Priester	12.48	0.00	19.98	0.00	16.99	49.45
Amber Burke	240.08	0.00	0.00	0.00	0.00	240.08
Anne-Karin Atwood*	25.00	0.00	0.00	0.00	0.00	25.00
Annie's Cleaning Service	550.00	0.00	0.00	0.00	0.00	550.00
AT & T*	385.51	0.00	0.00	0.00	0.00	385.51
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Bella Affair Catering*	0.00	671.88	0.00	0.00	0.00	671.88
Cal Chamber Member Services	270.00	0.00	0.00	0.00	0.00	270.00
California Travel Association	1,110.00	0.00	0.00	0.00	0.00	1,110.00
Cintas Corporation #623	114.40	0.00	0.00	0.00	0.00	114.40
CoPower	113.20	0.00	0.00	0.00	0.00	113.20
Dawn Baffone*	26.11	0.00	0.00	0.00	0.00	26.11
Emily Detwiler*	116.37	0.00	0.00	0.00	0.00	116.37
FP Mailing Solutions	274.67	0.00	0.00	0.00	0.00	274.67
Heidi Reeves	30.00	0.00	0.00	0.00	0.00	30.00
iPROMOTEu	9,564.10	0.00	0.00	0.00	0.00	9,564.10
John Thompson*	113.07	0.00	0.00	0.00	0.00	113.07
Kym Fabel	57.64	0.00	0.00	0.00	0.00	57.64
Lauren Sully	7.49	0.00	0.00	0.00	0.00	7.49
Moonshine Ink*, LLC	0.00	0.00	270.00	324.00	0.00	594.00
Natalie Parrish*	159.83	0.00	0.00	0.00	0.00	159.83
North Lake Tahoe Marketing Co-op	0.00	0.00	0.00	2,195.00	0.00	2,195.00
North Tahoe Business Association*	10,000.00	0.00	0.00	0.00	0.00	10,000.00
Porter Simon*	840.00	0.00	0.00	0.00	0.00	840.00
Principal Financial Group	0.00	25.28	-211.52	-211.52	-690.26	-1,088.02
Ricoh USA	1,286.40	0.00	0.00	0.00	0.00	1,286.40
Rock & Rose Inc.	1,505.00	0.00	0.00	0.00	0.00	1,505.00
Ron Treabess	137.19	0.00	0.00	0.00	0.00	137.19
Sandy Evans Hall*	37.00	0.00	0.00	0.00	0.00	37.00
Sarah Winters	25.00	0.00	0.00	0.00	0.00	25.00
Shearer Design	137.50	0.00	0.00	0.00	0.00	137.50
Sierra Nevada Media Group*, Inc.	315.00	0.00	0.00	0.00	0.00	315.00
Sierra State Parks Foundation*	119.40	0.00	0.00	0.00	0.00	119.40
Southwest Gas Corporation*	197.45	0.00	0.00	0.00	0.00	197.45
Spectrum	0.00	-16.45	0.00	0.00	0.00	-16.45
Sprint	72.46	0.00	0.00	0.00	0.00	72.46
Squaw Valley Resort*	30,000.00	0.00	0.00	0.00	0.00	30,000.00
Swigard's True Value Hardware, Inc.*	17.20	0.00	0.00	0.00	0.00	17.20
Tahoe House, Inc.*	0.00	188.01	71.20	0.00	0.00	259.21
Tahoe Tech Group, Inc.	0.00	0.00	190.00	0.00	0.00	190.00
Tahoe Truckee Sierra Disposal*	225.77	0.00	0.00	0.00	0.00	225.77
The Abbi Agency*, Inc.	0.00	3,333.33	0.00	0.00	0.00	3,333.33
The Store...Copies and More	194.36	54.66	0.00	0.00	0.00	249.02
USPS - Incline Village	225.00	0.00	0.00	0.00	0.00	225.00
Verizon Wireless	119.45	0.00	0.00	0.00	0.00	119.45
Wholesale Resort Accessories, Inc.	114.00	0.00	0.00	0.00	0.00	114.00
World Chamber Directory	0.00	0.00	60.00	0.00	0.00	60.00
YIG Administration	0.00	0.00	0.00	0.00	-42.45	-42.45
TOTAL	58,986.13	4,256.71	399.66	2,307.48	-1,102.70	64,847.28

North Lake Tahoe Resort Association

Profit & Loss

February 2017

	Feb 17	Feb 16	\$ Change
Ordinary Income/Expense			
Income			
4205-00 · Conference Dues	825.00	0.00	825.00
4050-00 · County of Placer TOT Funding	314,665.00	271,350.00	43,315.00
4200-00 · Membership Dues	13,100.58	10,206.29	2,894.29
4201-00 · New Member Fees	75.00	-65.00	140.00
4250-00 · Revenues-Membership Activities			
4251-00 · Revenue-Tue AM Breakfast Club	1,305.00	1,035.00	270.00
4250-00 · Revenues-Membership Activities - Other	1,150.00	5,453.00	-4,303.00
Total 4250-00 · Revenues-Membership Activities	2,455.00	6,488.00	-4,033.00
4502-00 · Non-Retail VIC income	0.00	-150.00	150.00
4600-00 · Commissions			
4601-00 · Commissions - South Shore	3,622.22	14,600.40	-10,978.18
4600-00 · Commissions - Other	-2,175.04	8,849.93	-11,024.97
Total 4600-00 · Commissions	1,447.18	23,450.33	-22,003.15
46000 · Merchandise Sales	1,526.32	2,898.90	-1,372.58
Total Income	334,094.08	314,178.52	19,915.56
Gross Profit	334,094.08	314,178.52	19,915.56
Expense			
5850-00 · Artist of Month - Commissions	336.00	0.00	336.00
5000-00 · Salaries & Wages			
5020-00 · P/R - Tax Expense	7,849.87	7,199.55	650.32
5030-00 · P/R - Health Insurance Expense	12,688.16	13,310.62	-622.46
5040-00 · P/R - Workmans Comp	976.50	3,772.99	-2,796.49
5060-00 · 401 (k)	2,730.08	2,207.04	523.04
5070-00 · Other Benefits and Expenses	194.75	250.89	-56.14
5000-00 · Salaries & Wages - Other	78,885.16	72,734.11	6,151.05
Total 5000-00 · Salaries & Wages	103,324.52	99,475.20	3,849.32
5100-00 · Rent			
5110-00 · Utilities	1,039.45	1,303.33	-263.88
5140-00 · Repairs & Maintenance	1,838.33	1,471.35	366.98
5150-00 · Office - Cleaning	550.00	550.00	0.00
5100-00 · Rent - Other	12,294.36	11,196.39	1,097.97
Total 5100-00 · Rent	15,722.14	14,521.07	1,201.07
5310-00 · Telephone			
5320-00 · Telephone	2,465.67	2,305.11	160.56
Total 5310-00 · Telephone	2,465.67	2,305.11	160.56
5420-00 · Mail - USPS			
5480-00 · Mail - Fed Ex	0.00	38.43	-38.43
5420-00 · Mail - USPS - Other	225.00	225.00	0.00
Total 5420-00 · Mail - USPS	225.00	263.43	-38.43
5510-00 · Insurance/Bonding	264.42	1,320.27	-1,055.85
5520-00 · Supplies			
5525-00 · Supplies- Computer <\$1000	0.00	332.61	-332.61
5520-00 · Supplies - Other	1,008.42	1,849.52	-841.10
Total 5520-00 · Supplies	1,008.42	2,182.13	-1,173.71
5610-00 · Depreciation	233.02	518.80	-285.78
5700-00 · Equipment Support & Maintenance	83.33	1,050.99	-967.66
5710-00 · Taxes, Licenses & Fees	130.08	383.91	-253.83
5740-00 · Equipment Rental/Leasing	1,311.62	1,682.84	-371.22
5800-00 · Training Seminars	199.00	17.08	181.92
5900-00 · Professional Fees			
5921-00 · Professional Fees - Other	11,827.07	0.00	11,827.07
5910-00 · Professional Fees - Attorneys	840.00	240.00	600.00
5920-00 · Professional Fees - Accountant	0.00	10,806.48	-10,806.48
Total 5900-00 · Professional Fees	12,667.07	11,046.48	1,620.59

North Lake Tahoe Resort Association

Profit & Loss

February 2017

	Feb 17	Feb 16	\$ Change
5941-00 · Research & Planning	0.00	7,970.00	-7,970.00
6420-00 · Sponsorship			
6420-01 · WinterWonderGrass_Tahoe	15,000.00	0.00	15,000.00
6421-00 · New Event Development	2,989.00	10,000.00	-7,011.00
6420-00 · Sponsorship - Other	123,464.10	0.00	123,464.10
Total 6420-00 · Sponsorship	141,453.10	10,000.00	131,453.10
6423-00 · Membership Activities			
6437-00 · Tuesday Morning Breakfast Club	0.00	783.00	-783.00
6432-00 · Membership - Newsletter	0.00	250.00	-250.00
6434-00 · Community Awards Dinner	0.00	-593.80	593.80
6442-00 · Public Relations/Website	0.00	880.75	-880.75
6443-00 · Membership - Bridal Faire	75.63	1,295.00	-1,219.37
6423-00 · Membership Activities - Other	948.57	197.41	751.16
Total 6423-00 · Membership Activities	1,024.20	2,812.36	-1,788.16
6730-00 · Marketing Cooperative/Media	164,171.00	116,400.00	47,771.00
6742-00 · Non-NLT Co-Op Marketing Program	-868.81	1,347.01	-2,215.82
6743-00 · BACC Marketing Programs			
6743-01 · Shop Local	1,053.02	990.00	63.02
6743-03 · Touch Lake Tahoe	3,333.33	800.00	2,533.33
Total 6743-00 · BACC Marketing Programs	4,386.35	1,790.00	2,596.35
8100-00 · Cost of Goods Sold			
59900 · POS Inventory Adjustments	-182.75	-73.55	-109.20
8100-00 · Cost of Goods Sold - Other	924.45	1,667.49	-743.04
Total 8100-00 · Cost of Goods Sold	741.70	1,593.94	-852.24
8200-00 · Associate Relations	204.48	0.00	204.48
8300-00 · Board Functions	188.15	0.00	188.15
8500-00 · Credit Card Fees	328.52	597.35	-268.83
8700-00 · Automobile Expenses	425.29	471.37	-46.08
8750-00 · Meals/Meetings	225.64	170.58	55.06
8810-00 · Dues & Subscriptions	2,435.94	481.03	1,954.91
8910-00 · Travel	2,699.25	1,392.39	1,306.86
8920-00 · Bad Debt	981.75	0.00	981.75
Total Expense	456,366.85	279,793.34	176,573.51
Net Ordinary Income	-122,272.77	34,385.18	-156,657.95
Net Income	-122,272.77	34,385.18	-156,657.95

North Lake Tahoe Resort Association

Profit & Loss by Class

July 2016 through February 2017

	11 - Marketing	30 - Conference	41 - Transportation	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
Ordinary Income/Expense								
Income								
4205-00 · Conference Dues	0.00	6,600.00	0.00	0.00	0.00	0.00	0.00	6,600.00
4050-00 · County of Placer TOT Funding	1,777,120.00	193,064.00	176,144.00	222,816.00	148,376.00	0.00	0.00	2,517,320.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	92,923.80	0.00	92,923.80
4201-00 · New Member Fees	0.00	0.00	0.00	0.00	0.00	600.00	0.00	600.00
4250-00 · Revenues-Membership Activities								
4251-00 · Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	4,649.42	0.00	4,649.42
4250-02 · Tourism Summit	0.00	0.00	0.00	0.00	0.00	1,100.00	0.00	1,100.00
4250-00 · Revenues-Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	6,796.00	0.00	6,796.00
Total 4250-00 · Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	12,545.42	0.00	12,545.42
4252-00 · Revenue - Sponsorships	0.00	0.00	0.00	0.00	0.00	500.00	0.00	500.00
4502-00 · Non-Retail VIC Income	0.00	0.00	0.00	5,192.00	0.00	0.00	0.00	5,192.00
4600-00 · Commissions								
4601-00 · Commissions - South Shore	0.00	9,245.17	0.00	0.00	0.00	0.00	0.00	9,245.17
4600-00 · Commissions - Other	0.00	90,568.98	0.00	0.00	0.00	0.00	0.00	90,568.98
Total 4600-00 · Commissions	0.00	99,814.15	0.00	0.00	0.00	0.00	0.00	99,814.15
46000 · Merchandise Sales	0.00	0.00	0.00	54,339.30	0.00	0.00	0.00	54,339.30
Total Income	1,777,120.00	299,478.15	176,144.00	282,147.30	148,376.00	106,569.22	0.00	2,789,834.67
Cost of Goods Sold								
52900 · Purchases - Resale Items	0.00	0.00	0.00	54.00	0.00	0.00	0.00	54.00
Total COGS	0.00	0.00	0.00	54.00	0.00	0.00	0.00	54.00
Gross Profit	1,777,120.00	299,478.15	176,144.00	282,093.30	148,376.00	106,569.22	0.00	2,789,780.67
Expense								
5850-00 · Artist of Month - Commissions	0.00	0.00	0.00	2,048.21	0.00	0.00	0.00	2,048.21
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	11,000.00	0.00	0.00	0.00	0.00	-11,000.00	0.00	0.00
5010-00 · Sales Commissions	0.00	34,943.32	0.00	0.00	0.00	0.00	0.00	34,943.32
5020-00 · P/R - Tax Expense	15,341.58	11,144.33	4,479.17	12,284.63	4,060.47	4,088.27	13,630.70	65,029.15
5030-00 · P/R - Health Insurance Expense	29,914.32	10,507.56	3,802.21	14,471.00	3,802.25	5,463.90	12,791.03	80,752.27
5040-00 · P/R - Workmans Comp	538.80	361.68	134.70	426.58	134.70	157.18	471.35	2,244.99
5050-00 · 401 (k)	5,767.63	5,223.71	2,103.53	4,432.67	2,103.53	430.58	1,373.34	21,434.99
5070-00 · Other Benefits and Expenses	1,087.08	485.84	60.49	385.84	60.41	69.07	505.77	2,654.50
5000-00 · Salaries & Wages - Other	159,912.30	92,001.87	48,275.10	112,249.24	48,692.57	36,294.77	161,217.15	658,643.00
Total 5000-00 · Salaries & Wages	223,561.71	154,688.31	58,855.20	144,249.96	58,853.93	35,503.77	189,989.34	865,702.22
5100-00 · Rent								
5110-00 · Utilities	1,060.12	533.12	230.10	3,968.21	230.10	366.56	832.77	7,220.98
5140-00 · Repairs & Maintenance	1,017.33	526.33	309.41	1,097.54	309.41	329.57	2,371.33	5,960.92
5150-00 · Office - Cleaning	1,476.89	738.49	295.41	949.24	295.41	516.91	1,230.05	5,502.40
5100-00 · Rent - Other	15,084.72	7,222.40	2,888.96	51,836.58	2,888.96	5,615.68	13,065.60	96,602.88
Total 5100-00 · Rent	18,639.06	9,020.34	3,723.88	57,851.55	3,723.88	6,828.72	17,499.75	117,287.18
5310-00 · Telephone								
5320-00 · Telephone	4,069.92	1,908.95	1,579.47	2,623.18	1,579.45	1,874.61	5,840.62	19,476.20
5350-00 · Internet	224.85	0.00	0.00	0.00	0.00	0.00	0.00	224.85
Total 5310-00 · Telephone	4,294.77	1,908.95	1,579.47	2,623.18	1,579.45	1,874.61	5,840.62	19,701.05
5420-00 · Mail - USPS								
5470-00 · Mail - UPS	100.00	100.00	50.00	50.00	50.00	400.00	250.00	1,000.00
5480-00 · Mail - Fed Ex	31.13	0.00	0.00	471.69	0.00	0.00	24.02	526.84
5420-00 · Mail - USPS - Other	315.50	164.06	100.96	164.06	100.96	325.96	322.15	1,493.65
Total 5420-00 · Mail - USPS	446.63	264.06	150.96	685.75	150.96	725.96	596.17	3,020.49
5510-00 · Insurance/Bonding	1,108.76	1,108.75	175.05	1,458.87	175.05	525.20	1,283.82	5,835.50
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	177.14	0.00	129.00	0.00	129.00	511.78	257.99	1,204.91
5520-00 · Supplies - Other	1,308.46	283.91	110.82	1,452.72	110.82	993.76	3,513.81	7,774.30
Total 5520-00 · Supplies	1,485.60	283.91	239.82	1,452.72	239.82	1,505.54	3,771.80	8,979.21
5530-00 · Visitor Communications - Other	0.00	0.00	0.00	-109.00	0.00	0.00	0.00	-109.00
5610-00 · Depreciation	250.35	128.50	70.24	405.61	70.24	82.62	540.45	1,548.01
5700-00 · Equipment Support & Maintenance	1,281.34	594.22	179.84	1,592.94	179.84	603.47	4,008.59	8,440.24
5710-00 · Taxes, Licenses & Fees	309.67	154.27	94.93	154.27	94.93	95.93	6,712.22	7,616.22
5740-00 · Equipment Rental/Leasing	1,111.80	1,056.03	933.24	3,182.20	933.24	2,028.48	1,310.94	10,555.93
5800-00 · Training Seminars	2,280.61	0.00	0.00	0.00	0.00	892.11	2,199.00	5,371.72
5815 · Training Video Series	7,534.05	0.00	0.00	0.00	0.00	0.00	0.00	7,534.05
5820 · Sales CRM/CMS	2,373.94	0.00	0.00	0.00	0.00	0.00	0.00	2,373.94
5900-00 · Professional Fees								
5921-00 · Professional Fees - Other	0.00	0.00	0.00	0.00	0.00	0.00	11,827.07	11,827.07
5910-00 · Professional Fees - Attorneys	0.00	0.00	0.00	0.00	0.00	0.00	1,980.00	1,980.00
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	35,862.00	35,862.00
5900-00 · Professional Fees - Other	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00	1,250.00
Total 5900-00 · Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	50,919.07	50,919.07
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	3,000.00
5941-00 · Research & Planning	12,300.00	0.00	3,159.00	0.00	2,659.55	0.00	0.00	18,118.55
5948-00 · Transportation Projects								
5953-00 · Summer Traffic Management (S-2)	0.00	0.00	-1,593.65	0.00	0.00	0.00	0.00	-1,593.65
Total 5948-00 · Transportation Projects	0.00	0.00	-1,593.65	0.00	0.00	0.00	0.00	-1,593.65
6020-00 · Programs								
6015-00 · Cross Country	4,000.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00
6016-00 · Community Marketing Programs	35,648.00	0.00	0.00	0.00	0.00	0.00	0.00	35,648.00
Total 6020-00 · Programs	39,648.00	0.00	0.00	0.00	0.00	0.00	0.00	39,648.00
6023-00 · Autumn Food & Wine								
6025-00 · AFW- Postage	17.88	0.00	0.00	0.00	0.00	0.00	0.00	17.88
6028-00 · AFW-Operations	1,925.00	0.00	0.00	0.00	0.00	0.00	0.00	1,925.00
6030-00 · AFW-Media	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6023-00 · Autumn Food & Wine - Other	29,349.98	0.00	0.00	0.00	0.00	0.00	0.00	29,349.98
Total 6023-00 · Autumn Food & Wine	32,792.86	0.00	0.00	0.00	0.00	0.00	0.00	32,792.86
6420-00 · Sponsorship								
6420-01 · WinterWonderGrass_ Tahoe	15,400.00	0.00	0.00	0.00	0.00	0.00	0.00	15,400.00
6421-00 · New Event Development	9,225.88	0.00	0.00	0.00	0.00	0.00	50.00	9,275.88
6428-00 · Dues & Subscriptions	109.40	0.00	0.00	0.00	0.00	0.00	0.00	109.40
6420-00 · Sponsorship - Other	321,614.10	0.00	0.00	0.00	0.00	0.00	0.00	321,614.10
Total 6420-00 · Sponsorship	346,349.38	0.00	0.00	0.00	0.00	0.00	50.00	346,399.38
6423-00 · Membership Activities								
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	4,185.00	0.00	4,185.00

North Lake Tahoe Resort Association

Profit & Loss by Class

July 2016 through February 2017

	11 - Marketing	30 - Conference	41 - Transportation	42 - VIC	50 - Infrastructure	60 - Membership	70 - Administration	TOTAL
6432-00 - Membership - Newsletter	0.00	0.00	0.00	0.00	0.00	2,001.24	0.00	2,001.24
6441-00 - Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00	37.05	0.00	37.05
6442-00 - Public Relations/Website	0.00	0.00	0.00	0.00	0.00	81.00	0.00	81.00
6443-00 - Membership - Bridal Faire	0.00	0.00	0.00	0.00	0.00	75.63	0.00	75.63
6423-00 - Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	6,120.01	0.00	6,120.01
Total 6423-00 - Membership Activities	0.00	0.00	0.00	0.00	0.00	12,499.93	0.00	12,499.93
6490-00 - Classified Ads	50.00	0.00	0.00	0.00	0.00	225.00	0.00	275.00
6600-00 - Promotions/Giveaways	32.14	0.00	0.00	0.00	0.00	0.00	0.00	32.14
6701-00 - Market Study Reports/Research	402.40	0.00	0.00	0.00	0.00	0.00	0.00	402.40
6730-00 - Marketing Cooperative/Media	887,787.64	73,333.36	0.00	0.00	0.00	0.00	0.00	961,121.00
6742-00 - Non-NLT Co-Op Marketing Program	8,890.67	0.00	0.00	0.00	0.00	0.00	0.00	8,890.67
6743-00 - BACC Marketing Programs								
6743-01 - Shop Local	4,316.02	0.00	0.00	0.00	0.00	0.00	0.00	4,316.02
6743-03 - Touch Lake Tahoe	13,333.32	0.00	0.00	0.00	0.00	0.00	0.00	13,333.32
6743-04 - High Notes	3,313.32	0.00	0.00	0.00	0.00	0.00	0.00	3,313.32
6743-05 - Peak Your Adventure	976.80	0.00	0.00	0.00	0.00	0.00	0.00	976.80
Total 6743-00 - BACC Marketing Programs	21,939.46	0.00	0.00	0.00	0.00	0.00	0.00	21,939.46
7500-00 - Trade Shows/Travel	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00
8100-00 - Cost of Goods Sold								
52500 - Purchase Discounts	0.00	0.00	0.00	-982.94	0.00	0.00	0.00	-982.94
51100 - Freight and Shipping Costs	0.00	0.00	0.00	1,055.14	0.00	0.00	0.00	1,055.14
59900 - POS Inventory Adjustments	0.00	0.00	0.00	237.04	0.00	0.00	0.00	237.04
8100-00 - Cost of Goods Sold - Other	0.00	0.00	0.00	28,532.91	0.00	0.00	0.00	28,532.91
Total 8100-00 - Cost of Goods Sold	0.00	0.00	0.00	28,842.15	0.00	0.00	0.00	28,842.15
8200-00 - Associate Relations	381.49	0.00	0.00	355.19	0.00	0.00	2,045.76	2,782.44
8300-00 - Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	1,631.78	1,631.78
8500-00 - Credit Card Fees	45.00	0.00	22.50	1,830.41	22.50	2,156.55	339.05	4,416.01
8700-00 - Automobile Expenses	1,123.15	147.96	401.40	756.86	401.41	372.21	71.57	3,274.56
8750-00 - Meals/Meetings	1,468.94	0.00	115.98	726.91	351.63	177.20	176.96	3,017.62
8810-00 - Dues & Subscriptions	2,738.75	815.00	4.50	447.80	4.50	1,671.98	1,332.65	7,015.18
8910-00 - Travel	8,545.96	0.00	0.00	213.48	0.00	0.00	0.00	8,759.44
8920-00 - Bad Debt	0.00	0.00	0.00	0.00	0.00	17,017.50	0.00	17,017.50
Total Expense	1,628,989.13	243,503.66	71,112.36	248,769.06	69,440.93	84,786.78	290,319.54	2,636,921.46
Net Ordinary Income	148,130.87	55,974.49	105,031.64	33,324.24	78,935.07	21,782.44	-290,319.54	152,859.21
Other Income/Expense								
Other Expense								
Balancing Adjustments	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.08
8990-00 - Allocated	139,353.42	31,935.15	31,935.15	29,031.95	31,935.16	26,128.79	-290,319.62	0.00
Total Other Expense	139,353.42	31,935.15	31,935.15	29,031.95	31,935.16	26,128.79	-290,319.54	0.08
Net Other Income	-139,353.42	-31,935.15	-31,935.15	-29,031.95	-31,935.16	-26,128.79	290,319.54	-0.08
Net Income	8,777.45	24,039.34	73,096.49	4,292.29	46,999.91	-4,346.35	0.00	152,859.13

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Prev Year Comparison

July 2016 through February 2017

	Jul '16 - Feb 17	Jul '15 - Feb 16	\$ Change	% Change
Ordinary Income/Expense				
Income				
4205-00 · Conference Dues	6,600.00	0.00	6,600.00	100.0%
4050-00 · County of Placer TOT Funding	2,517,320.00	2,170,760.00	346,560.00	16.0%
4200-00 · Membership Dues	92,923.80	83,927.37	8,996.43	10.7%
4201-00 · New Member Fees	600.00	480.00	140.00	30.4%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	4,649.42	7,965.00	-3,315.58	-41.6%
4250-02 · Tourism Summit	1,100.00	0.00	1,100.00	100.0%
4250-00 · Revenues-Membership Activities - Other	6,796.00	21,703.54	-14,907.54	-68.7%
Total 4250-00 · Revenues-Membership Activities	12,545.42	29,868.54	-17,123.12	-57.7%
4252-00 · Revenue - Sponsorships	500.00	500.00	0.00	0.0%
4350-00 · Special Events (Marketing)	0.00	15,000.00	-15,000.00	-100.0%
4502-00 · Non-Retail VIC Income	5,192.00	2,634.10	2,557.90	97.1%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	9,245.17	13,711.34	-4,466.17	-32.6%
4600-00 · Commissions - Other	90,568.98	143,812.95	-53,243.97	-37.0%
Total 4600-00 · Commissions	99,814.15	157,524.29	-57,710.14	-36.6%
46000 · Merchandise Sales	54,339.30	52,084.11	2,255.19	4.3%
Total Income	2,789,834.67	2,512,558.41	277,276.26	11.0%
Cost of Goods Sold				
52900 · Purchases - Resale Items	54.00	0.00	54.00	100.0%
Total COGS	54.00	0.00	54.00	100.0%
Gross Profit	2,789,780.67	2,512,558.41	277,222.26	11.0%
Expense				
5850-00 · Artist of Month - Commissions	2,048.21	0.00	2,048.21	100.0%
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0.00	0.00	0.00	0.0%
5010-00 · Sales Commissions	34,943.32	3,570.02	31,373.30	878.8%
5020-00 · P/R - Tax Expense	65,029.15	58,544.89	6,484.26	11.1%
5030-00 · P/R - Health Insurance Expense	80,752.27	76,264.62	4,487.65	7.3%
5040-00 · P/R - Workmans Comp	2,244.99	8,275.10	-6,030.11	-72.9%
5060-00 · 401 (k)	21,434.99	23,285.84	-1,850.85	-8.0%
5070-00 · Other Benefits and Expenses	2,654.50	4,750.98	-2,096.48	-44.1%
5000-00 · Salaries & Wages - Other	658,643.00	657,177.86	1,465.14	0.2%
Total 5000-00 · Salaries & Wages	865,702.22	830,869.31	34,832.91	4.2%
5100-00 · Rent				
5110-00 · Utilities	7,220.98	8,104.12	-883.14	-10.9%
5140-00 · Repairs & Maintenance	5,960.92	3,842.88	2,118.04	55.1%
5150-00 · Office - Cleaning	5,502.40	5,345.00	157.40	2.9%
5100-00 · Rent - Other	98,602.88	91,377.87	7,225.01	7.9%
Total 5100-00 · Rent	117,287.18	108,669.87	8,617.31	7.9%
5310-00 · Telephone				
5320-00 · Telephone	19,476.20	19,092.23	383.97	2.0%
5350-00 · Internet	224.85	170.00	54.85	32.3%
Total 5310-00 · Telephone	19,701.05	19,262.23	438.82	2.3%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	290.30	709.70	244.5%
5480-00 · Mail - Fed Ex	528.84	754.65	-227.81	-30.2%
5420-00 · Mail - USPS - Other	1,493.65	916.94	576.71	62.9%
Total 5420-00 · Mail - USPS	3,020.49	1,961.89	1,058.60	54.0%
5510-00 · Insurance/Bonding	5,835.50	4,521.96	1,313.54	29.1%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	1,204.91	3,889.47	-2,684.56	-69.0%
5520-00 · Supplies - Other	7,774.30	8,970.58	-1,196.28	-13.3%
Total 5520-00 · Supplies	8,979.21	12,860.05	-3,880.84	-30.2%
5530-00 · Visitor Communications - Other	-109.00	35.44	-144.44	-407.6%
5610-00 · Depreciation	1,548.01	4,512.94	-2,964.93	-65.7%
5700-00 · Equipment Support & Maintenance	8,440.24	5,338.22	3,102.02	58.1%
5710-00 · Taxes, Licenses & Fees	7,616.22	6,347.47	1,268.75	20.0%
5740-00 · Equipment Rental/Leasing	10,555.93	11,503.87	-947.94	-8.2%
5800-00 · Training Seminars	5,371.72	3,391.68	1,980.04	58.4%
5815 · Training Video Series	7,534.05	0.00	7,534.05	100.0%
5820 · Sales CRM/CMS	2,373.94	0.00	2,373.94	100.0%
5900-00 · Professional Fees				
5921-00 · Professional Fees - Other	11,827.07	0.00	11,827.07	100.0%
5910-00 · Professional Fees - Attorneys	1,980.00	2,620.00	-640.00	-24.4%

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Accrual Basis

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

	Jul '16 - Feb 17	Jul '15 - Feb 16	\$ Change	% Change
5920-00 · Professional Fees - Accountant	35,862.00	57,170.68	-21,308.68	-37.3%
5900-00 · Professional Fees - Other	1,250.00	312.50	937.50	300.0%
Total 5900-00 · Professional Fees	50,919.07	60,103.18	-9,184.11	-15.3%
5940-00 · Research & Planning Membership	3,000.00	0.00	3,000.00	100.0%
5941-00 · Research & Planning	18,118.55	41,601.00	-23,482.45	-56.5%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	0.00	-1,593.65	-100.0%
Total 5948-00 · Transportation Projects	-1,593.65	0.00	-1,593.65	-100.0%
6020-00 · Programs				
6015-00 · Cross Country	4,000.00	0.00	4,000.00	100.0%
6016-00 · Community Marketing Programs	35,648.00	3,430.57	32,217.43	939.1%
Total 6020-00 · Programs	39,648.00	3,430.57	36,217.43	1,055.7%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	17.69	0.19	1.1%
6028-00 · AFW-Operations	1,925.00	0.00	1,925.00	100.0%
6030-00 · AFW-Media	1,500.00	0.00	1,500.00	100.0%
6023-00 · Autumn Food & Wine - Other	29,349.98	31,689.50	-2,339.52	-7.4%
Total 6023-00 · Autumn Food & Wine	32,792.86	31,707.19	1,085.67	3.4%
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	15,400.00	7,100.00	8,300.00	116.9%
6421-00 · New Event Development	9,275.88	11,155.15	-1,879.27	-16.9%
6422-00 · IronMan Lake Tahoe	0.00	387,460.47	-387,460.47	-100.0%
6427-00 · USA Cycling	0.00	-5,444.14	5,444.14	100.0%
6428-00 · Dues & Subscriptions	109.40	0.00	109.40	100.0%
6420-00 · Sponsorship - Other	321,614.10	12,225.00	309,389.10	2,530.8%
Total 6420-00 · Sponsorship	346,399.38	412,496.48	-66,097.10	-16.0%
6423-00 · Membership Activities				
6437-00 · Tuesday Morning Breakfast Club	4,185.00	3,506.00	679.00	19.4%
6432-00 · Membership - Newsletter	2,001.24	2,757.56	-756.32	-27.4%
6434-00 · Community Awards Dinner	0.00	-1,998.80	1,998.80	100.0%
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	64.83	-64.83	-100.0%
6441-00 · Membership - Miscellaneous Exp	37.05	69.24	-32.19	-46.5%
6442-00 · Public Relations/Website	81.00	2,463.25	-2,382.25	-96.7%
6443-00 · Membership - Bridal Faire	75.63	3,087.42	-3,011.79	-97.6%
6423-00 · Membership Activities - Other	6,120.01	10,377.07	-4,257.06	-41.0%
Total 6423-00 · Membership Activities	12,499.93	20,326.57	-7,826.64	-38.5%
6490-00 · Classified Ads	275.00	0.00	275.00	100.0%
6600-00 · Promotions/Giveaways	32.14	0.00	32.14	100.0%
6701-00 · Market Study Reports/Research	402.40	314.61	87.79	27.9%
6730-00 · Marketing Cooperative/Media	961,121.00	839,515.00	121,606.00	14.5%
6742-00 · Non-NLT Co-Op Marketing Program	8,690.67	10,054.58	-1,363.91	-13.6%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,316.02	8,370.43	-4,054.41	-48.4%
6743-03 · Touch Lake Tahoe	13,333.32	21,000.00	-7,666.68	-36.5%
6743-04 · High Notes	3,313.32	16,000.00	-12,686.68	-79.3%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
Total 6743-00 · BACC Marketing Programs	21,939.46	45,370.43	-23,430.97	-51.6%
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-982.94	-7.34	-975.60	-13,291.6%
51100 · Freight and Shipping Costs	1,055.14	712.62	342.52	48.1%
59900 · POS Inventory Adjustments	237.04	-247.73	484.77	195.7%
8100-00 · Cost of Goods Sold - Other	28,532.91	27,510.99	1,021.92	3.7%
Total 8100-00 · Cost of Goods Sold	28,842.15	27,968.54	873.61	3.1%
8200-00 · Associate Relations	2,782.44	3,439.37	-656.93	-19.1%
8300-00 · Board Functions	1,631.78	1,494.90	136.88	9.2%
8500-00 · Credit Card Fees	4,416.01	4,538.85	-120.84	-2.7%
8700-00 · Automobile Expenses	3,274.56	4,910.39	-1,635.83	-33.3%
8750-00 · Meals/Meetings	3,017.62	3,992.22	-974.60	-24.4%
8810-00 · Dues & Subscriptions	7,015.18	6,003.34	1,011.84	16.9%
8910-00 · Travel	8,759.44	4,574.27	4,185.17	91.5%
8920-00 · Bad Debt	17,017.50	0.00	17,017.50	100.0%
8930-00 · Prior Period Adjustments	0.00	-7,080.12	7,080.12	100.0%
Total Expense	2,636,921.46	2,524,034.30	112,887.16	4.5%
Net Ordinary Income	152,859.21	-11,475.89	164,335.10	1,432.0%
Other Income/Expense				
Other Expense				

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Accrual Basis

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

	Jul '16 - Feb 17	Jul '15 - Feb 16	\$ Change	% Change
Balancing Adjustments	0.08	0.00	0.08	100.0%
8990-00 - Allocated	0.00	0.00	0.00	0.0%
Total Other Expense	0.08	0.00	0.08	100.0%
Net Other Income	-0.08	0.00	-0.08	-100.0%
Net Income	152,859.13	-11,475.89	164,335.02	1,432.0%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

July 2016 through February 2017

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4205-00 · Conference Dues	6,600.00			
4050-00 · County of Placer TOT Funding	2,517,320.00	2,170,760.00	346,560.00	116.0%
4200-00 · Membership Dues	92,923.80	83,927.37	8,996.43	110.7%
4201-00 · New Member Fees	600.00	460.00	140.00	130.4%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	4,649.42	8,010.00	-3,360.58	58.0%
4250-02 · Tourism Summit	1,100.00			
4250-00 · Revenues-Membership Activities - Other	6,796.00	21,703.54	-14,907.54	31.3%
Total 4250-00 · Revenues-Membership Activities	12,545.42	29,713.54	-17,168.12	42.2%
4252-00 · Revenue - Sponsorships	500.00	500.00	0.00	100.0%
4350-00 · Special Events (Marketing)	0.00	15,000.00	-15,000.00	0.0%
4502-00 · Non-Retail VIC Income	5,192.00	2,634.10	2,557.90	197.1%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	9,245.17	13,711.34	-4,466.17	67.4%
4600-00 · Commissions - Other	90,568.98	143,812.95	-53,243.97	63.0%
Total 4600-00 · Commissions	99,814.15	157,524.29	-57,710.14	63.4%
46000 · Merchandise Sales	54,339.30	52,084.11	2,255.19	104.3%
Total Income	2,789,834.67	2,512,603.41	277,231.26	111.0%
Cost of Goods Sold				
52900 · Purchases - Resale Items	54.00	0.00	54.00	100.0%
Total COGS	54.00	0.00	54.00	100.0%
Gross Profit	2,789,780.67	2,512,603.41	277,177.26	111.0%
Expense				
5850-00 · Artist of Month - Commissions	2,048.21			
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	34,943.32	3,570.02	31,373.30	978.8%
5020-00 · P/R - Tax Expense	65,029.15	56,420.07	8,609.08	115.3%
5030-00 · P/R - Health Insurance Expense	80,752.27	75,082.37	5,669.90	107.6%
5040-00 · P/R - Workmans Comp	2,244.99	8,275.10	-6,030.11	27.1%
5060-00 · 401 (k)	21,434.99	20,236.25	1,198.74	105.9%
5070-00 · Other Benefits and Expenses	2,654.50	3,961.45	-1,306.95	67.0%
5000-00 · Salaries & Wages - Other	658,643.00	656,905.71	1,737.29	100.3%
Total 5000-00 · Salaries & Wages	865,702.22	824,450.97	41,251.25	105.0%
5100-00 · Rent				
5110-00 · Utilities	7,220.98	8,104.12	-883.14	89.1%
5140-00 · Repairs & Maintenance	5,960.92	3,842.88	2,118.04	155.1%
5150-00 · Office - Cleaning	5,502.40	5,345.00	157.40	102.9%
5100-00 · Rent - Other	98,602.88	91,377.87	7,225.01	107.9%
Total 5100-00 · Rent	117,287.18	108,669.87	8,617.31	107.9%
5310-00 · Telephone				
5320-00 · Telephone	19,476.20	18,920.96	555.24	102.9%
5350-00 · Internet	224.85	170.00	54.85	132.3%
5310-00 · Telephone - Other	0.00	171.27	-171.27	0.0%
Total 5310-00 · Telephone	19,701.05	19,262.23	438.82	102.3%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	290.30	709.70	344.5%
5480-00 · Mail - Fed Ex	526.84	754.65	-227.81	69.8%
5420-00 · Mail - USPS - Other	1,493.65	916.94	576.71	162.9%
Total 5420-00 · Mail - USPS	3,020.49	1,961.89	1,058.60	154.0%
5510-00 · Insurance/Bonding	5,835.50	4,521.96	1,313.54	129.0%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	1,204.91	3,889.47	-2,684.56	31.0%
5520-00 · Supplies - Other	7,774.30	8,898.74	-1,124.44	87.4%
Total 5520-00 · Supplies	8,979.21	12,788.21	-3,809.00	70.2%
5530-00 · Visitor Communications - Other	-109.00	35.44	-144.44	-307.6%
5610-00 · Depreciation	1,548.01	4,512.94	-2,964.93	34.3%
5700-00 · Equipment Support & Maintenance	8,440.24	5,338.22	3,102.02	158.1%
5710-00 · Taxes, Licenses & Fees	7,616.22	6,417.21	1,199.01	118.7%
5740-00 · Equipment Rental/Leasing	10,555.93	11,503.87	-947.94	91.8%
5800-00 · Training Seminars	5,371.72	3,391.68	1,980.04	158.4%
5815 · Training Video Series	7,534.05			
5820 · Sales CRM/CMS	2,373.94			
5900-00 · Professional Fees				
5921-00 · Professional Fees - Other	11,827.07			

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

July 2016 through February 2017

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
5910-00 · Professional Fees - Attorneys	1,980.00	2,620.00	-640.00	75.6%
5920-00 · Professional Fees - Accountant	35,862.00	57,170.68	-21,308.68	62.7%
5900-00 · Professional Fees - Other	1,250.00	312.50	937.50	400.0%
Total 5900-00 · Professional Fees	50,919.07	60,103.18	-9,184.11	84.7%
5940-00 · Research & Planning Membership	3,000.00			
5941-00 · Research & Planning	18,118.55	41,601.00	-23,482.45	43.6%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	0.00	-1,593.65	100.0%
Total 5948-00 · Transportation Projects	-1,593.65	0.00	-1,593.65	100.0%
6020-00 · Programs				
6015-00 · Cross Country	4,000.00			
6016-00 · Community Marketing Programs	35,648.00	3,430.57	32,217.43	1,039.1%
Total 6020-00 · Programs	39,648.00	3,430.57	36,217.43	1,155.7%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	17.69	0.19	101.1%
6028-00 · AFW-Operations	1,925.00			
6030-00 · AFW-Media	1,500.00			
6023-00 · Autumn Food & Wine - Other	29,349.98	31,689.50	-2,339.52	92.6%
Total 6023-00 · Autumn Food & Wine	32,792.86	31,707.19	1,085.67	103.4%
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	15,400.00	7,100.00	8,300.00	216.9%
6421-00 · New Event Development	9,275.88	11,155.15	-1,879.27	83.2%
6422-00 · IronMan Lake Tahoe	0.00	387,460.47	-387,460.47	0.0%
6427-00 · USA Cycling	0.00	-5,444.14	5,444.14	0.0%
6428-00 · Dues & Subscriptions	109.40			
6420-00 · Sponsorship - Other	321,614.10	12,225.00	309,389.10	2,630.8%
Total 6420-00 · Sponsorship	346,399.38	412,496.48	-66,097.10	84.0%
6423-00 · Membership Activities				
6437-00 · Tuesday Morning Breakfast Club	4,185.00	3,506.00	679.00	119.4%
6432-00 · Membership - Newsletter	2,001.24	2,757.56	-756.32	72.6%
6434-00 · Community Awards Dinner	0.00	-1,998.80	1,998.80	0.0%
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	64.83	-64.83	0.0%
6441-00 · Membership - Miscellaneous Exp	37.05	69.24	-32.19	53.5%
6442-00 · Public Relations/Website	81.00	2,463.25	-2,382.25	3.3%
6443-00 · Membership - Bridal Faire	75.63	3,087.42	-3,011.79	2.4%
6423-00 · Membership Activities - Other	6,120.01	10,377.07	-4,257.06	59.0%
Total 6423-00 · Membership Activities	12,499.93	20,326.57	-7,826.64	61.5%
6490-00 · Classified Ads	275.00	0.00	275.00	100.0%
6600-00 · Promotions/Giveaways	32.14			
6701-00 · Market Study Reports/Research	402.40	314.61	87.79	127.9%
6730-00 · Marketing Cooperative/Media	961,121.00	839,515.00	121,606.00	114.5%
6742-00 · Non-NLT Co-Op Marketing Program	8,690.67	10,054.58	-1,363.91	86.4%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,316.02	8,370.43	-4,054.41	51.6%
6743-03 · Touch Lake Tahoe	13,333.32	21,000.00	-7,666.68	63.5%
6743-04 · High Notes	3,313.32	16,000.00	-12,686.68	20.7%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
Total 6743-00 · BACC Marketing Programs	21,939.46	45,370.43	-23,430.97	48.4%
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-982.94	-7.34	-975.60	13,391.6%
51100 · Freight and Shipping Costs	1,055.14	712.62	342.52	148.1%
59900 · POS Inventory Adjustments	237.04	-247.73	484.77	-95.7%
8100-00 · Cost of Goods Sold - Other	28,532.91	27,510.99	1,021.92	103.7%
Total 8100-00 · Cost of Goods Sold	28,842.15	27,968.54	873.61	103.1%
8200-00 · Associate Relations	2,782.44	3,439.37	-656.93	80.9%
8300-00 · Board Functions	1,631.78	1,494.90	136.88	109.2%
8500-00 · Credit Card Fees	4,416.01	4,536.85	-120.84	97.3%
8700-00 · Automobile Expenses	3,274.56	4,910.39	-1,635.83	66.7%
8750-00 · Meals/Meetings	3,017.62	3,992.22	-974.60	75.6%
8810-00 · Dues & Subscriptions	7,015.18	6,003.34	1,011.84	116.9%
8910-00 · Travel	8,759.44	4,603.25	4,156.19	190.3%
8920-00 · Bad Debt	17,017.50			
8930-00 · Prior Period Adjustments	0.00	-7,080.12	7,080.12	0.0%
Total Expense	2,636,921.46	2,517,642.84	119,278.62	104.7%
Net Ordinary Income	152,859.21	-5,039.43	157,898.64	-3,033.3%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

July 2016 through February 2017

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Other Income/Expense				
Other Expense				
Balancing Adjustments	0.08			
Total Other Expense	0.08	0.00	0.08	100.0%
Net Other Income	-0.08	0.00	-0.08	100.0%
Net Income	152,859.13	-5,039.43	157,898.56	-3,033.3%

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
July 2016 through February 2017

	Jul '16 - Feb 17	Budget	Jul '16 - Feb 17	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4205-00 · Conference Dues	6,600.00		6,600.00		
4050-00 · County of Placer TOT Funding	2,517,320.00	2,517,323.40	2,517,320.00	2,517,323.40	3,775,985.00
4200-00 · Membership Dues	92,923.80	82,071.68	92,923.80	82,071.68	125,580.00
4201-00 · New Member Fees	600.00	2,666.68	600.00	2,666.68	4,000.00
4250-00 · Revenues-Membership Activities					
4251-00 · Revenue-Tue AM Breakfast Club	4,649.42	6,400.00	4,649.42	6,400.00	9,600.00
4250-02 · Tourism Summit	1,100.00		1,100.00		
4250-00 · Revenues-Membership Activities - Other	6,796.00	25,800.00	6,796.00	25,800.00	70,050.00
Total 4250-00 · Revenues-Membership Activities	12,545.42	32,200.00	12,545.42	32,200.00	79,650.00
4252-00 · Revenue - Sponsorships	500.00	3,100.00	500.00	3,100.00	7,000.00
4502-00 · Non-Retail VIC Income	5,192.00	5,096.00	5,192.00	5,096.00	7,644.00
4503 · Visitor Guide Income	0.00	3,000.00	0.00	3,000.00	3,000.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	9,245.17	0.00	9,245.17	0.00	0.00
4600-00 · Commissions - Other	90,568.98	92,017.00	90,568.98	92,017.00	135,000.00
Total 4600-00 · Commissions	99,814.15	92,017.00	99,814.15	92,017.00	135,000.00
46000 · Merchandise Sales	54,339.30	72,953.00	54,339.30	72,953.00	114,886.00
Total Income	2,789,834.67	2,810,427.76	2,789,834.67	2,810,427.76	4,252,745.00
Cost of Goods Sold					
52900 · Purchases - Resale Items	54.00	0.00	54.00	0.00	0.00
Total COGS	54.00	0.00	54.00	0.00	0.00
Gross Profit	2,789,780.67	2,810,427.76	2,789,780.67	2,810,427.76	4,252,745.00
Expense					
5850-00 · Artist of Month - Commissions	2,048.21		2,048.21		
5000-00 · Salaries & Wages					
5010-00 · Sales Commissions	34,943.32	17,333.36	34,943.32	17,333.36	26,000.00
5020-00 · P/R - Tax Expense	65,029.15	66,320.70	65,029.15	66,320.70	101,297.00
5030-00 · P/R - Health Insurance Expense	80,752.27	105,924.90	80,752.27	105,924.90	152,836.00
5040-00 · P/R - Workmans Comp	2,244.99	9,771.40	2,244.99	9,771.40	14,657.00
5060-00 · 401 (k)	21,434.99	26,145.50	21,434.99	26,145.50	39,937.00
5070-00 · Other Benefits and Expenses	2,654.50	4,876.34	2,654.50	4,876.34	7,328.00
5000-00 · Salaries & Wages - Other	658,643.00	783,671.30	658,643.00	783,671.30	1,197,072.00
Total 5000-00 · Salaries & Wages	865,702.22	1,014,043.50	865,702.22	1,014,043.50	1,539,127.00
5100-00 · Rent					
5110-00 · Utilities	7,220.98	10,870.68	7,220.98	10,870.68	16,306.00
5140-00 · Repairs & Maintenance	5,960.92	5,271.36	5,960.92	5,271.36	7,907.00
5150-00 · Office - Cleaning	5,502.40	6,294.72	5,502.40	6,294.72	9,442.00
5100-00 · Rent - Other	98,602.88	96,666.12	98,602.88	96,666.12	144,999.00
Total 5100-00 · Rent	117,287.18	119,102.88	117,287.18	119,102.88	178,654.00
5310-00 · Telephone					
5320-00 · Telephone	19,476.20	18,498.08	19,476.20	18,498.08	27,647.00
5350-00 · Internet	224.85	0.00	224.85	0.00	0.00
Total 5310-00 · Telephone	19,701.05	18,498.08	19,701.05	18,498.08	27,647.00
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	1,000.00	0.00	1,000.00	0.00	0.00
5480-00 · Mail - Fed Ex	526.84	0.00	526.84	0.00	0.00
5420-00 · Mail - USPS - Other	1,493.65	1,940.04	1,493.65	1,940.04	2,860.00
Total 5420-00 · Mail - USPS	3,020.49	1,940.04	3,020.49	1,940.04	2,860.00
5510-00 · Insurance/Bonding	5,835.50	5,733.44	5,835.50	5,733.44	8,600.00
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	1,204.91	0.00	1,204.91	0.00	0.00
5520-00 · Supplies - Other	7,774.30	11,100.04	7,774.30	11,100.04	16,650.00
Total 5520-00 · Supplies	8,979.21	11,100.04	8,979.21	11,100.04	16,650.00
5530-00 · Visitor Communications - Other	-109.00	200.00	-109.00	200.00	460.00
5610-00 · Depreciation	1,548.01	4,940.72	1,548.01	4,940.72	7,411.00
5700-00 · Equipment Support & Maintenance	8,440.24	8,614.04	8,440.24	8,614.04	12,921.00
5710-00 · Taxes, Licenses & Fees	7,616.22	6,661.44	7,616.22	6,661.44	9,992.00
5740-00 · Equipment Rental/Leasing	10,555.93	12,377.48	10,555.93	12,377.48	18,566.00
5800-00 · Training Seminars	5,371.72	9,000.00	5,371.72	9,000.00	15,715.00
5810-00 · Public Outreach	0.00	1,130.00	0.00	1,130.00	1,130.00
5815 · Training Video Series	7,534.05	20,000.00	7,534.05	20,000.00	20,000.00
5820 · Sales CRM/CMS	2,373.94	21,000.00	2,373.94	21,000.00	21,000.00
5900-00 · Professional Fees					
5921-00 · Professional Fees - Other	11,827.07		11,827.07		
5910-00 · Professional Fees - Attorneys	1,980.00	0.00	1,980.00	0.00	0.00
5920-00 · Professional Fees - Accountant	35,862.00	0.00	35,862.00	0.00	0.00
5900-00 · Professional Fees - Other	1,250.00	18,350.00	1,250.00	18,350.00	21,000.00
Total 5900-00 · Professional Fees	50,919.07	18,350.00	50,919.07	18,350.00	21,000.00
5940-00 · Research & Planning Membership	3,000.00	4,000.00	3,000.00	4,000.00	5,000.00
5941-00 · Research & Planning	18,118.55	68,252.00	18,118.55	68,252.00	90,000.00
5948-00 · Transportation Projects					
5953-00 · Summer Traffic Management (S-2)	-1,593.65	10,000.00	-1,593.65	10,000.00	47,000.00
Total 5948-00 · Transportation Projects	-1,593.65	10,000.00	-1,593.65	10,000.00	47,000.00

North Lake Tahoe Resort Association
Profit & Loss Budget Performance
 July 2016 through February 2017

	Jul '16 - Feb 17	Budget	Jul '16 - Feb 17	YTD Budget	Annual Budget
6020-00 · Programs					
6015-00 · Cross Country	4,000.00		4,000.00		
6016-00 · Community Marketing Programs	35,648.00	60,000.00	35,648.00	60,000.00	80,000.00
Total 6020-00 · Programs	39,648.00	60,000.00	39,648.00	60,000.00	80,000.00
6023-00 · Autumn Food & Wine					
6025-00 · AFW- Postage	17.88	0.00	17.88	0.00	0.00
6028-00 · AFW-Operations	1,925.00		1,925.00		
6030-00 · AFW-Media	1,500.00		1,500.00		
6023-00 · Autumn Food & Wine - Other	29,349.98	0.00	29,349.98	0.00	0.00
Total 6023-00 · Autumn Food & Wine	32,792.86	0.00	32,792.86	0.00	0.00
6420-00 · Sponsorship					
6420-01 · WinterWonderGrass_Tahoe	15,400.00	0.00	15,400.00	0.00	0.00
6421-00 · New Event Development	9,275.88	0.00	9,275.88	0.00	0.00
6428-00 · Dues & Subscriptions	109.40		109.40		
6420-00 · Sponsorship - Other	321,614.10	420,000.00	321,614.10	420,000.00	524,000.00
Total 6420-00 · Sponsorship	346,399.38	420,000.00	346,399.38	420,000.00	524,000.00
6423-00 · Membership Activities					
6437-00 · Tuesday Morning Breakfast Club	4,185.00	5,666.68	4,185.00	5,666.68	8,500.00
6432-00 · Membership - Newsletter	2,001.24	0.00	2,001.24	0.00	0.00
6441-00 · Membership - Miscellaneous Exp	37.05	0.00	37.05	0.00	0.00
6442-00 · Public Relations/Website	81.00	0.00	81.00	0.00	0.00
6443-00 · Membership - Bridal Faire	75.63	0.00	75.63	0.00	0.00
6423-00 · Membership Activities - Other	6,120.01	17,024.00	6,120.01	17,024.00	35,000.00
Total 6423-00 · Membership Activities	12,499.93	22,690.68	12,499.93	22,690.68	43,500.00
6490-00 · Classified Ads	275.00	500.00	275.00	500.00	750.00
6600-00 · Promotions/Giveaways	32.14		32.14		
6701-00 · Market Study Reports/Research	402.40	0.00	402.40	0.00	0.00
6730-00 · Marketing Cooperative/Media	961,121.00	949,608.00	961,121.00	949,608.00	1,265,000.00
6740-00 · Media/Collateral/Production	0.00	3,333.36	0.00	3,333.36	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program	8,690.67	65,143.00	8,690.67	65,143.00	84,000.00
6743-00 · BACC Marketing Programs					
6743-01 · Shop Local	4,316.02	0.00	4,316.02	0.00	0.00
6743-03 · Touch Lake Tahoe	13,333.32	0.00	13,333.32	0.00	0.00
6743-04 · High Notes	3,313.32	0.00	3,313.32	0.00	0.00
6743-05 · Peak Your Adventure	976.80	0.00	976.80	0.00	0.00
6743-00 · BACC Marketing Programs - Other	0.00	53,600.00	0.00	53,600.00	80,000.00
Total 6743-00 · BACC Marketing Programs	21,939.46	53,600.00	21,939.46	53,600.00	80,000.00
7253-00 · Conference - PUD	0.00	0.00	0.00	0.00	8,000.00
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	0.00	0.00
8100-00 · Cost of Goods Sold					
52500 · Purchase Discounts	-982.94	0.00	-982.94	0.00	0.00
51100 · Freight and Shipping Costs	1,055.14	0.00	1,055.14	0.00	0.00
59900 · POS Inventory Adjustments	237.04	0.00	237.04	0.00	0.00
8100-00 · Cost of Goods Sold - Other	28,532.91	41,810.00	28,532.91	41,810.00	61,212.00
Total 8100-00 · Cost of Goods Sold	28,842.15	41,810.00	28,842.15	41,810.00	61,212.00
8200-00 · Associate Relations	2,782.44	4,450.00	2,782.44	4,450.00	5,050.00
8300-00 · Board Functions	1,631.78	2,750.00	1,631.78	2,750.00	4,600.00
8500-00 · Credit Card Fees	4,416.01	4,080.00	4,416.01	4,080.00	7,120.00
8700-00 · Automobile Expenses	3,274.56	5,286.72	3,274.56	5,286.72	7,930.00
8750-00 · Meals/Meetings	3,017.62	4,016.76	3,017.62	4,016.76	6,850.00
8810-00 · Dues & Subscriptions	7,015.18	6,640.04	7,015.18	6,640.04	9,700.00
8910-00 · Travel	8,759.44	9,498.72	8,759.44	9,498.72	16,298.00
8920-00 · Bad Debt	17,017.50		17,017.50		
Total Expense	2,636,921.46	3,008,350.94	2,636,921.46	3,008,350.94	4,252,743.00
Net Ordinary Income	152,859.21	-197,923.18	152,859.21	-197,923.18	2.00
Other Income/Expense					
Other Expense					
Balancing Adjustments	0.08		0.08		
8990-00 · Allocated	0.00	-198,525.00	0.00	-198,525.00	2.00
Total Other Expense	0.08	-198,525.00	0.08	-198,525.00	2.00
Net Other Income	-0.08	198,525.00	-0.08	198,525.00	-2.00
Net Income	152,859.13	601.82	152,859.13	601.82	0.00

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

All Departments

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4205-00 · Conference Dues	6,600.00			
4050-00 · County of Placer TOT Funding	2,517,320.00	2,517,323.40	-3.40	100.0%
4200-00 · Membership Dues	92,923.80	82,071.68	10,852.12	113.2%
4201-00 · New Member Fees	600.00	2,666.68	-2,066.68	22.5%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	4,649.42	6,400.00	-1,750.58	72.6%
4250-02 · Tourism Summit	1,100.00			
4250-00 · Revenues-Membership Activities - Other	6,796.00	25,800.00	-19,004.00	26.3%
Total 4250-00 · Revenues-Membership Activities	12,545.42	32,200.00	-19,654.58	39.0%
4252-00 · Revenue - Sponsorships	500.00	3,100.00	-2,600.00	16.1%
4502-00 · Non-Retail VIC Income	5,192.00	5,096.00	96.00	101.9%
4503 · Visitor Guide Income	0.00	3,000.00	-3,000.00	0.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	9,245.17	0.00	9,245.17	100.0%
4600-00 · Commissions - Other	90,568.98	92,017.00	-1,448.02	98.4%
Total 4600-00 · Commissions	99,814.15	92,017.00	7,797.15	108.5%
46000 · Merchandise Sales	54,339.30	72,953.00	-18,613.70	74.5%
Total Income	2,789,834.67	2,810,427.76	-20,593.09	99.3%
Cost of Goods Sold				
52900 · Purchases - Resale Items	54.00	0.00	54.00	100.0%
Total COGS	54.00	0.00	54.00	100.0%
Gross Profit	2,789,780.67	2,810,427.76	-20,647.09	99.3%
Expense				
5850-00 · Artist of Month - Commissions	2,048.21			
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	34,943.32	17,333.36	17,609.96	201.6%
5020-00 · P/R - Tax Expense	65,029.15	66,320.70	-1,291.55	98.1%
5030-00 · P/R - Health Insurance Expense	80,752.27	105,924.90	-25,172.63	76.2%
5040-00 · P/R - Workmans Comp	2,244.99	9,771.40	-7,526.41	23.0%
5060-00 · 401 (k)	21,434.99	26,145.50	-4,710.51	82.0%
5070-00 · Other Benefits and Expenses	2,654.50	4,876.34	-2,221.84	54.4%
5000-00 · Salaries & Wages - Other	658,643.00	783,671.30	-125,028.30	84.0%
Total 5000-00 · Salaries & Wages	865,702.22	1,014,043.50	-148,341.28	85.4%
5100-00 · Rent				
5110-00 · Utilities	7,220.98	10,870.68	-3,649.70	66.4%
5140-00 · Repairs & Maintenance	5,960.92	5,271.36	689.56	113.1%
5150-00 · Office - Cleaning	5,502.40	6,294.72	-792.32	87.4%
5100-00 · Rent - Other	98,602.88	96,666.12	1,936.76	102.0%
Total 5100-00 · Rent	117,287.18	119,102.88	-1,815.70	98.5%
5310-00 · Telephone				
5320-00 · Telephone	19,476.20	18,498.08	978.12	105.3%
5350-00 · Internet	224.85	0.00	224.85	100.0%
Total 5310-00 · Telephone	19,701.05	18,498.08	1,202.97	106.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	1,000.00	0.00	1,000.00	100.0%
5480-00 · Mail - Fed Ex	526.84	0.00	526.84	100.0%
5420-00 · Mail - USPS - Other	1,493.65	1,940.04	-446.39	77.0%
Total 5420-00 · Mail - USPS	3,020.49	1,940.04	1,080.45	155.7%
5510-00 · Insurance/Bonding	5,835.50	5,733.44	102.06	101.8%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	1,204.91	0.00	1,204.91	100.0%
5520-00 · Supplies - Other	7,774.30	11,100.04	-3,325.74	70.0%
Total 5520-00 · Supplies	8,979.21	11,100.04	-2,120.83	80.9%
5530-00 · Visitor Communications - Other	-109.00	200.00	-309.00	-54.5%
5610-00 · Depreciation	1,548.01	4,940.72	-3,392.71	31.3%
5700-00 · Equipment Support & Maintenance	8,440.24	8,614.04	-173.80	98.0%
5710-00 · Taxes, Licenses & Fees	7,616.22	6,661.44	954.78	114.3%
5740-00 · Equipment Rental/Leasing	10,555.93	12,377.48	-1,821.55	85.3%
5800-00 · Training Seminars	5,371.72	9,000.00	-3,628.28	59.7%
5810-00 · Public Outreach	0.00	1,130.00	-1,130.00	0.0%
5815 · Training Video Series	7,534.05	20,000.00	-12,465.95	37.7%
5820 · Sales CRM/CMS	2,373.94	21,000.00	-18,626.06	11.3%
5900-00 · Professional Fees				
5921-00 · Professional Fees - Other	11,827.07			

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

All Departments

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
5910-00 · Professional Fees - Attorneys	1,980.00	0.00	1,980.00	100.0%
5920-00 · Professional Fees - Accountant	35,862.00	0.00	35,862.00	100.0%
5900-00 · Professional Fees - Other	1,250.00	18,350.00	-17,100.00	6.8%
Total 5900-00 · Professional Fees	50,919.07	18,350.00	32,569.07	277.5%
5940-00 · Research & Planning Membership	3,000.00	4,000.00	-1,000.00	75.0%
5941-00 · Research & Planning	18,118.55	68,252.00	-50,133.45	26.5%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	10,000.00	-11,593.65	-15.9%
Total 5948-00 · Transportation Projects	-1,593.65	10,000.00	-11,593.65	-15.9%
6020-00 · Programs				
6015-00 · Cross Country	4,000.00			
6016-00 · Community Marketing Programs	35,648.00	60,000.00	-24,352.00	59.4%
Total 6020-00 · Programs	39,648.00	60,000.00	-20,352.00	66.1%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	0.00	17.88	100.0%
6028-00 · AFW-Operations	1,925.00			
6030-00 · AFW-Media	1,500.00			
6023-00 · Autumn Food & Wine - Other	29,349.98	0.00	29,349.98	100.0%
Total 6023-00 · Autumn Food & Wine	32,792.86	0.00	32,792.86	100.0%
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	15,400.00	0.00	15,400.00	100.0%
6421-00 · New Event Development	9,275.88	0.00	9,275.88	100.0%
6428-00 · Dues & Subscriptions	109.40			
6420-00 · Sponsorship - Other	321,614.10	420,000.00	-98,385.90	76.6%
Total 6420-00 · Sponsorship	346,399.38	420,000.00	-73,600.62	82.5%
6423-00 · Membership Activities				
6437-00 · Tuesday Morning Breakfast Club	4,185.00	5,666.68	-1,481.68	73.9%
6432-00 · Membership - Newsletter	2,001.24	0.00	2,001.24	100.0%
6441-00 · Membership - Miscellaneous Exp	37.05	0.00	37.05	100.0%
6442-00 · Public Relations/Website	81.00	0.00	81.00	100.0%
6443-00 · Membership - Bridal Faire	75.63	0.00	75.63	100.0%
6423-00 · Membership Activities - Other	6,120.01	17,024.00	-10,903.99	35.9%
Total 6423-00 · Membership Activities	12,499.93	22,690.68	-10,190.75	55.1%
6490-00 · Classified Ads	275.00	500.00	-225.00	55.0%
6600-00 · Promotions/Giveaways	32.14			
6701-00 · Market Study Reports/Research	402.40	0.00	402.40	100.0%
6730-00 · Marketing Cooperative/Media	961,121.00	949,608.00	11,513.00	101.2%
6740-00 · Media/Collateral/Production	0.00	3,333.36	-3,333.36	0.0%
6742-00 · Non-NLT Co-Op Marketing Program	8,690.67	65,143.00	-56,452.33	13.3%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,316.02	0.00	4,316.02	100.0%
6743-03 · Touch Lake Tahoe	13,333.32	0.00	13,333.32	100.0%
6743-04 · High Notes	3,313.32	0.00	3,313.32	100.0%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
6743-00 · BACC Marketing Programs - Other	0.00	53,600.00	-53,600.00	0.0%
Total 6743-00 · BACC Marketing Programs	21,939.46	53,600.00	-31,660.54	40.9%
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-982.94	0.00	-982.94	100.0%
51100 · Freight and Shipping Costs	1,055.14	0.00	1,055.14	100.0%
59900 · POS Inventory Adjustments	237.04	0.00	237.04	100.0%
8100-00 · Cost of Goods Sold - Other	28,532.91	41,810.00	-13,277.09	68.2%
Total 8100-00 · Cost of Goods Sold	28,842.15	41,810.00	-12,967.85	69.0%
8200-00 · Associate Relations	2,782.44	4,450.00	-1,667.56	62.5%
8300-00 · Board Functions	1,631.78	2,750.00	-1,118.22	59.3%
8500-00 · Credit Card Fees	4,416.01	4,080.00	336.01	108.2%
8700-00 · Automobile Expenses	3,274.56	5,286.72	-2,012.16	61.9%
8750-00 · Meals/Meetings	3,017.62	4,016.76	-999.14	75.1%
8810-00 · Dues & Subscriptions	7,015.18	6,640.04	375.14	105.6%
8910-00 · Travel	8,759.44	9,498.72	-739.28	92.2%
8920-00 · Bad Debt	17,017.50			
Total Expense	2,636,921.46	3,008,350.94	-371,429.48	87.7%
Net Ordinary Income	152,859.21	-197,923.18	350,782.39	-77.2%
Other Income/Expense				
Other Expense				
Balancing Adjustments	0.08			

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
All Departments

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
8990-00 - Allocated	0.00	-198,525.00	198,525.00	0.0%
Total Other Expense	0.08	-198,525.00	198,525.08	-0.0%
Net Other Income	-0.08	198,525.00	-198,525.08	-0.0%
Net Income	152,859.13	601.82	152,257.31	25,399.5%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

11 - Marketing

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,777,120.00	1,777,121.32	-1.32	100.0%
Total Income	1,777,120.00	1,777,121.32	-1.32	100.0%
Gross Profit	1,777,120.00	1,777,121.32	-1.32	100.0%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	11,000.00	16,500.00	-5,500.00	66.7%
5020-00 · P/R - Tax Expense	15,341.58	15,749.30	-407.72	97.4%
5030-00 · P/R - Health Insurance Expense	29,914.32	30,025.60	-111.28	99.6%
5040-00 · P/R - Workmans Comp	538.80	870.00	-331.20	61.9%
5060-00 · 401 (k)	5,767.63	5,532.30	235.33	104.3%
5070-00 · Other Benefits and Expenses	1,087.08	1,806.68	-719.60	60.2%
5000-00 · Salaries & Wages - Other	159,912.30	192,081.60	-32,169.30	83.3%
Total 5000-00 · Salaries & Wages	223,561.71	262,565.48	-39,003.77	85.1%
5100-00 · Rent				
5110-00 · Utilities	1,060.12	1,400.00	-339.88	75.7%
5140-00 · Repairs & Maintenance	1,017.33	1,000.00	17.33	101.7%
5150-00 · Office - Cleaning	1,476.89	2,016.00	-539.11	73.3%
5100-00 · Rent - Other	15,084.72	13,213.36	1,871.36	114.2%
Total 5100-00 · Rent	18,639.06	17,629.36	1,009.70	105.7%
5310-00 · Telephone				
5320-00 · Telephone	4,069.92	3,533.36	536.56	115.2%
5350-00 · Internet	224.85	0.00	224.85	100.0%
Total 5310-00 · Telephone	4,294.77	3,533.36	761.41	121.5%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	100.00	0.00	100.00	100.0%
5480-00 · Mail - Fed Ex	31.13	0.00	31.13	100.0%
5420-00 · Mail - USPS - Other	315.50	500.00	-184.50	63.1%
Total 5420-00 · Mail - USPS	446.63	500.00	-53.37	89.3%
5510-00 · Insurance/Bonding	1,108.76	1,333.36	-224.60	83.2%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	177.14	0.00	177.14	100.0%
5520-00 · Supplies - Other	1,308.46	2,000.00	-691.54	65.4%
Total 5520-00 · Supplies	1,485.60	2,000.00	-514.40	74.3%
5610-00 · Depreciation	250.35	1,306.00	-1,055.65	19.2%
5700-00 · Equipment Support & Maintenance	1,281.34	2,488.00	-1,206.66	51.5%
5710-00 · Taxes, Licenses & Fees	309.67	333.36	-23.69	92.9%
5740-00 · Equipment Rental/Leasing	1,111.80	1,333.36	-221.56	83.4%
5800-00 · Training Seminars	2,280.61	2,000.00	280.61	114.0%
5815 · Training Video Series	7,534.05	15,000.00	-7,465.95	50.2%
5820 · Sales CRM/CMS	2,373.94	21,000.00	-18,626.06	11.3%
5941-00 · Research & Planning	12,300.00	10,000.00	2,300.00	123.0%
6020-00 · Programs				
6015-00 · Cross Country	4,000.00			
6016-00 · Community Marketing Programs	35,648.00	60,000.00	-24,352.00	59.4%
Total 6020-00 · Programs	39,648.00	60,000.00	-20,352.00	66.1%
6023-00 · Autumn Food & Wine				
6025-00 · AFW- Postage	17.88	0.00	17.88	100.0%
6028-00 · AFW-Operations	1,925.00			
6030-00 · AFW-Media	1,500.00			
6023-00 · Autumn Food & Wine - Other	29,349.98	0.00	29,349.98	100.0%
Total 6023-00 · Autumn Food & Wine	32,792.86	0.00	32,792.86	100.0%
6420-00 · Sponsorship				
6420-01 · WinterWonderGrass_Tahoe	15,400.00	0.00	15,400.00	100.0%
6421-00 · New Event Development	9,225.88	0.00	9,225.88	100.0%
6428-00 · Dues & Subscriptions	109.40			
6420-00 · Sponsorship - Other	321,614.10	420,000.00	-98,385.90	76.6%
Total 6420-00 · Sponsorship	346,349.38	420,000.00	-73,650.62	82.5%
6490-00 · Classified Ads	50.00			
6600-00 · Promotions/Giveaways	32.14			
6701-00 · Market Study Reports/Research	402.40	0.00	402.40	100.0%
6730-00 · Marketing Cooperative/Media	887,787.64	869,608.00	18,179.64	102.1%
6742-00 · Non-NLT Co-Op Marketing Program	8,690.67	65,143.00	-56,452.33	13.3%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	4,316.02	0.00	4,316.02	100.0%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

11 - Marketing

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
6743-03 · Touch Lake Tahoe	13,333.32	0.00	13,333.32	100.0%
6743-04 · High Notes	3,313.32	0.00	3,313.32	100.0%
6743-05 · Peak Your Adventure	976.80	0.00	976.80	100.0%
6743-00 · BACC Marketing Programs - Other	0.00	53,600.00	-53,600.00	0.0%
Total 6743-00 · BACC Marketing Programs	21,939.46	53,600.00	-31,660.54	40.9%
7500-00 · Trade Shows/Travel	15.00	0.00	15.00	100.0%
8200-00 · Associate Relations	381.49	600.00	-218.51	63.6%
8500-00 · Credit Card Fees	45.00	0.00	45.00	100.0%
8700-00 · Automobile Expenses	1,123.15	1,333.36	-210.21	84.2%
8750-00 · Meals/Meetings	1,468.94	2,333.36	-864.42	63.0%
8810-00 · Dues & Subscriptions	2,738.75	3,333.36	-594.61	82.2%
8910-00 · Travel	8,545.96	5,333.36	3,212.60	160.2%
Total Expense	1,628,989.13	1,822,306.72	-193,317.59	89.4%
Net Ordinary Income	148,130.87	-45,185.40	193,316.27	-327.8%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	139,353.42	-45,183.00	184,536.42	-308.4%
Total Other Expense	139,353.42	-45,183.00	184,536.42	-308.4%
Net Other Income	-139,353.42	45,183.00	-184,536.42	-308.4%
Net Income	8,777.45	-2.40	8,779.85	-365,727.1%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

30 - Conference

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4205-00 · Conference Dues	6,600.00			
4050-00 · County of Placer TOT Funding	193,064.00	193,066.68	-2.68	100.0%
4200-00 · Membership Dues	0.00	5,126.68	-5,126.68	0.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	9,245.17	0.00	9,245.17	100.0%
4600-00 · Commissions - Other	90,568.98	92,017.00	-1,448.02	98.4%
Total 4600-00 · Commissions	99,814.15	92,017.00	7,797.15	108.5%
Total Income	299,478.15	290,210.36	9,267.79	103.2%
Gross Profit	299,478.15	290,210.36	9,267.79	103.2%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	34,943.32	17,333.36	17,609.96	201.6%
5020-00 · P/R - Tax Expense	11,144.33	9,202.90	1,941.43	121.1%
5030-00 · P/R - Health Insurance Expense	10,507.56	10,366.20	141.36	101.4%
5040-00 · P/R - Workmans Comp	381.68	600.00	-218.32	63.6%
5060-00 · 401 (k)	5,223.71	5,074.30	149.41	102.9%
5070-00 · Other Benefits and Expenses	485.84	297.36	188.48	163.4%
5000-00 · Salaries & Wages - Other	92,001.87	112,034.50	-20,032.63	82.1%
Total 5000-00 · Salaries & Wages	154,688.31	154,908.62	-220.31	99.9%
5100-00 · Rent				
5110-00 · Utilities	533.12	700.00	-166.88	76.2%
5140-00 · Repairs & Maintenance	526.33	520.00	6.33	101.2%
5150-00 · Office - Cleaning	738.49	1,008.00	-269.51	73.3%
5100-00 · Rent - Other	7,222.40	6,606.68	615.72	109.3%
Total 5100-00 · Rent	9,020.34	8,834.68	185.66	102.1%
5310-00 · Telephone				
5320-00 · Telephone	1,908.95	2,048.00	-139.05	93.2%
Total 5310-00 · Telephone	1,908.95	2,048.00	-139.05	93.2%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	100.00			
5420-00 · Mail - USPS - Other	164.06	140.00	24.06	117.2%
Total 5420-00 · Mail - USPS	264.06	140.00	124.06	188.6%
5510-00 · Insurance/Bonding	1,108.75	1,000.00	108.75	110.9%
5520-00 · Supplies	283.91	500.00	-216.09	56.8%
5610-00 · Depreciation	128.50	679.36	-550.86	18.9%
5700-00 · Equipment Support & Maintenance	594.22	1,104.00	-509.78	53.8%
5710-00 · Taxes, Licenses & Fees	154.27	133.36	20.91	115.7%
5740-00 · Equipment Rental/Leasing	1,056.03	1,333.36	-277.33	79.2%
6730-00 · Marketing Cooperative/Media	73,333.36	80,000.00	-6,666.64	91.7%
8200-00 · Associate Relations	0.00	500.00	-500.00	0.0%
8700-00 · Automobile Expenses	147.96	266.68	-118.72	55.5%
8750-00 · Meals/Meetings	0.00	266.68	-266.68	0.0%
8810-00 · Dues & Subscriptions	815.00	300.00	515.00	271.7%
Total Expense	243,503.66	252,014.74	-8,511.08	96.6%
Net Ordinary Income	55,974.49	38,195.62	17,778.87	146.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	31,935.15	38,195.00	-6,259.85	83.6%
Total Other Expense	31,935.15	38,195.00	-6,259.85	83.6%
Net Other Income	-31,935.15	-38,195.00	6,259.85	83.6%
Net Income	24,039.34	0.62	24,038.72	3,877,312.9%

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Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

41 - Transportation

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	176,144.00	176,141.36	2.64	100.0%
Total Income	176,144.00	176,141.36	2.64	100.0%
Gross Profit	176,144.00	176,141.36	2.64	100.0%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	4,479.17	5,516.30	-1,037.13	81.2%
5030-00 · P/R - Health Insurance Expense	3,802.21	3,887.40	-85.19	97.8%
5040-00 · P/R - Workmans Comp	134.70	1,376.00	-1,241.30	9.8%
5060-00 · 401 (k)	2,103.53	2,623.20	-519.67	80.2%
5070-00 · Other Benefits and Expenses	60.49	456.90	-396.41	13.2%
5000-00 · Salaries & Wages - Other	48,275.10	56,094.80	-7,819.70	86.1%
Total 5000-00 · Salaries & Wages	58,855.20	69,954.60	-11,099.40	84.1%
5100-00 · Rent				
5110-00 · Utilities	230.10	670.68	-440.58	34.3%
5140-00 · Repairs & Maintenance	309.41	304.68	4.73	101.6%
5150-00 · Office - Cleaning	295.41	133.36	162.05	221.5%
5100-00 · Rent - Other	2,888.96	4,930.68	-2,041.72	58.6%
Total 5100-00 · Rent	3,723.88	6,039.40	-2,315.52	61.7%
5310-00 · Telephone				
5320-00 · Telephone	1,579.47	850.00	729.47	185.8%
Total 5310-00 · Telephone	1,579.47	850.00	729.47	185.8%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5420-00 · Mail - USPS - Other	100.96	50.00	50.96	201.9%
Total 5420-00 · Mail - USPS	150.96	50.00	100.96	301.9%
5510-00 · Insurance/Bonding	175.05	200.00	-24.95	87.5%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	129.00			
5520-00 · Supplies - Other	110.82	200.00	-89.18	55.4%
Total 5520-00 · Supplies	239.82	200.00	39.82	119.9%
5610-00 · Depreciation	70.24	276.00	-205.76	25.4%
5700-00 · Equipment Support & Maintenance	179.84	320.00	-140.16	56.2%
5710-00 · Taxes, Licenses & Fees	94.93	80.00	14.93	118.7%
5740-00 · Equipment Rental/Leasing	933.24	213.36	719.88	437.4%
5810-00 · Public Outreach	0.00	450.00	-450.00	0.0%
5940-00 · Research & Planning Membership	3,000.00	4,000.00	-1,000.00	75.0%
5941-00 · Research & Planning	3,159.00	29,625.00	-26,466.00	10.7%
5948-00 · Transportation Projects				
5953-00 · Summer Traffic Management (S-2)	-1,593.65	10,000.00	-11,593.65	-15.9%
Total 5948-00 · Transportation Projects	-1,593.65	10,000.00	-11,593.65	-15.9%
8200-00 · Associate Relations	0.00	400.00	-400.00	0.0%
8500-00 · Credit Card Fees	22.50	0.00	22.50	100.0%
8700-00 · Automobile Expenses	401.40	800.00	-398.60	50.2%
8750-00 · Meals/Meetings	115.98	200.00	-84.02	58.0%
8810-00 · Dues & Subscriptions	4.50	0.00	4.50	100.0%
Total Expense	71,112.36	123,658.36	-52,546.00	57.5%
Net Ordinary Income	105,031.64	52,483.00	52,548.64	200.1%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	31,935.15	52,482.00	-20,546.85	60.8%
Total Other Expense	31,935.15	52,482.00	-20,546.85	60.8%
Net Other Income	-31,935.15	-52,482.00	20,546.85	60.8%

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

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Net Income	73,096.49	1.00	73,095.49	7,309,649.0%

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

42 - VIC

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	222,616.00	222,615.36	0.64	100.0%
4502-00 · Non-Retail VIC income	5,192.00	5,096.00	96.00	101.9%
4503 · Visitor Guide Income	0.00	3,000.00	-3,000.00	0.0%
46000 · Merchandise Sales	54,339.30	72,953.00	-18,613.70	74.5%
Total Income	282,147.30	303,664.36	-21,517.06	92.9%
Cost of Goods Sold				
52900 · Purchases - Resale Items	54.00	0.00	54.00	100.0%
Total COGS	54.00	0.00	54.00	100.0%
Gross Profit	282,093.30	303,664.36	-21,571.06	92.9%
Expense				
5850-00 · Artist of Month - Commissions	2,048.21			
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	12,284.63	10,364.00	1,920.63	118.5%
5030-00 · P/R - Health Insurance Expense	14,471.00	18,292.00	-3,821.00	79.1%
5040-00 · P/R - Workmans Comp	426.58	1,672.00	-1,245.42	25.5%
5060-00 · 401 (k)	4,432.67	3,921.00	511.67	113.0%
5070-00 · Other Benefits and Expenses	385.84	404.68	-18.84	95.3%
5000-00 · Salaries & Wages - Other	112,249.24	113,471.00	-1,221.76	98.9%
Total 5000-00 · Salaries & Wages	144,249.96	148,124.68	-3,874.72	97.4%
5100-00 · Rent				
5110-00 · Utilities	3,968.21	5,000.00	-1,031.79	79.4%
5140-00 · Repairs & Maintenance	1,097.54	1,206.68	-109.14	91.0%
5150-00 · Office - Cleaning	949.24	0.00	949.24	100.0%
5100-00 · Rent - Other	51,836.56	47,190.68	4,645.88	109.8%
Total 5100-00 · Rent	57,851.55	53,397.36	4,454.19	108.3%
5310-00 · Telephone				
5320-00 · Telephone	2,623.18	2,333.36	289.82	112.4%
Total 5310-00 · Telephone	2,623.18	2,333.36	289.82	112.4%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5480-00 · Mail - Fed Ex	471.69	0.00	471.69	100.0%
5420-00 · Mail - USPS - Other	164.06	333.36	-169.30	49.2%
Total 5420-00 · Mail - USPS	685.75	333.36	352.39	205.7%
5510-00 · Insurance/Bonding	1,458.87	1,333.36	125.51	109.4%
5520-00 · Supplies	1,452.72	2,666.68	-1,213.96	54.5%
5530-00 · Visitor Communications - Other	-109.00	200.00	-309.00	-54.5%
5610-00 · Depreciation	405.61	679.36	-273.75	59.7%
5700-00 · Equipment Support & Maintenance	1,592.94	1,400.00	192.94	113.8%
5710-00 · Taxes, Licenses & Fees	154.27	200.00	-45.73	77.1%
5740-00 · Equipment Rental/Leasing	3,182.20	3,952.00	-769.80	80.5%
5800-00 · Training Seminars	0.00	2,500.00	-2,500.00	0.0%
5815 · Training Video Series	0.00	5,000.00	-5,000.00	0.0%
6740-00 · Media/Collateral/Production	0.00	3,333.36	-3,333.36	0.0%
8100-00 · Cost of Goods Sold				
52500 · Purchase Discounts	-982.94	0.00	-982.94	100.0%
51100 · Freight and Shipping Costs	1,055.14	0.00	1,055.14	100.0%
59900 · POS Inventory Adjustments	237.04	0.00	237.04	100.0%
8100-00 · Cost of Goods Sold - Other	28,532.91	41,810.00	-13,277.09	68.2%
Total 8100-00 · Cost of Goods Sold	28,842.15	41,810.00	-12,967.85	69.0%
8200-00 · Associate Relations	355.19	500.00	-144.81	71.0%
8500-00 · Credit Card Fees	1,830.41	2,400.00	-569.59	76.3%
8700-00 · Automobile Expenses	756.86	800.00	-43.14	94.6%
8750-00 · Meals/Meetings	726.91	266.68	460.23	272.6%
8810-00 · Dues & Subscriptions	447.80	800.00	-352.20	56.0%
8910-00 · Travel	213.48	3,265.36	-3,051.88	6.5%

North Lake Tahoe Resort Association
Profit & Loss Budget vs. Actual
42 - VIC

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Total Expense	248,769.06	275,295.56	-26,526.50	90.4%
Net Ordinary Income	33,324.24	28,368.80	4,955.44	117.5%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	29,031.95	28,368.00	663.95	102.3%
Total Other Expense	29,031.95	28,368.00	663.95	102.3%
Net Other Income	-29,031.95	-28,368.00	-663.95	102.3%
Net Income	4,292.29	0.80	4,291.49	536,536.3%

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03/28/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

50 - Infrastructure

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	148,376.00	148,378.68	-2.68	100.0%
Total Income	148,376.00	148,378.68	-2.68	100.0%
Gross Profit	148,376.00	148,378.68	-2.68	100.0%
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	4,060.47	5,700.90	-1,640.43	71.2%
5030-00 · P/R - Health Insurance Expense	3,802.25	3,141.90	660.35	121.0%
5040-00 · P/R - Workmans Comp	134.70	1,333.36	-1,198.66	10.1%
5060-00 · 401 (k)	2,103.53	2,628.40	-524.87	80.0%
5070-00 · Other Benefits and Expenses	60.41	460.00	-399.59	13.1%
5000-00 · Salaries & Wages - Other	48,692.57	56,094.80	-7,402.23	86.8%
Total 5000-00 · Salaries & Wages	58,853.93	69,359.36	-10,505.43	84.9%
5100-00 · Rent				
5110-00 · Utilities	230.10	1,000.00	-769.90	23.0%
5140-00 · Repairs & Maintenance	309.41	320.00	-10.59	96.7%
5150-00 · Office - Cleaning	295.41	401.36	-105.95	73.6%
5100-00 · Rent - Other	2,888.96	4,684.68	-1,795.72	61.7%
Total 5100-00 · Rent	3,723.88	6,406.04	-2,682.16	58.1%
5310-00 · Telephone				
5320-00 · Telephone	1,579.45	2,200.00	-620.55	71.8%
Total 5310-00 · Telephone	1,579.45	2,200.00	-620.55	71.8%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	50.00			
5420-00 · Mail - USPS - Other	100.96	50.00	50.96	201.9%
Total 5420-00 · Mail - USPS	150.96	50.00	100.96	301.9%
5510-00 · Insurance/Bonding	175.05	200.00	-24.95	87.5%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	129.00			
5520-00 · Supplies - Other	110.82	200.00	-89.18	55.4%
Total 5520-00 · Supplies	239.82	200.00	39.82	119.9%
5610-00 · Depreciation	70.24	276.00	-205.76	25.4%
5700-00 · Equipment Support & Maintenance	179.84	440.00	-260.16	40.9%
5710-00 · Taxes, Licenses & Fees	94.93	248.00	-153.07	38.3%
5740-00 · Equipment Rental/Leasing	933.24	1,701.36	-768.12	54.9%
5810-00 · Public Outreach	0.00	500.00	-500.00	0.0%
5941-00 · Research & Planning	2,659.55	28,627.00	-25,967.45	9.3%
8200-00 · Associate Relations	0.00	400.00	-400.00	0.0%
8500-00 · Credit Card Fees	22.50	0.00	22.50	100.0%
8700-00 · Automobile Expenses	401.41	920.00	-518.59	43.6%
8750-00 · Meals/Meetings	351.63	266.68	84.95	131.9%
8810-00 · Dues & Subscriptions	4.50			
Total Expense	69,440.93	111,794.44	-42,353.51	62.1%
Net Ordinary Income	78,935.07	36,584.24	42,350.83	215.8%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	31,935.16	35,984.00	-4,048.84	88.7%
Total Other Expense	31,935.16	35,984.00	-4,048.84	88.7%
Net Other Income	-31,935.16	-35,984.00	4,048.84	88.7%
Net Income	46,999.91	600.24	46,399.67	7,830.2%

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03/28/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

60 - Membership

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4200-00 · Membership Dues	92,923.80	76,945.00	15,978.80	120.8%
4201-00 · New Member Fees	600.00	2,666.68	-2,066.68	22.5%
4250-00 · Revenues-Membership Activities				
4251-00 · Revenue-Tue AM Breakfast Club	4,649.42	6,400.00	-1,750.58	72.6%
4250-02 · Tourism Summit	1,100.00			
4250-00 · Revenues-Membership Activities - Other	6,796.00	25,800.00	-19,004.00	26.3%
Total 4250-00 · Revenues-Membership Activities	12,545.42	32,200.00	-19,654.58	39.0%
4252-00 · Revenue - Sponsorships	500.00	3,100.00	-2,600.00	16.1%
Total Income	106,569.22	114,911.68	-8,342.46	92.7%
Gross Profit	106,569.22	114,911.68	-8,342.46	92.7%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	-11,000.00	-16,500.00	5,500.00	66.7%
5020-00 · P/R - Tax Expense	4,088.27	4,884.90	-796.63	83.7%
5030-00 · P/R - Health Insurance Expense	5,463.90	12,098.20	-6,634.30	45.2%
5040-00 · P/R - Workmans Comp	157.18	714.68	-557.50	22.0%
5060-00 · 401 (k)	430.58	423.60	6.98	101.6%
5070-00 · Other Benefits and Expenses	69.07	703.36	-634.29	9.8%
5000-00 · Salaries & Wages - Other	36,294.77	52,929.30	-16,634.53	68.6%
Total 5000-00 · Salaries & Wages	35,503.77	55,254.04	-19,750.27	64.3%
5100-00 · Rent				
5110-00 · Utilities	366.56	500.00	-133.44	73.3%
5140-00 · Repairs & Maintenance	329.57	320.00	9.57	103.0%
5150-00 · Office - Cleaning	516.91	720.00	-203.09	71.8%
5100-00 · Rent - Other	5,615.68	4,719.36	896.32	119.0%
Total 5100-00 · Rent	6,828.72	6,259.36	569.36	109.1%
5310-00 · Telephone				
5320-00 · Telephone	1,874.61	1,800.00	74.61	104.1%
Total 5310-00 · Telephone	1,874.61	1,800.00	74.61	104.1%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	400.00	0.00	400.00	100.0%
5420-00 · Mail - USPS - Other	325.96	400.00	-74.04	81.5%
Total 5420-00 · Mail - USPS	725.96	400.00	325.96	181.5%
5510-00 · Insurance/Bonding	525.20	533.36	-8.16	98.5%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	511.78	0.00	511.78	100.0%
5520-00 · Supplies - Other	993.76	866.68	127.08	114.7%
Total 5520-00 · Supplies	1,505.54	866.68	638.86	173.7%
5610-00 · Depreciation	82.62	418.00	-335.38	19.8%
5700-00 · Equipment Support & Maintenance	603.47	376.68	226.79	160.2%
5710-00 · Taxes, Licenses & Fees	95.93	333.36	-237.43	28.8%
5740-00 · Equipment Rental/Leasing	2,028.48	2,177.36	-148.88	93.2%
5800-00 · Training Seminars	892.11	3,000.00	-2,107.89	29.7%
6423-00 · Membership Activities				
6437-00 · Tuesday Morning Breakfast Club	4,185.00	5,666.68	-1,481.68	73.9%
6432-00 · Membership - Newsletter	2,001.24	0.00	2,001.24	100.0%
6441-00 · Membership - Miscellaneous Exp	37.05	0.00	37.05	100.0%
6442-00 · Public Relations/Website	81.00	0.00	81.00	100.0%
6443-00 · Membership - Bridal Faire	75.63	0.00	75.63	100.0%
6423-00 · Membership Activities - Other	6,120.01	17,024.00	-10,903.99	35.9%
Total 6423-00 · Membership Activities	12,499.93	22,690.68	-10,190.75	55.1%
6490-00 · Classified Ads	225.00			
8200-00 · Associate Relations	0.00	450.00	-450.00	0.0%
8500-00 · Credit Card Fees	2,156.55	1,680.00	476.55	128.4%
8700-00 · Automobile Expenses	372.21	500.00	-127.79	74.4%
8750-00 · Meals/Meetings	177.20	333.36	-156.16	53.2%
8810-00 · Dues & Subscriptions	1,671.98	666.68	1,005.30	250.8%
8920-00 · Bad Debt	17,017.50			
Total Expense	84,786.78	97,739.56	-12,952.78	86.7%
Net Ordinary Income	21,782.44	17,172.12	4,610.32	126.8%
Other Income/Expense				
Other Expense				
8990-00 · Allocated	26,128.79	17,172.00	8,956.79	152.2%

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

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Total Other Expense	26,128.79	17,172.00	8,956.79	152.2%
Net Other Income	-26,128.79	-17,172.00	-8,956.79	152.2%
Net Income	-4,346.35	0.12	-4,346.47	-3,621,958.3%

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03/28/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss Budget vs. Actual

70 - Administration

	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
5000-00 · Salaries & Wages				
5020-00 · P/R - Tax Expense	13,630.70	14,902.40	-1,271.70	91.5%
5030-00 · P/R - Health Insurance Expense	12,791.03	28,113.60	-15,322.57	45.5%
5040-00 · P/R - Workmans Comp	471.35	3,205.36	-2,734.01	14.7%
5060-00 · 401 (k)	1,373.34	5,942.70	-4,569.36	23.1%
5070-00 · Other Benefits and Expenses	505.77	747.36	-241.59	67.7%
5000-00 · Salaries & Wages - Other	161,217.15	200,965.30	-39,748.15	80.2%
Total 5000-00 · Salaries & Wages	189,989.34	253,876.72	-63,887.38	74.8%
5100-00 · Rent				
5110-00 · Utilities	832.77	1,600.00	-767.23	52.0%
5140-00 · Repairs & Maintenance	2,371.33	1,600.00	771.33	148.2%
5150-00 · Office - Cleaning	1,230.05	2,016.00	-785.95	61.0%
5100-00 · Rent - Other	13,065.60	15,320.68	-2,255.08	85.3%
Total 5100-00 · Rent	17,499.75	20,536.68	-3,036.93	85.2%
5310-00 · Telephone				
5320-00 · Telephone	5,840.62	5,733.36	107.26	101.9%
Total 5310-00 · Telephone	5,840.62	5,733.36	107.26	101.9%
5420-00 · Mail - USPS				
5470-00 · Mail - UPS	250.00	0.00	250.00	100.0%
5480-00 · Mail - Fed Ex	24.02			
5420-00 · Mail - USPS - Other	322.15	466.68	-144.53	69.0%
Total 5420-00 · Mail - USPS	596.17	466.68	129.49	127.7%
5510-00 · Insurance/Bonding	1,283.82	1,133.36	150.46	113.3%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	257.99	0.00	257.99	100.0%
5520-00 · Supplies - Other	3,513.81	4,666.68	-1,152.87	75.3%
Total 5520-00 · Supplies	3,771.80	4,666.68	-894.88	80.8%
5610-00 · Depreciation	540.45	1,306.00	-765.55	41.4%
5700-00 · Equipment Support & Maintenance	4,008.59	2,485.36	1,523.23	161.3%
5710-00 · Taxes, Licenses & Fees	6,712.22	5,333.36	1,378.86	125.9%
5740-00 · Equipment Rental/Leasing	1,310.94	1,666.68	-355.74	78.7%
5800-00 · Training Seminars	2,199.00	1,500.00	699.00	146.6%
5810-00 · Public Outreach	0.00	180.00	-180.00	0.0%
5900-00 · Professional Fees				
5921-00 · Professional Fees - Other	11,827.07			
5910-00 · Professional Fees - Attorneys	1,980.00	0.00	1,980.00	100.0%
5920-00 · Professional Fees - Accountant	35,862.00	0.00	35,862.00	100.0%
5900-00 · Professional Fees - Other	1,250.00	18,350.00	-17,100.00	6.8%
Total 5900-00 · Professional Fees	50,919.07	18,350.00	32,569.07	277.5%
6420-00 · Sponsorship				
6421-00 · New Event Development	50.00			
Total 6420-00 · Sponsorship	50.00			
6490-00 · Classified Ads	0.00	500.00	-500.00	0.0%
8200-00 · Associate Relations	2,045.76	1,600.00	445.76	127.9%
8300-00 · Board Functions	1,631.78	2,750.00	-1,118.22	59.3%
8500-00 · Credit Card Fees	339.05	0.00	339.05	100.0%
8700-00 · Automobile Expenses	71.57	666.68	-595.11	10.7%
8750-00 · Meals/Meetings	176.96	350.00	-173.04	50.6%
8810-00 · Dues & Subscriptions	1,332.65	1,540.00	-207.35	86.5%
8910-00 · Travel	0.00	900.00	-900.00	0.0%
Total Expense	290,319.54	325,541.56	-35,222.02	89.2%
Net Ordinary Income	-290,319.54	-325,541.56	35,222.02	89.2%
Other Income/Expense				
Other Expense				
Balancing Adjustments	0.08			

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

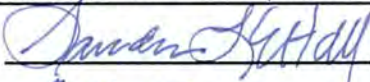
	Jul '16 - Feb 17	Budget	\$ Over Budget	% of Budget
8990-00 · Allocated	-290,319.62	-325,543.00	35,223.38	89.2%
Total Other Expense	-290,319.54	-325,543.00	35,223.46	89.2%
Net Other Income	290,319.54	325,543.00	-35,223.46	89.2%
Net Income	0.00	1.44	-1.44	0.0%

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month'Yr February
Employee Sandy Evans Hall

DATE	DOC REF	VENDOR	REFERENCE	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
2/8/2017	A	Front Street Station	Pizza	Lunch for Chamber Subcommittee	117.50		8300-00-70	✓
2/16/2017	B	Bridge Tender	Lunch	Lunch with Nicole Newman - SearchWide CEO Search	43.71		5921-70	✓
2/17/2017	C	Wolfdales	Gift Certificate	Employee of the Month - Dawn Baffone	50.00		8200-00-70	✓
2/18/2017	D	Survey Monkey	Subscription	Monthly Subscription for Survey Monkey	26.00		8810-00-70	✓
2/22/2017	E	Constant Contact	Subscription	Monthly Subscription for Constant Contact	120.00		8810-00-70	✓
2/2/2017	F	Granlibakken	breakfast	breakfast at monthly TMA meeting		12.00	8750-00-70	✓
2/24/2017	G	A Sante	Health club	Reimbursement for Health Club		25.00	5070-00-70	✓
	I							
	J							
	K							
	L							
	M							
	N							
	O							
	P							
	Q							
	R							
	S							
	T							
	U							
	V							
	W							
	X							
	Y							
	Z							
MILEAGE REIMBURSEMENT								
	Attach 1		Mileage	See Attached Mileage Report		112.35	8700-00-00	✓
				Mileage Reimbursed Through Payroll		112.35		
TOTAL - CREDIT CARD EXPENSES					357.21			
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)						37.00		✓

Signed By: 
Date: 3-2-17

Approved By: _____
Date: _____

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
MAR 02 2017	MAR 11 2017	<u>AGS</u>	<u>3/14/17</u>	MAR 14 2017	

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)
MILEAGE REIMBURSEMENT

EMPLOYEE NAME: SANDY EVANG HALL
REPORT MONTH: FEB 17

[illegible]

EMPLOYEE SIGNATURE:

DATE SUBMITTED: 3-2-17



BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number	XXXX-XXXX-0011-5901
Statement Date	FEB 28, 2017
Total Activity	\$357.21

**** MEMO STATEMENT ONLY ****
DO NOT REMIT PAYMENT

SANDRA EVANS HALL
N LAKE TAHOE RESORT
PO BOX 1757
TAHOE CITY CA 96145-1757

ACCOUNT SUMMARY

SANDRA EVANS HALL XXXX-XXXX-0011-5901	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$357.21		\$0.00		\$0.00		\$357.21

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
02-08	02-08	55310207039400758000027	FRONT STREET STATION TAHOE CITY CA	117.50
		Tax ID: 260088583 Mer Zip: 96145		
02-20	02-16	25247807048001938003282	BRIDGETENDER TAVERN & TAHOE CITY CA	43.71
		Tax ID: 320361127 Mer Zip: 96145		
02-20	02-17	05314617049500245809416	WOLFDALES CUISINE UNI TAHOE CITY CA	50.00
		Tax ID: 680013011 Mer Zip: 96145		
02-20	02-18	75418237049036036271362	SMK*SURVEYMONKEY.COM 971-2445555 CA	26.00
		Tran: 28253720 Tax ID: 371581003 Mer Zip: 94301 Dest Zip: 96145		
		Product Code: CODE Desc: Subscription Renewal Qty: 1 Unit: Sub Unit Cost: 2600		
		Disc: N Ext Item Amt: 26.00		
02-23	02-22	75418237053036161156936	CTC*CONSTANTCONTACT.C 855-2295506 MA	120.00
		Tran: 1108743637509 Tax ID: 043285398 Mer Zip: 02451		
		Product Code: clct Desc: Constant Contact Qty: 1 Unit: EAC Unit Cost: 12000 Disc: N		
		Ext Item Amt: 120.00		

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0011-5901	Purchases & Other Charges	\$357.21
1-866-432-8161	Statement Date	Cash Advances	\$0.00
	FEB 28, 2017	Fees	\$0.00
Send Billing Inquiries to:	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$357.21
	\$0.00		

Chamber Subcommittee Org Structure

8300-00-70

FRONT STREET STATION (Tahoe City)

205 RIVER RD
TAHOE CITY, CA 96145
530-583-3770

ORDER: 001 Call In - To Go

Cashier: Katie
07-Feb-2017 9:46:10A

Transaction 004331

1	LARGE HAWAIIAN	\$21.50
1	LARGE COMBO	\$27.00
1	LARGE CALIFORNIAN	\$25.25
1	LARGE VEGGIE	\$25.75
1	Large Mixed Green Salad	\$6.00
1	Large Mixed Green Salad	\$6.00
1	Large Mixed Green Salad	\$6.00

Total \$117.50

CREDIT CARD AUTH \$117.50
MASTERCARD 5901

Retain this copy for statement validation

07-Feb-2017 11:39:11A
\$117.50 | Method: SWIPED
MASTERCARD XXXXXXXXXXXXX5901
Ref #: 703800500031 | Auth #: 013281
MID: *****3884
AthNtwkNm: MASTERCARD
SIGNATURE VERIFIED

Order SA8CY0ZRK7222

Online: [https://clover.com/p/
FNC17.IVRR6W](https://clover.com/p/FNC17.IVRR6W)

A

Nicole Newman
CEO Search

BRIDGETENDER
TAVERN & GRILL
65 W Lake Blvd
Tahoe City, CA 96145
530-583-3342

Server: Janeth DOB: 02/16/2017
01:30 PM 02/16/2017
11/1 1/10015

SALE

Mastercard 1048592
Card #XXXXXXXXXX5901
Magnetic card present: EVANS HALL SANDRA
Card Entry Method: S

Approval: 064901

Amount: \$ 36.71

+ Tip: 7.00

= Total: 43.71

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

X _____

Thank you!
Please join us again
soon ..

BRIDGETENDER
TAVERN & GRILL
Thank you!
Please join us again
soon ..

** MERCHANT COPY **

A

BRIDGETENDER
TAVERN & GRILL
65 W Lake Blvd
Tahoe City, CA 96145
530-583-3342

Server: Janeth 02/16/2017
11/1 12:47 PM
Guests: 2 10015
Area: Restaurant
Day Part: Lunch

Iced Tea (16oz) 3.25
Chicken Taco Salad 13.99
Ahi Tuna Salad 16.99

Subtotal 34.23
Tax 2.48

Total 36.71

Balance Due 36.71

Thank you!
Please join us again
soon ..

B

TMA Board Meeting Breakfast Receipts

Date: 2-2-17

Member: Sandy Hall

Amount: \$12.00

Signed: Sandra L. Hall

F

Employee of month
Dawn Baffone
WOLFDAL'S
CUISINE UNIQUE

2/17/17 17:35
Check 40001
Type Sale
Terminal 4
Hostess/Host KATHLEEN
Swiped
Acct EVANS HALL/SANDRA
Card Typ XXXXXXXXXXXX5901
Auth Mastercard
Trans ID 004668
1

Sale 50.00

Tip \$.....

Total \$.....

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

Customer Copy

C

WOLFDAL'S CUISINE
150 N. LOMB RD
MIDLAND, TX 79701
530-583-4283
41399801044931

Merchant ID: 399801044931

Ref ID: 0012

Sale Feb

XXXXXXXXXX4208
VISA

Entry Method: Swiped

Total: \$ 177.00

02/24/17

06:18:31

Inv #: 000001

Appr Code: 04941C

Transaction ID: 587055515112608

Apprvd: Online

Batch#: 000709

Customer Copy

THANK YOU

G



Invoice #28253720

[Close](#) [Print](#)

Feb 18, 2017

Paid on Feb 18, 2017 6:16:00 PM (UTC)

Description	Billing Period	Price	Months	Amount
Select Monthly Plan	Feb 18, 2017 - Mar 17, 2017	\$26	1	\$26
				Total: \$26

BILLING DETAILS

Sandra Evans Hall

PO Box 5459

Tahoe City

California

96145

United States

5305466900

Username: gotahoe

NOTES

Subscription Renewal Charge

HOW TO MAKE A PAYMENT:

Payment made on
Feb 18, 2017 6:16:00 PM (UTC).

Payment Method: MASTERCARD
Card Number(last 4 digits): 5901

D

[Print](#)**Billing Activity - Payments**

N Lake Tahoe Resort
Attn: Sandy Evans Hall
PO Box 5459
Tahoe City CA 96145
US
P: 5305818727

Today's Date: 03/02/2017
User Name: nltra1

Payments from 01/31/2017 to 03/02/2017

Date	Description	Charge Amount	Credit Amount
02/22/2017	Payment - Credit Card - 5901		\$120.00 USD

Billing questions? [Contact Support](#)

Constant Contact - 1601 Trapelo Road - Waltham, MA 02451 US

E


[Print](#)

Billing Activity - Invoices

N Lake Tahoe Resort
 Attn: Sandy Evans Hall
 PO Box 5459
 Tahoe City CA 96145
 US
 P: 5305818727

Today's Date: 03/02/2017
User Name: nltra1

Invoices from 01/31/2017 to 03/02/2017

Date	Description	Charge Amount	Credit Amount
02/27/2017	Invoice #1488179798195	\$120.00	USD
	Email Marketing		
	5001 - 10000 Contacts, Monthly	\$85.00	
	Maximum Number of Contacts This Billing Period:	USD	
	5072		
	Period from 02/27/2017 to 03/26/2017		
	EventSpot		
	0 - 1 Published Events, Monthly	\$20.00	
	Maximum Number of Open Events This Billing	USD	
	Period: 0		
	Period from 02/27/2017 to 03/26/2017		
	Survey		
	0 - 5000 Responses, Monthly	\$10.00	
	Total Survey Responses This Billing Period: 0	USD	
	Period from 02/27/2017 to 03/26/2017		
	MyLibrary Plus		
	MyLibrary Plus, Monthly	\$5.00	USD
	Period from 02/27/2017 to 03/26/2017		

Billing questions? [Contact Support](#)

Constant Contact - 1601 Trapelo Road - Waltham, MA 02451 US

E-1



April 5, 2017

Subject: Discussion and Recommendation for Tahoe Maritime Center Campus—Welcome Center FY 16/17 TOT Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

CI/T Committee Recommendation:

- At its March 27th meeting, the CI/T Committee recommended (12-0-0) that the NLTRA Board approve and recommend to the Board of Supervisors the Tahoe Maritime Museum (TMM) request for \$60,700 toward site preparation and structure renovation to upgrade the Welcome Center (Building A) as the first step in the Tahoe Maritime Center Campus project.

Background:

- The Committee previously denied the Tahoe Maritime Museum original request at its November 14th meeting.
- A problem was that there was not a match between the requested amount and what exactly the funds would be used for. Also, that the funds were to be used for work having been already done.
- There were also zoning issues for the project which have since been resolved.
- Executive Director, Lora Nadolski, explained about an overlapping schedule with different phases of the project and asked for reconsideration of a revised application.
- The Committee agreed that the merit of the project is there.
- It was suggested to have the TMM provide more detail in the form of a revised application to be brought back to the Committee.
- The revised request will specifically identify the appropriate use for which TOT funds will be utilized.
- The CI/T Committee encouraged TMM to revise and resubmit the TOT Funding application as an out of cycle request for consideration of recommendation to the NLTRA Board and Placer County Board of Supervisors.

Decision Considerations:

- The revised TOT funding request (attached) is to help fund Phase I of the Campus Project which involves site preparation and work to prepare the land for construction of new buildings, slab work, and demolition/renovation of the current structure to become the Welcome Center (Building A).

- This Welcome Center project is to begin on or about July 1, 2017 and be completed by June 30, 2018.
- The total Tahoe Maritime Center Campus project construction cost is \$18.6 million of which \$390,500 will be the total for the Phase I Welcome Center preparation to be done in FY 2017/18.
- The TOT request is for \$60,700 of the total \$390,500. The remaining \$329,800 is the match being provided by TMM private funds.
- The actual TOT expenditures will commence August 1, upon approval of the EQ submittal, and be expended by April 30, 2018.
- All specific tasks, including those to be accomplished with TOT funds, and schedule for those in accordance with Supervisors approval are all clearly defined in the attached application.
- The requested TOT funds will not be used to pay for Placer services or permits.
- Project is strong support of Tier 2 Priority in Tourism Master Plan.
- Application criteria score is 110 by staff and 105 by applicant.

[illegible][illegible]

1. MAINTENANCE IS REQUIRED ON ALL CONSTRUCTION SITES WHICH ARE ACTIVE OR INACTIVE BETWEEN OCTOBER 15 AND MAY 15.
2. ALL TEMPORARY EROSION CONTROL FEATURES SHALL BE REPAIRED AND FUNCTIONING PROPERLY BY OCTOBER 15.
3. TEMPORARY VEGETATION PROTECTION FENCING SHALL BE IN PLACE AND MAINTAINED THROUGHOUT THE CONSTRUCTION PERIOD.
4. ON-SITE CONSTRUCTION WASTE AND DEBRIS SHALL BE CLEANED UP AND REMOVED FROM SITE.
5. PERMANENT BMPs SHALL BE INSTALLED WHENEVER FEASIBLE.
6. IF THE SITE WILL BE ACTIVE BETWEEN OCTOBER 15 AND MAY 15, PERMANENT BMPs MUST BE IN PLACE, SPECIALLY PAVING OF DRIVEWAY AND PARKING AREAS.
7. ALL FILL MATERIAL, RETAINED FOR FUTURE BACKFILL, MUST BE PROTECTED BY SEDIMENT BARRIERS AND BE COVERED WITH PLASTIC OR OTHER IMPERMEABLE MATERIAL.
8. ALL EXCESS DISCARDED EARTH/MATERIALS SHALL BE REMOVED FROM SITE.

LEGEND

- | | |
|--|---------------------------------------|
| | LAND CAPABILITY BOUNDARY |
| | BUILDING |
| | ASPHALT PAVEMENT |
| | PROP. CONCRETE |
| | PROP. PAVERSTONE WALKWAYS/PATIO |
| | PROP. PERFORATED PAVES WALKWAYS/PATIO |
| | EX. PAVERSTONE WALKWAYS/PATIO |
| | EX. WOOD DECK/SIDEWALK |
| | PROP. WOOD DECK/SIDEWALK |
| | EX. GRAVEL |
| | PROP. GRAVEL |
| | PROP. ARTIFICIAL POND |
| | REGIONAL TRAIL ON EX. DIRT ROAD |
| | PROP. REGIONAL TRAIL |
| | OFFSITE COVERAGE |

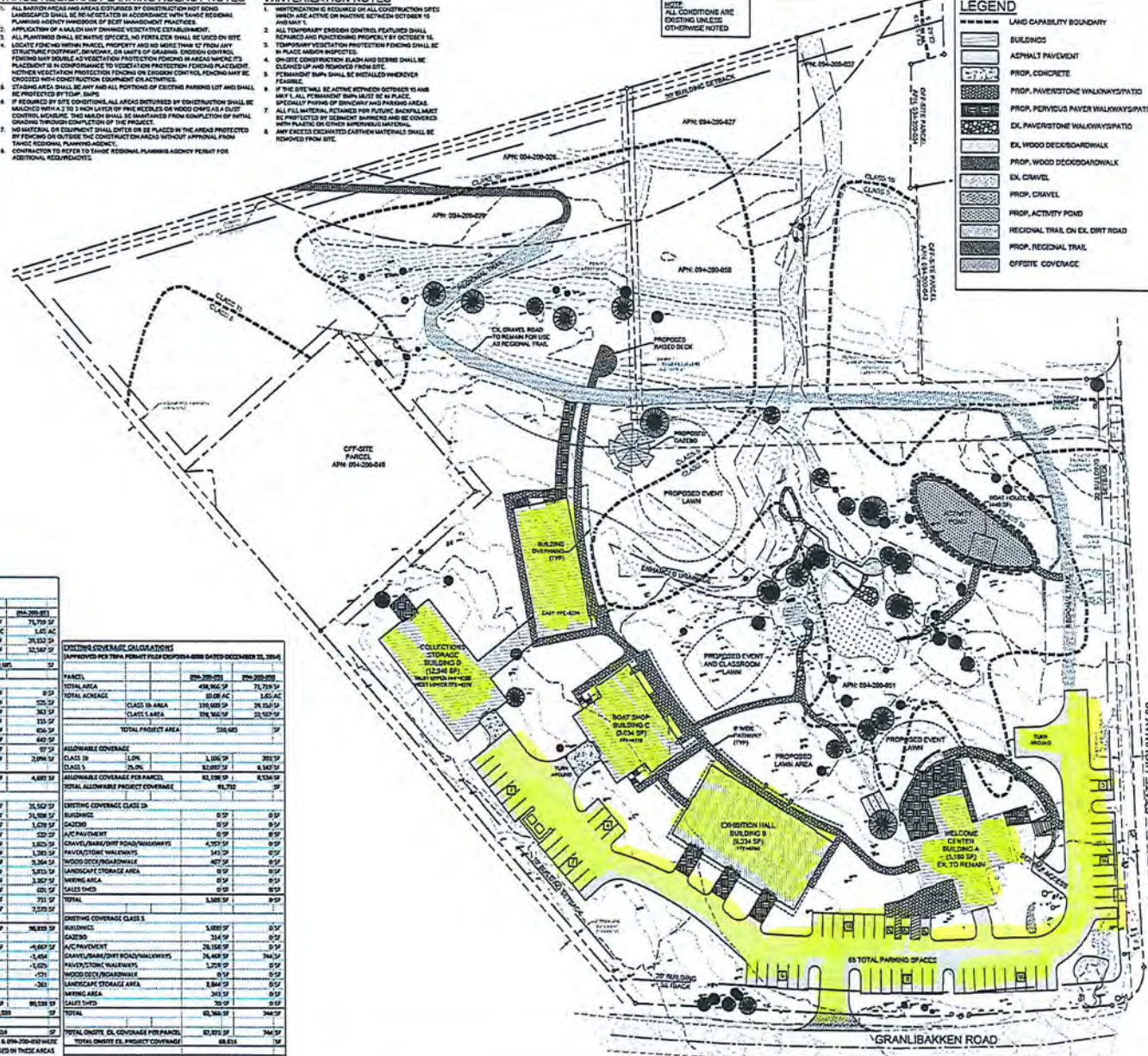


EXHIBIT COVER SHEET

ALLOWABLE COVERAGE			
CLASS 2B	1.0%	1,100 SF	207 SF
CLASS 5	25.0%	82,097 SF	8,543 SF
ALLOWABLE COVERAGE PER PARCEL		83,198 SF	8,750 SF
TOTAL ALLOWABLE PROJECT COVERAGE		61,702	0

EXISTING COVERAGE CLASS 2B		
BUILDINGS	0 SF	0 SF
PAVING	0 SF	0 SF
A/C PAVEMENT	0 SF	0 SF
GRAVEL/BAKE/DIRT ROAD/PAVEMENT	4,750 SF	0 SF
PAVING/STONE WALKWAYS	141 SF	0 SF
WOOD DECK/PAVEMENT	407 SF	0 SF
LANDSCAPE STORAGE AREA	0 SF	0 SF
IRRIGATION	0 SF	0 SF
SALES AREA	0 SF	0 SF
TOTAL	5,300 SF	0 SF
EXISTING COVERAGE CLASS 5		
BUILDINGS	1,000 SF	0 SF

TOTAL ONSITE EX. COVERAGE PER PARCEL	67,871.57	344.57
TOTAL ONSITE EX. PROJECT COVERAGE	68,818	357
TOTAL OFFSITE EX. COVERAGE	2,840	35

ALLOWABLE COVERAGE			
CLASS 2B	1.0%	1,100 SF	207 SF
CLASS 5	25.0%	82,097 SF	8,543 SF
ALLOWABLE COVERAGE PER PARCEL		83,198 SF	8,750 SF
TOTAL ALLOWABLE PROJECT COVERAGE		61,702	0

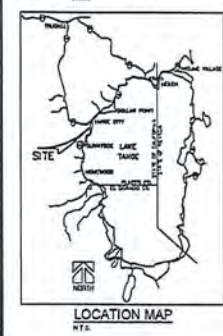
GRASS	104 SF	0 SF
A/C PAVEMENT	28,156 SF	0 SF
GRAVE/BANK/DRIFT BOLD/WALKWAYS	26,469 SF	246 SF
PAVER/STONE/WALKWAYS	1,728 SF	0 SF
WOOD DECK/BOARDWALK	0 SF	0 SF
LANDSCAPE STORAGE AREA	8,844 SF	0 SF
MEETING AREA	243 SF	0 SF
SALTS DRYD	70 SF	0 SF
TOTAL	62,360 SF	246 SF

TOTAL ONSITE EX. COVERAGE PER PARCEL	67,871.57	344.57
TOTAL ONSITE EX. PROJECT COVERAGE	68,818	357
TOTAL OFFSITE EX. COVERAGE	2,840	35

ALSO EVALUATED, THERE ARE NO IMPROVEMENTS PROPOSED IN THESE AREAS THIRFORE NO COVERAGE TO REPORT.	TOTAL OFFSITE EX. COVERAGE	3,640	5A
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PROJECT ADDRESS:
401 WEST LAKE BLVD.
TAMICE CITY, CA 96145

APR 04 094-200-051, 094-200-050, 094-200-057,
094-200-028, 094-200-029-51C, & 094-200-037-51D



			FAHAKIST TAOHO MARITIME MUSEUM	TAOHO MARITIME CENTER PLACER COUNTY, CA
DRAWING TITLE			DRAWN BY	
TRPA SITE PLAN			DESIGNED BY	
			CHECKED BY	
NO	DATE	ISSUE	PROJECT NO	
—	—	—	16-270	
—	—	—	Q1001	
—	—	—	JANUARY 27, 2017	
—	—	—	DRAWING NO	

C6.0



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

PROJECT INFORMATION

1. **Project/program name** Tahoe Maritime Center Campus Project - Site Preparation and Welcome Center

2. **Brief description of project/program**

Tahoe Maritime Museum seeks to build a campus that is much more than just a museum. Rebranded as the Tahoe Maritime Center, this new endeavor will be a significant asset for the greater Lake Tahoe region, a year-round family educational experience and attraction that will significantly enhance tourism throughout the region. The Center will consist of an accredited state-of-the-art Exhibition Hall, Boat Workshop & Education Center, Collection Hall, and Welcome Center consisting of the Introductory Gallery, Gift Shop, and Administrative Offices. Located on a ten acre campus in Tahoe City, these buildings will be surrounded by beautiful gardens, public art, outdoor education areas and activity ponds where children of all ages will engage in entertaining "hands-on" learning activities.

The Tahoe Maritime Center is dedicated to providing a unique cultural experience where local history comes alive by enabling the Lake Tahoe regional maritime heritage to be preserved, enjoyed, and passed along to future generations through innovative interpretation and public education.

By 2020, the Tahoe Maritime Center will have become one of the most visible and popular destinations in Lake Tahoe. Visitors will be drawn to the Center for a variety of experiences including the Museum's world class exhibits of classic and antique boats; strolls through the Center's lush gardens with outdoor sculptures by local and regional artists; watching their children participate in entertaining and educational classes and activities; listening to regular performances by local musicians performing in the Center's Gardens; or simply enjoying the Center's excellent café with the magnificent backdrop of the Sierra Nevada.

Within the next four years, the Center will also become a popular location to hold catered business retreats, conferences, and celebratory events such as weddings and anniversary parties either outside on the beautiful grounds surrounded by sculptures and the lush gardens, or inside the Center's Exhibition Hall encircled by the beauty of classic Chris-Craft and Gar Wood boats.

FINANCIAL INFORMATION

1. **Total Project Cost:** \$18.6 million for total construction of TMC Campus, \$390,500.00 for work to be completed from July 1, 2017 to June 30, 2018.
2. **Total TOT funds requested:** \$60,700.00 for the site preparation and work to prepare the land for construction of the new buildings, slab work, and demolition/renovation of current structure for upgrading it to become the Welcome Center, to be conducted from July 1, 2017 to June 30, 2018.

TOT Funds will be used for: Site Clearing and grubbing, tree removal, site demolition, grading and earthwork, demo on existing building, slab work, and interior wall assemblies.

3. **Identify other funding from secured sources:** Members of Tahoe Maritime Museum's Board of Directors and Community Supporters have collectively pledged \$1,522,600.00 toward the construction of the TMC Campus to date. From the Board of Directors \$262,300.00 has been funded to date, and \$117,100.00 has also been funded to date by private individuals and organizations from the Tahoe community and Museum members.

4. **Will the project require future financial funding?** Yes

What is the source of the future financial support?

Tahoe Maritime Museum is in the first phase of a capital campaign to raise the necessary funds, \$18M, for the Tahoe Maritime Center Campus Project, as well as funds for an endowment that will generate operating revenue. Contributions from private individuals, family foundations, community foundations, and corporations are being and will continue to be solicited. Grant applications and letters of intent have been prepared and submitted to ten other granting agencies at this time. Events to raise monies as part of the Campaign are also being planned for the summer of 2017.

Funding to maintain and provide the necessary upkeep of the Tahoe Maritime Center, once completed, will come from ticket sales for the Center and fees for its various activities, membership dues, annual fundraising, and fundraising events, as well as income secured from events held on site, including weddings, conferences, concerts, and traveling exhibits.

Will this include maintenance needs? Yes

5. **Provide project proforma, scope of work, and implementation schedule (timeline).**

Tahoe Maritime Museum has purchased the ten acre property located at 401 West Lake Blvd, Tahoe City, California, and will be building out the property with additional buildings and amenities in order to create the Tahoe Maritime Center's campus.

Overall Project Program:

	<u>Building total/GFA in Square Feet</u>
<u>New Construction:</u>	
Exhibition Hall	9,364
Boat Shop & Education Center	6,556
Collection Hall	18,010
Boat House & Activity Ponds	440
Outdoor Education Area	336
Gardens, Public Art, Trails	5,013
Stream Restoration & Environmental Education Area	N/A
Parking	45,983
<u>Renovation of Current Structure:</u>	
Welcome Center	7,178

Overall Project Scope of Work:

- Develop the Design, Engineering, and Construction plans, including grading and landscape, for the campus.
- Acquire necessary permits and approvals.
- Upgrade and expand installation of site utilities including: water, septic, electric, phone, emergency and security systems.
- Grading work for driveways, parking areas, landscaping, and building slabs.

- Footings and slab work for three new buildings and outdoor activity areas.
- Construction of Exhibition Hall, Boat Shop & Education Center, and Collection Hall.
- Finish interiors and exteriors of buildings, including rock facing and logs.
- Renovation of the log building currently on site to become the Welcome Center.
- Installation of climate control and security systems in all buildings to meet museum industry standards.
- Installation of elevators and lifts in all buildings to meet ADA requirements.
- Installation of all features of the landscape plan including a new activity pond, walking paths and docks, and feature gardens.
- Installation of Public Art in campus gardens.

The project will ultimately provide:

- Over 9,000 square feet of exhibit space, with multiple galleries for changing exhibitions.
- 5,000 square feet of educational space with room for class visits and tours.
- Over 10,000 square feet of preservation space for maintaining the artifacts important to Tahoe's history.
- Over four acres of gardens and outdoor activity areas for visitors and use during special events.
- ADA accessibility throughout the campus.
- Heightened security and climate control for Museum artifacts.

Overall Project Costs to Build:

Site Work	\$2,344,438
BLDG A: Welcome Center	803,776
BLDG B: Exhibition Hall	3,723,779
BLDG C: Boat Shop & Ed Center	2,631,426
BLDG D: Collections Hall	5,150,153
SUBTOTAL	<u>\$14,653,572</u>
General Conditions	1,172,286
Contingency	1,582,586
Overhead and Profit	870,422
Bonds and Insurance	365,577
SUBTOTAL Mark Ups	<u>\$3,990,871</u>
TOTAL	<u>\$18,644,443</u>

Scope of Work for July 1, 2017 to June 30, 2018:

A. Site Preparation & Clearing:

Under this scope of work the contractor will perform site clearing/grubbing activities to remove the existing vegetation and debris that is required to be removed for the proposed project. The clearing will only occur within the project areas necessary for the proposed improvements. The contractor will also remove the existing trees that are marked to be demolished as part of the proposed plan. This scope is required to get the existing site ready for the proposed project improvements.

B. Site Work:

Under this scope of work the contractor will remove the necessary existing site items and features in order to construct the proposed project improvements. The site items to be removed include, but are not limited to, the existing asphalt parking lot, concrete areas, paver walkways, gravel areas/roads, and planter areas. The section also includes rough grading the project site after the site demolition is complete. The rough grading will help establish the approximate finished grades of the project area so the contractor can begin to set proposed building pad locations and prepare for fine grading.

C. Building 'A' Work:

This scope of work is the basic demolition required to prepare for future wall, door, and finish installations while leaving the building systems functional for continued occupant use.

Work Scope

Construction Cost Estimate For July 1, 2017 – June 30, 2018*

Work to be Conducted	Total Cost	TOT Funds	TMM Funds
Site Preparation and Clearing	\$39,975	\$24,585	\$15,390
Site Work	124,668	11,500	113,168
BLDG A: Demo/Reno Work	225,910	24,620	201,290
TOTAL	\$390,553	\$60,705	\$329,848

***Attached are detailed cost estimates for the work to be completed from July 1, 2017 to June 30, 2018 as provided by JK Architecture Engineering. The \$60,705 requested from TOT funds is part of the \$390,553 for all work conducted in this time period.**

Overall Project Schedule:

This schedule represents the current assessment for our project's development, which is a fast-track approach and best possible schedule for a 2017 groundbreaking. It assumes the design process is running in parallel with approval process to expedite the groundbreaking, and it is contingent upon the agency approval schedule.

PRELIMINARY SCHEDULE:

Master Plan & Environmental Review	Ongoing, April 16 – August 2017	6-14 months
Capital Campaign	July 2016 – December 2018	30 months
EQ Submittal / Approval Process	March 2017 – August 2017	6 months (best case estimate)
Schematic Design	December 2016 – February 2017	3 months
GC Negotiations & Bidding	March 2017 – June 2017	1-4 months
Design Development	March 2016 – April 2017	2 months
Construction Documents	May 2017 – July 2017	3 months
Agency Approval	July 2017 – August 2017	2 months
Site Demo & Prep	August 2017 - September 2017	1-2 months*
Site New Construction	September 2017 – October 2017	2 months *
Building A Interior Renovation	November 2017 - April 2018	5 months*
Building A, B, C, D New Construction	May 2018 – June 2019	14 months
Occupancy	June 2019	
Celebration & Grand Opening	July 1, 2019	

***Scheduled work and timeframe that will utilize the funds requested from the TOT grant.**

Tahoe Maritime Center's Post Project/2020 Projected Operating Budget:

Income:

Contributions and Grants	269,800
Membership Dues	200,000
Admission Fees	300,000
Public Programs/Education	33,000
Fundraising Events	74,000
Café	25,000
Rentals	163,000
Retail Sales	170,000
Other	8,200
TOTAL INCOME	\$1,243,000

<u>Expense:</u>	
Administrative	49,000
Facilities and Maintenance	107,000
Program Services	75,500
Memberships & Fundraising	31,000
Staffing & Volunteers	823,000
Miscellaneous	83,100
TOTAL EXPENSE	\$1,168,600

6. How will project cost overruns or operating cost shortfalls be funded?

A 10% contingency/overage amount has been built into the current budget for the project as noted above. Any costs above and beyond that amount will require additional fundraising.

In addition to the Museum's operating budget above, the Museum also has an endowment which allows for an annual withdrawal of funds to assist when there are operating shortfalls. It is the Museum's goal to increase our endowment over the coming five years so that more monies will be available from that fund should it be needed for an operating shortfall, for special projects or for upgrades to the Center's campus.

QUALIFICATIONS OF PROJECT SPONSOR

- Name/address:** Tahoe Maritime Museum, 401 West Lake Blvd, PO Box 1907, Tahoe City, CA 96145
- Financial Capability:** Tahoe Maritime Museum is a 501 (c)(3) registered California non-profit. As such the museum relies on fundraising for any new capital project.
- Experience with projects of similar nature:** Tahoe Maritime Museum has conducted three previous capital campaigns and expansion projects in its history. The first in the late 1990s was to build a new shed at Sugar Pine Point State Park to act as the Museum's first seasonal location. The second was in 2001 to purchase and renovate the Homeside Motel in Homewood, CA to become the Museum's first year-round location. The third was a \$4.5M dollar campaign for the construction of the Museum's gallery on the Homewood site in order to replace the old motel structure. The Homewood Museum project took one year from ground-breaking to completion in May 2008.
- Objectives of project sponsor:** As mentioned throughout this application it, is the goal of the Museum to construct a campus that meet's its needs as a museum of today, as well as provide a unique cultural experience for the visitors of the Tahoe region that makes it much more than simply a museum.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users

We believe strongly that our new location in Tahoe City, with expanded space for programs, exhibits and cultural activities for residents and visitors, will dramatically increase our visitor numbers more than six-fold to over 30,000 people annually. This, in turn, will provide additional economic benefits to the region, including revenue for lodging, food, and shopping. We currently experience approximately 5,000 visitors at our current location.

Tahoe Maritime Center will have resounding and long-lasting positive impacts that will touch multiple generations of families while contributing to the economic health and expansion of the North Lake Tahoe region. The Center will be a destination for tens of thousands of regional, national, and international visitors annually who will travel to the Center to experience various exhibits, programs, and activities.

<u>2020 Total Project Attendance</u>	<u>30,000 Visitors</u>
General Museum Admission	16,000
• Revolving Permanent Exhibits	
• Visiting Special Exhibits	
• Viewing Public Art	
Recurring Educational Programs & Workshops	800
• Seasonal Adult	
• Seasonal Youth	
• Year-Round	
School/College Partnerships & Apprenticeships	1,500
• Elementary School	
• Middle School	
• High School	
• Community College	
• University	
Museum Special Events	8,500
• Family Days	
• On-land Boat and Car Shows	
• Concerts	
• Art Reception	
Business Conferences	800
Celebratory Events	2,500

2. **Time of year:** The Tahoe Maritime Center will be open year-round.

Weekends: The Center will be open on weekends throughout the year with the exception of holidays.

Weekdays: The Center will be open on weekdays throughout the year with the exception of Wednesdays and specific holidays such as Christmas and New Year's.

3. **Number of visitors to be attracted as a result of project/program**
50 % Local and Second Home Owners

50 % Out of area, with visitors from all over the country and world, with a core group from Northern California specifically Sacramento and San Francisco areas as reflected by the visitors to the greater Tahoe region.

4. **Projected expenditures by out of area attendees (per capita):**
Hotel: \$3,000,000.00 (\$200 per night, average of 2 nights, 7,500 couples/15,000 individuals)

Restaurant: \$2,550,000.00 (\$170 for meals per day, average of 2 days, 7,500 couples/15,000 individuals)

Other: \$3,000,000.00 (Averaging \$200 additional spent by 15,000 visitors at local shops, other museums and attractions, or attendance at regional shows and events.)

5. **How will the project improve or enhance service to the visitor?**

The new Tahoe Maritime Center will be a unique cultural center where adults, families, and children of all ages will experience the Lake Tahoe region from the perspective of its maritime history. Beyond just the

Museum's exhibits which will serve as a centerpiece, the Center will provide a variety of experiences including lush gardens with outdoor public art by local and regional artists; concerts featuring local musicians; the opportunity to participate in educational classes and workshops; and enjoy a café and wine bar.

Throughout the year, the Tahoe Maritime Center will fill multiple voids that currently exist in the North Lake Tahoe region, including providing:

- Indoor & Outdoor Event Center
- Activities for children and families
- Entertainment venue
- Sculpture gardens

The Tahoe Maritime Center will provide tremendous benefits to the Lake Tahoe region and will be different from other community/civic/performing arts centers for several reasons, including:

- Tahoe Maritime Center will provide the community and tens of thousands of visitors annually the region's first accredited Museum.
- The Center is not just a state-of-the-art Museum, but a unique cultural center.
- The Center's campus will include a functioning boat shop to maintain the museum's artifact collection, and classrooms where a broad array of educational programs will be presented to visitors, residents and students from area high schools, community colleges, and universities.
- Unlike other event centers and museums, the Tahoe Maritime Center will be open to the public virtually year-round offering a continuous series of exhibits and educational programs – both indoors and outdoors. The Center will become a destination for regular concerts and music festivals, as well.
- Tahoe Maritime Center will have a community center, gardens, and permanent display of public art established through partnerships with the local public arts program.
- Through its educational programs and ponds, the Center will provide a destination for children filled with educational and entertaining activities.
- The Center will provide North Lake Tahoe with an additional venue for community special events, celebratory events, and business meetings.

COMMUNITY IMPACT

1. **What geographic portion of North Lake Tahoe will benefit the greatest from this project?**

The new Tahoe Maritime Center will benefit the greater North Lake Tahoe community including Tahoe City, Sunnyside, Homewood, Tahoma, Cedar Flat, Carnelian Bay, Tahoe Vista, and Kings Beach. It will also draw visitors for the day from their homes and hotels in Incline Village, South Lake Tahoe, and Reno. Our Center will allow Tahoe City to be more competitive against local ski resorts in drawing visitors and potential business conferences to our area throughout the year. With the exception of lodging, we can provide conference space for 10 to 300, as well as meals, team-building experiences, and options for break-out groups. Our Center will connect all visitors with existing and planned trail systems, and regional transportation.

With several hotels located within a short walking distance of the new Tahoe Maritime Center, guests will be able to utilize our small resorts and boutique hotels for sleep and the Center for the remainder of their conference, event, or activity needs. Granlibakken Resort is one of the oldest operating resorts in Tahoe

City and is literally just up the road from the new Center. The owners and managers of Granlibakken Resort have already expressed their support for the Center and have shown interest in partnering with the Center to bring more collective business. The recent renovation of the Aviva Inn into the Basecamp Hotel and the plans for replacement of the Henrikson building with a boutique hotel, the Tahoe City Lodge, will both provide upscale lodging in the North Lake Tahoe area, and the Tahoe Maritime Center will be able to provide the activities for guests. Together the hotels, along with the Tahoe Maritime Center, will benefit the greater community and its other assets.

2. What region-wide tourism benefits will be created?

Tahoe Maritime Center will be a significant asset for the greater Lake Tahoe Region, a year-round family educational experience and attraction that will significantly enhance tourism throughout the region.

Families will visit the Center again and again so teenage children and adults can take classes to learn the basics of boat construction or actually participate in the restoration of an antique boat. Area residents and visitors will also be able to attend seamanship classes, while younger children will take lessons to learn how to build and ride a paddleboard, or race radio-controlled speedboats on the Center's expansive pond.

During the summer and fall seasons, visitors will be able to see and feel the beauty of Lake Tahoe as can only be experienced by an actual ride in a classic wood boat. Just as families spending their summers at Lake Tahoe did throughout the mid-20th century, children and adults alike will experience the thrill of the wind in their face as they speed across the Lake in a vintage wood boat operated by Museum captains.

Additional region-wide tourism benefits include:

- An exhibition space that meets the highest standards of the American Association of Museums enabling Tahoe Maritime Museum to become the first accredited museum in the Lake Tahoe region.
- One consolidated location allowing visitors to see the Museum's watercraft collection in its entirety
- Expansion of our educational programs for adults and children of all ages to include vocational training partnerships with local high schools, community colleges, and universities through which apprenticeships will be established.
- Provision of a business model for generating diverse and on-going revenue streams through the property's established special event business, continuing relationship with Tahoe Tree Company and other established on-site vendors, and the addition of a café and wine bar.

3. Will local resources be used to create, design, and construct this project? Yes, many Tahoe City and Tahoe-Truckee area resources are being used for this project. The Tahoe City firm, JK Architecture and Engineering, has been retained by the Museum for the Master Plan design and will serve as the Architect, Civil Engineer, and Structural Engineer for the Center project. Auerbach Engineering and Jan Brisco Consulting, both of Tahoe City, have also already worked on different aspects of the project. Required site analysis and studies have been conducted by Holdrege & Kull Geotechnical Consultants of Truckee, Archaeologist Susan Lindstrom of Truckee, and LSC Transportation Consultants of Tahoe City. As we move through the remaining planning stages and then into the construction phase, parts of the project will be bid out and it is the hope of the Museum that local contractors and specialists will submit proposals to do the work.

4. What types of businesses will receive the greatest economic impact?

Local area hotels, restaurants (aside from the on-site café) and numerous shopping opportunities will benefit and receive tremendous economic impact from the Maritime Center. As the North Lake Tahoe

region is able to provide more experiences and activities to participate in, families and couples will stay longer and visit more often.

The Museum currently utilizes a number of local vendors and suppliers for stocking the Museum gift shop. As our visitor numbers increase with the development of the new Maritime Center, these vendors will also benefit with our increased retail sales.

Are they supportive of this project? Since inception of this project, we have been speaking with numerous businesses, shop owners, and community entities such as Tahoe City Downtown Association, West Shore Association, Incline Village Crystal Bay Visitors Bureau and local community foundations. Everyone has been extremely supportive of the project.

5. **Will the project require the addition of governmental service?** No

**If yes, describe
How will these costs be funded?**

6. **Document the community support for the project:** The very first level of community support for the Maritime Center project came from the Tahoe Tree Company, when they decided to let the Museum purchase their ten acre nursery. For years the owners of Tahoe Tree Company had been approached by developers looking at the property for expansive condominium projects, but they insisted that they wanted someone that would care for the property and maintain it for its natural beauty and for what it provides to the Tahoe community. They found that in the Museum and our vision for the development in the Tahoe Maritime Center campus project.

In the fall of 2016, the Tahoe City Rotary Club pledged to support the Maritime Center project and has contributed \$5,000.00 towards the capital campaign. And now that the Master Plan and design of the campus buildings has been completed, the Museum will be approaching more individuals, businesses, foundations and associations for their formal support of the Maritime Center project plan as part of the Campus Campaign.

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the 2015 Tourism Master Plan and criteria of this application (Strategic Goals, Tier 1 & 2 Priorities, Core Project Groupings, and Project Funding Strategy Guidelines)

The North Lake Tahoe Resort Association recently published in its 2015 Tourism Master Plan a plan for tourism investment strategies to transform North Lake Tahoe into a national and international destination. The NLTRA identifies the following industry trends and its responses:

- ✓ ***Increased focus on events to motivate visitation.*** In order to meet that goal, North Lake Tahoe must stand out in a saturated event marketplace. The development and design of the Tahoe Maritime Center will provide an unprecedented new opportunity for maritime enthusiasts on the West Coast as well as being recognized as a viable option for events, both public and private, that could potentially bring in new visitors to our area.
- ✓ ***Increased focus on destination differentiation.*** To help NLTRA meet this objective, the Tahoe Maritime Center will provide not only maritime exhibits, but educational opportunities for children and adults alike, along with quality facilities to host conferences, thereby bringing in new visitors.
- ✓ ***Continued focus on summer demand at mountain destinations.*** The Tahoe Maritime Center will assist the North Lake Tahoe region to keep pace with the variety and quality of activities offered at

other summer resorts. Our Center will provide not only walking trails, ponds, and gardens, but the option to hold catered business retreats, conferences, and celebratory events. When the weather does not permit outdoor events, our 9,000 square foot Exhibit Hall, encircled with beautiful classic boats, will be available for use, providing an alternative to the demands of private event needs.

Tier 1 is dedicated entirely to completing and connecting the system of mountain bike trails, Nordic trails, and winter use trails, as well as the support necessary to promote them. With the property already purchased and zoned for commercial use, we will be able to utilize and overlap into nature areas, providing access to hiking and biking trails. The Center will have printed materials and user-friendly visitor guides highlighting the various options of connected trail systems in North Lake Tahoe, including: Class 1 trails, mountain bike trails, Nordic trails and use of winter trail systems. Our website will also highlight the information for those researching our Center and its activities.

Tier 2 of the NLTRA plan is dedicated to “...*investing in facilities and amenities that support history and arts and culture such as museums, interpretive centers, and public art.*” When completed, Tahoe Maritime Center will not only be responsive to each market trend, it will meet each of the Tier 2 by:

- Creating the only accredited museum in the Lake Tahoe region
- Presenting an exciting, interactive historical and cultural experience that combines history and public art surrounded by beautiful gardens
- Creating a new event center for community, private, and business related events
- Differentiating itself by being both a maritime museum and a community center and gardens
- Creating expanded educational activities for adults, families, and children of all ages

Using Project Funding Strategy Guidelines, what is your project’s score and how was it determined?
105 (135 points maximum)

Criteria of High Importance: (most weight)

- Projects that support Tourism Master Plan Tier 1 priorities of key core function areas and strategic goals. (30 points max)
- Human Powered Sports and Activities: 10 Points Awarded for Paddle boarding and walking trails on new Maritime Center Campus
- Projects that are within highest priority CI/T Plan Project Groupings (30 points max)
- Trails (highest): 10 points for new trails that can link with regional trails near Center
- Recreation Amenities: 10 points as the project provides new amenities in the area
- Tourism-Based Redevelopment: 10 points for redeveloping the property for tourism

Criteria of Importance: (average weight)

- Projects that support Tourism Master Plan Tier 2 priorities (15 points max): 15 Points, as it meets Tier 2 priorities.
- Projects that support other CI/T Plan Project Groupings (15 points max)
 - Museums/Cultural Centers
 - Special Events/Regional
 - Parks15 points as it supports development of a Museum/ cultural center with grounds that are being transformed into a park and public space for events
- Projects that support environmental improvement (15 points max): 10 Points for the Stream Restoration and Environmental Education Area of the project
- Projects that have matching funds available (15 points max): 15 Points for the monies already contributed and pledged by the Museum Board and community members totaling \$1.5 Million.

Other Criteria for Consideration (some weight)

- Percentage of project budget to be provided by TOT – around 1.5% of Project, therefore 5pts
- TOT request necessary to leverage additional funding – yes, therefore 5 pts

OTHER

List other benefits or elements that should be considered by the Resort Association in evaluating this request:

Many of our members maintain a second home in the greater Lake Tahoe region. We experience numerous visitors every weekend to the current Museum. By providing our Tahoe community with a maritime experience that we do not have as of yet, we anticipate will provide another activity for both residents and visitors to take part in. We believe strongly with more activities and experiences to engage in within the Tahoe community, more families and couples, with or without children, will make more of a concerted effort to visit more often and stay longer. Over the next four years as the new Center is constructed, we will build our membership roster and will increase those numbers six-fold upon completion.

ATTACHMENTS

- o Tahoe Maritime Center Campus Project Schedule and Cost Estimates as provided by JK Architecture Engineering
- o Master Plan Designs for Tahoe Maritime Center Project

TAHOE MARITIME CENTER					
Complete Work Scope					
Construction Cost Estimate					
Tahoe City, CA					
July 1, 2017 - June 30, 2018					
Item	Description	Quantity	Unit	Unit Price	Item Amount
A. SITE PREPARATION & CLEARING					
A1	Site Clearing and Grubbing	2.5	AC	\$10,890.00	\$27,225.00
A2	Tree Removal	17	EA	\$750.00	\$12,750.00
				SUBTOTAL(A):	\$39,975.00
B. SITE WORK					
B1	Site Demolition	1	LS	\$15,000.00	\$15,000.00
B2	Grading and Earthwork	8,712	CY	\$6.50	\$56,628.00
B3	Over Excavation to BLDG Pad	1,632	CY	\$15.00	\$24,480.00
B4	Engineered Fill - 3' D (Place and Compact Native)	1,632	CY	\$17.50	\$28,560.00
				SUBTOTAL(B):	\$124,668.00
C: BUILDING 'A' WORK					
C1	Remove Doors and Frames	13	EA	\$150.00	\$1,950.00
C2	Remove Floor Finishes	1,402	SF	\$1.00	\$1,402.00
C3	Remove Interior Walls	1,200	SF	\$2.00	\$2,400.00
C4	Remove Ceiling Finishes	168	SF	\$1.00	\$168.00
C5	Remove Casework	20	LF	\$30.00	\$600.00
C6	Sawcut Slab	96	LF	\$12.50	\$1,200.00
C7	Remove Slab	200	SF	\$3.50	\$700.00
C8	Interior Wall Assemblies	2,560	SF	\$18.00	\$46,080.00
C9	Interior Doors - HM/ SC 3o7o	9	EA	\$1,800.00	\$16,200.00
C10	Base Cabinets/Countertops - Solid Surface	21	LF	\$450.00	\$9,450.00
C11	Desks - Faced/Solid Surface Tops	31	LF	\$585.00	\$18,135.00
C12	Café Counters - Solid Surface - 14" W	15	LF	\$175.00	\$2,625.00
C13	Casework - Elevator - 2 Stop	1	EA	\$125,000.00	\$125,000.00
				SUBTOTAL(C):	\$225,910.00
				GRAND TOTAL:	\$390,553.00

TAHOE MARITIME CENTER					
Transient Occupancy Tax (TOT) Grant					
Construction Cost Estimate					
Tahoe City, CA					
July 1, 2017 - June 30, 2018					
Item	Description	Quantity	Unit	Unit Price	Item Amount
A. SITE PREPARATION & CLEARING					
A1	Site Clearing and Grubbing	1.5	AC	\$10,890.00	\$16,335.00
A2	Tree Removal	11	EA	\$750.00	\$8,250.00
				SUBTOTAL(A):	\$24,585.00
B. SITE WORK					
B1	Site Demolition	1	LS	\$5,000.00	\$5,000.00
B2	Grading and Earthwork	1,000	CY	\$6.50	\$6,500.00
				SUBTOTAL(B):	\$11,500.00
C: BUILDING 'A' WORK					
C1	Remove Doors and Frames	13	EA	\$150.00	\$1,950.00
C2	Remove Floor Finishes	1,402	SF	\$1.00	\$1,402.00
C3	Remove Interior Walls	1,200	SF	\$2.00	\$2,400.00
C4	Remove Ceiling Finishes	168	SF	\$1.00	\$168.00
C5	Remove Casework	20	LF	\$30.00	\$600.00
C6	Sawcut Slab	96	LF	\$12.50	\$1,200.00
C7	Remove Slab	200	SF	\$3.50	\$700.00
C8	Interior Wall Assemblies	900	SF	\$18.00	\$16,200.00
				SUBTOTAL(C):	\$24,620.00
				GRAND TOTAL:	\$60,705.00

February 22, 2017

Mr. David Olson
Tahoe Maritime Museum, Inc.
PO Box 1907
Tahoe City, CA 96145

RE: Revised Project Schedule

Dear David,
The following is our update regarding the project schedule contingent upon agency approval schedule:

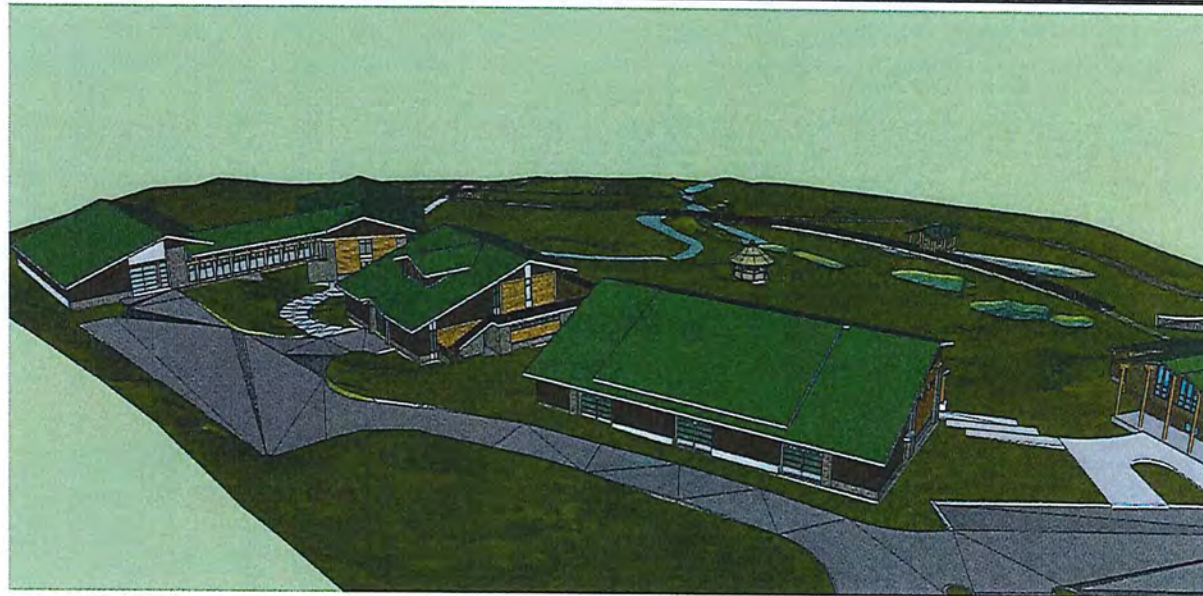
PRELIMINARY SCHEDULE:

Master Plan & Environmental Review	Ongoing – August 2017	6-14 months
EQ Submittal / Approval Process	March 2017 – August 2017	6 months (best case estimate)
Schematic Design	December 2016 – February 2017	3 months
GC Negotiations & Bidding	March 2017 – June 2017	1-4 months
Design Development	March 2016 – April 2017	2 months
Construction Documents	May 2017 – July 2017	3 months
Agency Approval	July 2017 – August 2017	2 months
Site Demo & Prep	August 2017 - September 2017	1-2 months
Site New Construction	September 2017 – October 2017	2 months
Building A Interior Renovation	November 2017 - April 2018	5 months
Building A, B, C, D New Construction	May 2018 – June 2019	14 months
Occupancy	June 2019	

As discussed there are many floating variables that might affect the schedule, however, we will keep pressing forward to expedite where possible.

Kind regards,

Jordan Knighton, AIA, NCARB



① AERIAL NORTH VIEW
1/4"=1'-0"



① PIER VIEW
1/4"=1'-0"

TAHOE MARITIME
CENTER
400 WEST LAKE BLVD.
TAHOE CITY, CA 96145

SITE PERSPECTIVES

DATE: 2/14/2012

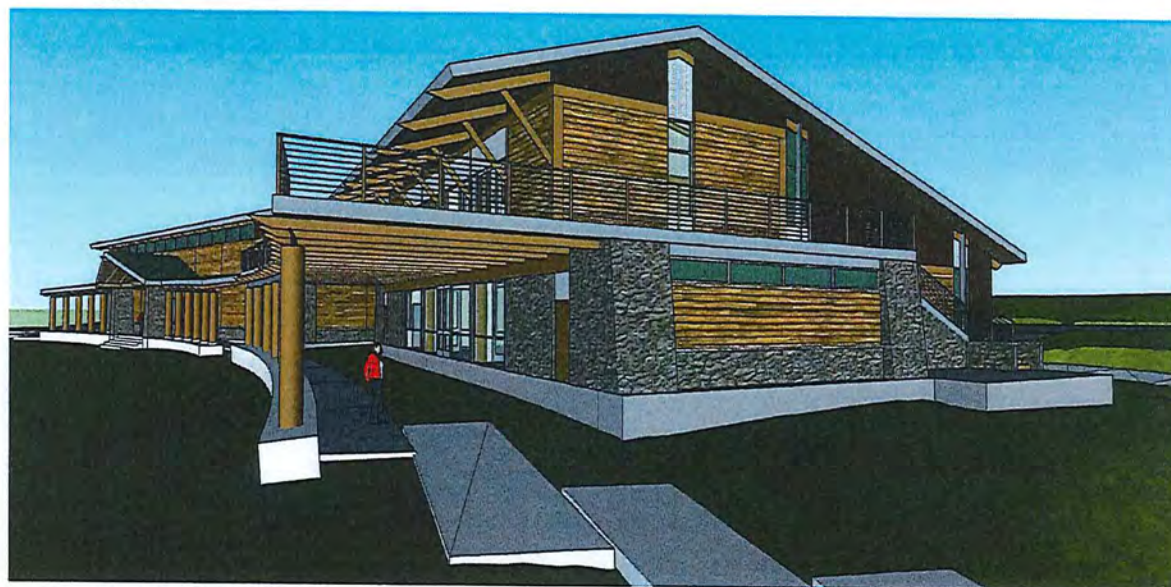
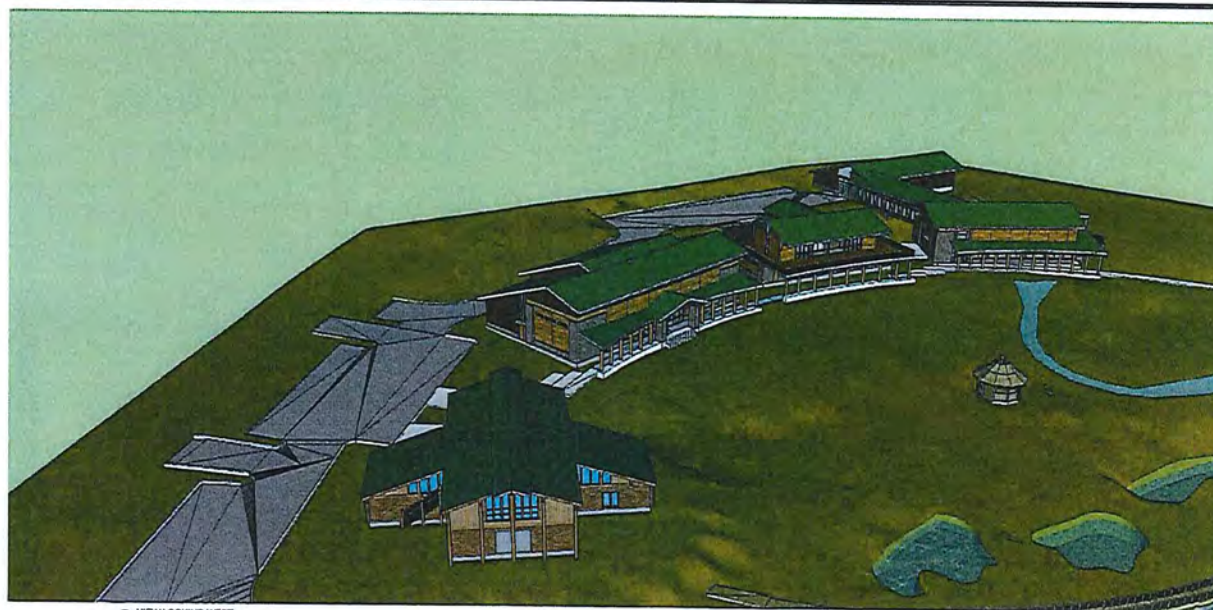
BY: JKAE

NO. 10-270

DATE: 2/14/2012

NO. 10-270

A1.2



JK ARCHITECTURE
ENGINEERING

183 W. RIVER ROAD
P.O. BOX 7400
TAHOE CITY, CA 96141
(916) 582-4000

15021 BLOOMER ROAD
SUITE 220
AUBURN, CA 95603

WWW.JKAEDSIGN.COM

**TAHOE MARITIME
CENTER**
401 WEST LAKE BLVD.
TAHOE CITY, CA 96143

SITE PERSPECTIVES

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A1.3

Special Event Grant Funding Program Reimagine

Goal:

Reimagine and improve the Special Event Grant Funding program. Modernize the process and reevaluate purpose and criteria to best accomplish goal of driving TOT funding within the North Lake Tahoe region through local special events.

Purpose of Funding:

- Drive TOT funding
 - Extra consideration for “strike zones”
- Support local events – both fledgling and legacy
- Expand marketing arm of NLTRA

Proposed Changes:

- Change name of program to eliminate “grant” component
 - Special Event Partnership Funding
- Eliminate “seed money” requirement
- Require at least one local lodging partner
 - Room block
 - Discounted room rate
 - Sponsorship – cash/in-kind
 - Venue
 - Marketing support
- Require that events are annual
- Pay recipients 50% of funds at signing of contract and reimburse remaining 50% after receiving post-event report
- Clarify that funds can be used for both in-market and out of market advertising
- Reimagine application documents & process (pre-application information, application, post event report)
 - Include program information on NLTRA website year-round
 - Accept applications online
 - Offer an early submission opportunity for application feedback

Previous Discussion & Feedback Sessions

February:	Met with Special Event Grant Funding Task Force
February:	Presented to Director of Sales Committee for Feedback on Lodging Requirement
March:	Presented to BACC for Approval
March:	Presented for Marketing Committee for Approval

2018 Special Event Partnership Funding

General Program Information

About NLTRA Special Event Partnership Funding

The North Lake Tahoe Resort Association (NLTRA) facilitates a Special Event Partnership Funding program for annual special events in the North Lake Tahoe region. Submissions are accepted once a year for events that take place in the subsequent calendar year. Following the application and evaluation process, a number of events will receive funds through the program. The total amount of funding to be awarded, among all recipients collectively, is \$50,000.

Eligibility Guidelines, Program Goals:

Relating to the Special Event Partnership Funding program, special events are defined as:

An organized annual event that generates overnight visitors for at least one Placer County lodging property, as well as out-of-area marketing exposure, and is of interest to the general public. Historically these events have included, but are not limited to: festivals, fairs, community events and certain sporting events. Qualified events must reinforce the NLTRA's branding message, provide the NLTRA with a sustainable and appealing destination message, and attract overnight visitors.

The NLTRA is funded by transient lodging taxes (TOT) when paid lodging is utilized in Placer County. Therefore, Special Event Partnership Funding is earmarked for events that occur in Placer County and have a history of or the potential for, attracting overnight visitors to Placer County. The program is a marketing opportunity, providing a financial resource for events to broaden their advertising and promotional efforts (to potential out-of-market visitors) that would otherwise not be possible. Special Event Partnership Funding is not intended to supplement event production expenses or to augment net income.

The NLTRA supports special events because events can:

- Generate new incremental room nights at desirable rates for Placer County lodging properties.
- Create positive awareness and motivate travelers to visit the destination through out-of-market advertising or social media.
- Increase repeat visitation - visitors who come to the destination for an event and have an enjoyable experience may be more likely to return in the future.
- Assist with the NLTRA's destination branding and communications for North Lake Tahoe.

The goals of the NLTRA Special Event Partnership Funding program include:

- To support new events that will grow to be future legacy events for the destination.
- To provide resources for special events to increase their out-of-market marketing efforts to potential visitors.
- To assist special events to grow and realize their full potential in room nights and brand awareness.
- To enhance the positioning and brand of North Lake Tahoe as a more attractive place to live, work and play.
- To extend the event season and fill holes in the regional annual calendar of special events.

The NLTRA reserves the right to determine whether a special event qualifies to apply for Partnership Funding. If an event is uncertain whether they would be considered, please consult with the Events & Communications Manager prior to submitting an application. The following guidelines may assist in determining applicability:

- Only the principal producing entity of a specific event can apply for funding consideration. Likewise, only one organization will be considered for funding on behalf of any single event.

- Venues do not qualify for funding consideration regardless if their intent is to provide supplemental marketing support for one or more events taking place at their facility. However, if a venue is the principal producing/accountable entity of a specific special event, they may submit an application for funding consideration.
- The event occurs in the following calendar year.
- The event currently promotes, or desires to promote, to potential out-of-market, overnight visitors (spectators and/or participants) and is not primarily an activity for local residents.
- The event can generate overnight visitors to Placer County lodging entities.
- The event is fundamentally not a conference, meeting, industry trade show, workshop or expo.
- The NLTRA will not be the sole/primary revenue source for the event. The event is not contingent upon receipt of NLTRA Partnership Funding to occur.
- Awarded funds will be used for advertising, marketing and event promotion, and not for event operations or staffing. A receipt must be submitted to the NLTRA for all funds spent to verify proper usage.
- The event is/will occur annually in the destination. The event does not intend to take place one-time only. If the event only takes place one time, producer should contact Amber Burke in regards to other sponsorship opportunities.
- The event does not have a term limit regarding the number of years that it can/or will be held in the destination.
- The event is open to the general public (spectators), promotes attendance to spectators and/or participants, and does not require the general public (spectators) to purchase a membership, conference registration or annual dues to spectate. Spectator ticket charges are acceptable for gated events.
- The event capacity is not limited to a small number of people. It is able to accommodate hundreds (or thousands) of spectators.
- The event will secure partnerships with at least one Placer County lodging property. Partnerships can be in the form of: cash/in-kind sponsorship, room block, special room rate for event, venue location or marketing/promotional assistance.

Application Deadlines:

The completed application and required supplemental documents must be submitted by the final deadline in order to be considered. If an applicant's event occurs immediately before (or after) the application deadline, information from the previous year can be provided in lieu of the current year's information, where applicable.

Optional Early Submission Deadline: 5:00pm (PST) on Friday, September 1, 2017

The optional early submission opportunity could be helpful for events that have not previously submitted a Partnership Funding application and would like to receive feedback. To participate in the early submission option, events must submit their "trial" application and supplemental documents by Friday, September 1, 2017 (5:00pm PST). NLTRA staff will review the information then provide feedback and guidance, allowing ample time for the applicant to modify and resubmit their application by the final deadline of October 6, 2017.

Participating in the early application option does not imply an event will receive a favorable funding allocation recommendation. NLTRA staff review and feedback is only provided to events that submit by the early application deadline.

Final Submission Deadline: 5:00pm (PST) on Friday, October 6, 2017

The final deadline for submission of applications and supplemental documents is Friday, October 6, 2017 (5:00pm PST). Applicants are strongly encouraged to submit 1-2 days prior to the final deadline to minimize the risk of a late submission. Applications and supplemental materials will not be accepted after the final deadline.

The NLTRA Events & Communications Manager will meet with an event representative at any time to discuss the Partnership Funding program as well as the submission process.

It is the responsibility of the applicant to confirm with the Events & Communications Manager that their application and supporting documents were successfully received by the deadline.

Applications and supplemental documents can be submitted electronically or hard copy.

Amber Burke
NLTRA Events & Communications Manager

100 North Lake Blvd., PO Box 5459
Tahoe City, CA 96145
Office: (530) 581.8702
Fax: (530) 581.8789
amber@gotahoenorth.com

Partnership Funding Timeline, Insurance, Payment Schedule:

If Partnership Funding is approved, the event will be required to sign an NLTRA contract agreeing to the terms and conditions of the partnership which includes the sponsor amenities to the NLTRA, issue of a General Liability Insurance Policy naming the NLTRA as additional insured (\$1,000,000 per occurrence and \$2,000,000 general aggregate). The event will also be required to submit a current IRS Form W-9 prior to receiving any payments. The W-9 must be in the same name as the recipient of the partnership funding. Event will also need to supply the NLTRA with a written commitment from the event venue indicating set event dates.

Partnership funding awards will be disbursed in two installments. A partial payment of 50% will be made upon receipt of the signed contract, confirmation of event's marketing plan and confirmation of a Placer County lodging partner/sponsor. The remaining 50% payment will be made after the event takes place, subject to completion of contractual agreements, sponsorship amenities and a post-event ROI report to the NLTRA. Should the funds not be used in the manner stated within the contract, the organization will be required to return the funds in full to the NLTRA.

Evaluation Process:

Failure to submit all required information and documents by the final application deadline will result in disqualification. Submitting an application does not guarantee Partnership Funding will ultimately be awarded.

All applications will be evaluated through an interview process and closed-door review session. Funding allocation recommendations will be based on: information provided in the application and supplemental documents, how the event compares to other applicants, the amount of funding available versus the total number of applicants, and the destination's current situation analysis. It is imperative that application and supplemental materials communicate complete and accurate information for the Task Force to have a complete understanding of the event and the request. The funding allocation recommendations will then be presented to the NLTRA Marketing Committee for review and discussion and ultimately to the NLTRA Board of Directors for approval.

Recommendations are based on qualitative, rather than quantitative analysis which include the following considerations:

Application

Is the application complete; were all questions answered and required information provided? Was the submitted information reasonable, viable and convincing?

Event Dates

Does event occur in a "strike zone" period or during an already busy visitor season? Would the absence of the event adversely affect lodging occupancy?

Annual Occurrence

Does event have potential for longevity? Is there a term limit regarding the number of years that event can/will be held in the destination? Will the event be held annually?

Attendance

What is event attendance, including participants (if applicable) and spectators? What percentage of attendance is estimated to be locals versus out-of-market visitors? Can event expand upon their current attendance or are there short-term capacity concerns?

Room Nights

What are room night projections? Is there a potential for growth in overnight stays with additional marketing efforts? Is the funding request reasonable compared to the room nights that can be generated?

Uniqueness and Appeal

Is event unique and/or iconic to the destination? Are there similar events in primary visitor markets? Would the event appeal to potential visitors? Does it have prospect for growth and long term sustainability?

Out-of-Market Awareness

Does event have the ability to generate out-of-market awareness for the destination that increases the likelihood of attracting overnight visitors? (Awareness can be in the form of traditional advertising, social media, web-based efforts or PR equivalency). Does it support North Lake Tahoe branding and messaging?

Financial

Is event financially stable? Is the funding request less than 25% of the event's cash operating budget? Is event dependent on NLTRA funding in order to occur? In the case of a new event, does it have a realistic plan to sustain through year one (such as revenue and expense projections, marketing plan, estimated attendance and room nights).

Funding Use

Does NLTRA funding make a difference? Did event provide details about how NLTRA Partnership Funding would augment their marketing, advertising and promotional efforts? Would a reduced award, or no award, negatively impact event's ability to maintain or grow their promotional efforts?

Lodging Partnerships

Will event establish a partnership with at least one Placer County lodging property (in the form of room block, sponsorships, venues or marketing support)? Are lodging partners acknowledged and promoted on event's website?

Television or Webcast Affiliation

Will event air on network TV, cable TV or Webcast as a scheduled broadcast? Is the broadcast professionally produced and does it positively highlight the destination?

Sponsor Amenities

Can event extend sponsorship amenities to the NLTRA that provide an opportunity to broaden its own marketing and sales efforts?

Event Producer/Promoter

Does event have professional, turnkey management? Is it produced by paid staff or by volunteers?

2018 Special Event Partnership Funding Application

Note: Refer to the “2018 Special Event Partnership Funding: Application Explanations” document for details and tips about the application.

Section 1: Contact Information

Special Event Name:

Event Date:

Event Host Organization:

What other events have been produced by event promoter or host organization?

Event Mailing Address:

Event Office Phone:

Event Director or Producer:

Title:

Email:

Phone:

Person Completing Application:

Title:

Email:

Phone:

Event Website URL:

Unique Visitors in Past 12 Months:

Facebook Page URL:

Number of Facebook “Likes”:

Instagram Handle:

Number of Instagram Followers:

Twitter Handle:

Number of Twitter Followers:

YouTube URL:

Section 2: Event Overview

- Q2.1 Where will event take place?
- Q2.2 Will this be an annual event in the North Lake Tahoe region?
- Yes
 - No (If “no”, explain why)
- Q2.3 Including 2017, how many years has the event occurred in the North Lake Tahoe region?
- Q2.4 Can spectators (general public) attend event?
- Yes
 - No
- Q2.5 Will there be a charge for spectators (general public) to attend the event?
- Yes (If “yes”, provide ticket information: quantity, cost, etc.)
 - No

Section 3: Financial

- Q3.1 What is the dollar amount of Funding being requested?
- Q3.2 Summarize how Funding will be utilized? (Recap the marketing/promotional efforts that could be implemented with a funding award that otherwise would not be possible.)
- Q3.3 If Partnership Funding is not awarded, will the event still take place?
- Yes
 - No (If “no”, explain why)
- Q3.4 If event does not receive Partnership Funding, or does not receive the full requested amount, summarize the effect to specific programs or promotional strategies.
- Q3.5 Will event solicit additional sponsors, either cash or in-kind?
- Yes
 - No (If “no”, explain why)

Section 4: Marketing, Advertising, Public Relations

- Q4.1 2018 In-Market Paid Advertising Budget:
- Q4.2 2018 Out-of-Market Paid Advertising Budget:
- Q4.3 Optional: 2017 Out-of-Marketing Public Relations Equivalency:

Section 5: Broadcast Opportunities (TV or Webcast)

- Q5.1 Does the event have media partners, either local and/or out-of-market?
- Yes (Identify partners – indicate whether the primary audience is in-market or out-of-market)
 - No
- Q5.2 Will event air on network TV, cable TV or Webcast as a scheduled broadcast?
- Yes (Continue to Q5.3)
 - No (Skip to Section 6)
- Q5.3 What is the broadcast coverage?
- Local
 - Regional (Identify cities or DMAs)
 - National
 - International
- Q5.4 Provide details about the applicable broadcast coverage and anticipated air dates.
- Network or Cable TV
 - o Broadcast Affiliates:
 - o Air Dates:
 - o Program Length:
 - Webcast
 - o Provider:
 - o Air Dates:
 - o Program Length:
 - Remarks, if any:
- Q5.5 Are household ratings or viewership numbers available from the previous year’s broadcast?
- Yes (Provide details)
 - No
- Q5.6 Can the NLTRA receive complementary commercial time during the broadcast as a sponsorship amenity?
- Yes
 - No
- Q5.7 Can the NLTRA receive promotional exposure (interviews, vignettes, etc.) during the broadcast?
- Yes
 - No
- Q5.8 If complementary commercial time and/or promotional exposure is available to the NLTRA, summarize opportunities.

Section 6: Lodging Partnerships

- Q6.1 Identify the event’s Placer County lodging partners in 2017.

Q6.2 Identify the event's anticipated Placer County lodging partners for 2018. List type of partnership if one has already been established.

Section 7: Attendance

Q7.1 2017 Estimated Spectator/Fan Attendance:

- Unique Individuals:
- Overall Event Attendance:

Q7.2 2017 Estimated Participants in Attendance:

Q7.3 Explain how 2017 attendance (Q7.1 and Q7.2) was calculated.

Q7.4 Spectators/Fans: Based on the 2017 spectator/fan attendance figures (Q7.1), what percentage is estimated to be from out-of-market? (Explain how percentage is calculated)

Q7.5 Participants: Based on the 2017 participants attendance figures (Q7.2), what percentage is estimated to be from out-of-market? (Explain how percentage is calculated)

Q7.6 2018 Projected Spectator/Fan Attendance:

- Unique Individuals:
- Overall Event Attendance:

Q7.7 2018 Projected Participants:

Q7.8 Explain how 2018 attendance (Q7.6 and Q7.7) was calculated.

Section 8: Room Nights

Q8.1 2017 Placer County Room Nights

- Estimated Paid Room Nights:
- Estimated Complementary Room Nights:

Q8.2 Explain how 2017 room nights were calculated.

Q8.3 Which Placer County lodging properties feasibly received room nights as a result of the event?

Q8.4 2018 Placer County Room Nights

- Projected Paid Room Nights:
- Projected Complementary Room Nights:

Q8.5 Explain how 2018 room nights were calculated.

Section 9: Event Staff & Board of Directors

Q9.1 Is event produced by a paid staff or volunteer committee?

- Paid Staff
- Volunteer Committee

Q9.2 Provide the names and positions of the events key staff/volunteers.

Q9.3 Provide the names of events Board of Directors, if applicable.

Section 10: Sponsors

Q10.1 Identify the top 5 sponsors of the 2017 event.

Q10.2 Identify the top 5 sponsors that the event will target for 2018.

Section 11: Acknowledgements & Electronic Signature

Q11.1 I am authorized to represent the event; information provided in application and supporting documents is truthful.

- Yes
- No (If “no”, explain why)

Q11.2 Event will be held annually in the North Lake Tahoe region and is not contingent upon receipt of funding to occur.

- Yes
- No (If “no”, explain why)

Q11.3 If Partnership Funding is awarded, partnerships will be secured with at least one Placer County lodging property.

- Yes
- No (If “no”, explain why)

Q11.4 Event will collaborate with the NLTRA (if requested) to collect survey information, or share existing information if event conducts their own survey.

- Yes
- No (If “no”, explain why)

Q11.5 If Partnership Funding is awarded, funds will only be utilized for event promotion and marketing.

- Yes
- No (If “no”, explain why)

Q11.6 If Partnership Funding is awarded, event will include the NLTRA logo and link on their website and in applicable advertising materials.

- Yes
- No (If “no”, explain why)

Q11.7 If Partnership Funding is awarded, event will issue a Liability Policy (\$1M per occurrence/\$2M aggregate), as well as name the NLTRA as an additional insured.

- Yes
- No (If “no”, explain why)

Type your name and date, which denotes your signature as an authorized representative of the event.

Name:

Date:

Required Supplemental Documents

Document #1: Event Overview

- Yes, will submit
- No, will not submit

Document #2: 2017 Profit & Loss Statement

- Yes, will submit
- No, will not submit

Document #3: 2018 Event Budget

- Yes, will submit
- No, will not submit

Document #4: Marketing/Promotional Plans – Part A: Marketing Plan Without Receipt of Funding, Part B:

Marketing/Promotional Initiatives to be implemented with Receipt of Funding

- Yes, will submit
- No, will not submit

Document #5: Potential Sponsorship Amenities to NLTRA

- Yes, will submit
- No, will not submit

Document #6: OPTIONAL PR Equivalency for Out-of-Market

- Yes, will submit
- No, will not submit

2018 Special Event Partnership Funding

Application Explanations

To assist events in preparing their submission, this document provides general direction, clarifies particular application questions and reviews required supplemental documents.

General Definitions:

The following definitions pertain specifically to the Partnership Funding Program with the objective of improving consistency among submissions.

Spectator/Fan: Someone who primarily attends an event as an onlooker or observer, to experience an event's activities or offerings, to be entertained, to support a cause or for social interaction. Spectators can be a part of an audience watching a performance or competition, or they can be more actively involved by experiencing activities.

Participant: Someone who attends the event purposely as a competitor, sponsor, vendor/exhibitor, support crew/team, entertainer/performer, volunteer, official, media or support staff. Examples include (but are not limited to): a competitor in a triathlon, ticketed participant in a class during a festival, TV broadcast production crew, exhibitors or vendors at a festival, volunteers at a golf tournament, or registered media at a food and wine festival.

Unique Individual (Attendee): A unique individual is counted one time only, regardless of how many event activities, venues or days they attend. Unique individual estimates are utilized when determining the economic impact of an event.

Total Attendance: The compilation of head counts for every venue and activity over the duration of the event. Total attendance presumably reflects unique individuals being counted multiple times if they attend multiple activities or days within the event's scheduled offerings. Because total attendance does not necessarily equate to unique individuals, it would not accurately reflect economic impact or room nights generated.

Room Nights: A guestroom multiplied by the number of nights occupied (1 room x 3 night stay = 3 room nights).

Paid Room: The lodging property received monetary compensation for a room related to an event, whether paid for by the event organizer, spectators or participants. The NLTRA is funded by room taxes generated when paid rooms are utilized in Placer County.

Complimentary Room: The room was provided at no charge to the guest by the lodging property. For example, an event might receive complimentary rooms in exchange for being named a sponsor. Placer County room tax is not collected for complimentary rooms.

In-Market: Less than a 100-mile radius of North Lake Tahoe. Communities include, but are not limited to: the Lake Tahoe Basin/Truckee, the Reno/Sparks metropolitan area, Carson City, Minden/Gardnerville, Fernley, and Fallon. In-market spectators and attendees may have a lower propensity to utilize overnight accommodations in Placer County.

Out-of-Market: More than a 100-mile radius of North Lake Tahoe. Spectators and participants that reside more than 100-miles from North Lake Tahoe may have a greater propensity to utilize overnight lodging in Placer County.

Placer County: Communities include: Tahoe City, the West Shore of Lake Tahoe, Squaw Valley, Northstar, Kings Beach, Carnelian Bay, and Tahoe Vista.

Strike Zone: A goal of the funding is to promote events that take place in the off-peak season, or strike zone. This includes the following:

Lakeside Communities: January – May, September – November

Mountainside Communities: May – November

Greater consideration will also be given to events that generate mid-week lodging any time of the year.

Application Section 2: Event Overview

Partnership Funding is for annual special events. Events that intend to take place one-time only will not be considered for funding. In addition, events should not have a “term” limit regarding the number of years it can/or will be held in the destination.

Application Section 3: Financial

Only the principal producing entity of a specific special event can apply for funding consideration. Likewise, only one organization will be considered for funding on behalf an event. Venues do not qualify for consideration regardless if their intent is to provide supplemental marketing support for one or more events taking place at their facility. However, if a venue is the producing/accountable entity of a specific event, they may submit an application for funding consideration.

The NLTRA should not be the sole/primary revenue source for an event, nor should an event be dependent upon receipt of funding in order to take place. Events should be financially viable without NLTRA partnership funding. The funding request should not exceed 25% of an event’s overall cash operating budget and awarded funds are to be used for advertising, marketing and event promotion, not for logistics, operations or to supplement net income.

Q3.2: Summarize how the requested amount of Partnership Funding would be utilized. Include marketing and promotional efforts that could be initiated with funding that would not be possible without funding. In other words, explain how funding makes a difference. Responses are limited as this is a summary statement only. Details should be provided in event’s Marketing Plan (Part B) of the required supplemental documents.

Application Section 4: Marketing, Advertising, Public Relations

Refer to the Page 1 for definitions of “in-market” and “out-of-market” as it pertains to Partnership Funding.

Partnership Funding is a marketing opportunity that provides a financial resource enabling events to broaden their advertising and promotional efforts that otherwise would not be possible. Event applicants should currently promote, or desire to promote, to potential out-of-market visitors (spectators and/or participants). The ultimate goal of the funding program is to generate room nights for Placer County lodging entities.

An event’s marketing and communications strategy can positively impact awareness and influence attendance. As well, those promotional efforts can generate general awareness for the destination.

Public Relations Equivalency (a.k.a. Advertising Value Equivalency) measures the media coverage generated from a public relations campaign and is commonly tracked by a third-party. It measures the size of the coverage gained, its placement, and calculates what an equivalent amount of advertising space, if paid for, would cost. By tracking PR Equivalency, an event can demonstrate their ability to generate out-of-market awareness even if their out-of-market advertising budget is minimal or non-existent.

Q4.1 and Q4.2: These questions relate specifically to planned paid advertising, both in-market and out-of-market. Do not include your anticipated Partnership Funding award in these budget numbers since a funding award is not guaranteed. The anticipated spend should be reflected in event’s supplemental document entitled Marketing Plan (Part A).

Q4.3: This question is optional and should only be answered if the event utilized a tracking service for their out-of-market public relations efforts and can provide a PR Equivalency Report with their submission.

Application Section 5: Broadcast Opportunities (TV or Webcast)

In some situations, a made-for-television show or webcast may be produced specifically in conjunction with an event. Television broadcasts and webcasts are beneficial because they introduce the destination to new markets and audiences, or reinforce destination awareness in traditional markets.

Purchasing TV, radio or print advertising is not considered a broadcast opportunity. Instead, that information should be included in an event's Marketing Plan (Part A and/or Part B) of the required supplemental documents. It also does not refer to incidental public relations coverage such as a mention in a newscast.

Q5.1: All applicants must respond to this question. A media partner provides advertising, publicity, promotions, broadcast services or general awareness-building to promote and publicize the event to potential attendees. A media partner has distinct interest in the success of the event and is not merely selling services/advertising. Media partners often receive recognition as an event sponsor. Applicants should identify each media partner and indicate whether that partner's primary audience is "in-market" or "out-of-market." For example: Moonshine Ink (in-market), CBS Sports (out-of-market), KTKE-FM 101.5 (in-market).

Q5.2: If an event does not have a TV broadcast or webcast affiliated, answer Q5.1, and then skip to Section 6.

Q5.5: Provide information about the potential reach of the broadcast or webcast. The hypothetical influence of a television broadcast can be assessed by the potential household distribution. However, actual ratings provide a more accurate analysis of viewership and are preferred, if available. Regarding a webcast, analytics can be easily tracked, including unique viewers on PCs, tablets and smart phones.

Q5.6-Q5.8: These questions refer to specific NLTRA messaging opportunities during the webcast or TV broadcast that might be available (at no charge to the NLTRA) as a sponsorship amenity. Examples include:

- The NLTRA can create a vignette promoting the destination
- The NLTRA receives complimentary commercial spots
- The NLTRA can provide destination B-Roll footage that will be incorporated within the broadcast
- The NLTRA logo is featured on opening/closing billboards of the broadcast
- An NLTRA spokesperson is featured in an interview
- An NLTRA banner or logo is strategically placed within camera-view

Application Section 6: Lodging Partners

The NLTRA is funded by room taxes generated when paid rooms are utilized at Placer County lodging properties. NLTRA Partnership Funding stipulates that partnerships must be secured with at least one Placer County lodging entity for events.

Partnerships can be in various forms: cash/in-kind sponsorship, room block, discounted room rate promoted to spectators or participants, venue location or marketing/promotional assistance. In the spirit of "partnership", lodging partners should be acknowledged on the event's website as a sponsor.

Application Section 7: Attendance

Refer to Page 1 for the definition of Spectator, Participant, Unique Attendee, Total Attendance, In-Market and Out-of-Market. If 2018 will be the first time that the event takes place in the destination, skip to Q7.6.

The event should be open to the general public (spectators) and promoted to spectators and/or participants. It should not require the general public (spectators) to purchase a membership, conference registration or annual dues to spectate. Spectator admission charges are acceptable for gated events.

Event attendance can signify economic, social and infrastructural impact. Non-gated, multi-day, multi-venue events may find it especially challenging to determine attendance figures. Suggested estimation methods (perhaps in combination) include: ticket scans, gate receipts, clicker counts, aerial photographs, participant registration, seating capacity versus unoccupied seats, city police crowd estimates, vendor feedback, parking revenue/parking capacity, informal onsite spectator surveys, post-event participant surveys, or commissioning a 3rd party formal survey.

Spectators vs. Participants: Event attendance is often associated with spectators, fans or audience members. However, events can also have a considerable number of participants, comprised of competitors, sponsors, vendors/exhibitors, support crew/teams, registered attendees, officials, volunteers, support staff or entertainers. All contribute to overall attendance. Distinguishing attendees between spectators and participants can provide a better understanding of the event's potential impact to overnight lodging and economic impact.

Total Attendance vs. Unique Attendees: Attendance is one of the most fundamental measurements of an event but is often misinterpreted. In order to accurately assess destination impact, it is important to establish whether figures represent total overall attendance or unique individuals.

- For example, reporting an attendance of 3,600p over a three-day festival is often inferred to imply that 3,600 unique individuals were present at the event, thus inflating the impact to lodging, local economy, infrastructure and community. In reality, it might actually represent 1,200 unique individuals, each attending 3 days.

There are circumstances however in which total event attendance may also represent unique individuals.

- For example, a one-day, single-venue, ticketed event can reason that each ticket surrendered represents one unique individual in addition to total attendance. Likewise, events with registered participants can easily calculate the number of unique individuals that are represented.

Q7.1 and Q7.6: These questions request 2017 attendance estimates and 2018 projected attendance specific to spectators. Applicant should identify whether the figures represent unique individuals or total attendance.

Q7.2 and Q7.7: These questions request an estimate of the participants for the 2017 event, as well as a projection for the 2018 event.

Q7.3 and Q7.8: Provide a reasonable explanation of how attendance was determined and reference (or attach) any information source that is relevant in support of that estimate. A mathematical explanation of how the figures were determined is also helpful.

Q7.4 and Q7.5: Specific to the 2017 event, estimate the percentage of spectators, as well as participants, who were from out-of-market. Applicants should provide a reasonable explanation of how figures were determined and may reference (or attach) any information source that is relevant in support.

Application Section 8: Room Nights

Refer to Page 1 for definitions of: Placer County, Paid Room, and Complimentary Room. If 2018 will be the first time that the event takes place in the destination, skip to Q8.4.

The NLTRA acknowledges the difficulty in substantiating room nights since there are numerous booking methods available to overnight visitors (online, call-in, mobile app, travel agent, etc.), as well as a variety of motivating reasons to visit the destination. Events that have a room block or special booking code can request a utilization report from their lodging partner. For events that do not have room blocks or special booking codes, suggestions for estimating room nights

(perhaps in combination) include: requesting lodging info on participant and vendor registration, feedback from lodging partners, informal onsite surveys, informal follow-up surveys or commission a formal survey.

Q8.1 and Q8.4: Provide a reasonable estimate of Placer County room nights generated in 2017, and room nights anticipated in 2018, as a direct result of the event. Rooms utilized should include spectators/fans, as well as participants (competitors, sponsors, vendors, support crew/teams, volunteers, officials, support staff, performers, media pool, etc.). Estimates should be differentiated by paid room nights and complimentary room nights.

Q8.2 and Q8.5: Provide a feasible explanation of how room night estimates were derived and attach or reference any information source that is relevant. Documentation from lodging partners verifying room night utilization is not required. However, if information exists that can corroborate your figures it would be advantageous to include them. Suggested sources for estimating your room nights include: a recent research study; informal onsite surveys; participant registration forms; rooms utilized by competitors, athletes, vendors or suppliers, and feedback from lodging partners.

Optional: Photo or Video Highlights

To augment a submission, photo or video highlights may be submitted with the Partnership Funding application, adhering to the final deadline of 5:00pm, October 6, 2017. This may be especially beneficial for new events.

Video highlights should be submitted by email and cannot exceed 3 minutes in viewing time. Suggested images include: event action, featured activities, crowd/spectator shots, vendor area, or clips of the TV broadcast (if applicable). Please do not submit DVDs.

Required Supplemental Documents

To be evaluated for possible a funding recommendation, the following five (5) documents are required as part of a submission. Providing partial information could result in disqualification from consideration.

Event Overview – Document #1

This is an opportunity to provide details about the event, as well as clarify the event's impact to the destination. Assume that evaluators are not familiar with the features and benefits of the event. Suggested information to include is:

- Provide event description; include its mission and goals.
- Summarize why the event would appeal to out of town visitors; what is unique about the event and whether similar events are offered in other nearby destinations.
- Spectator-Based Events: Highlight the activities available to the general public (free and/or ticketed), the location(s) of those activities, and the type of spectators that typically attend.
- Competitive-Based Events: If the event features a competitive sporting component as an integral component, provide information about the sport and contestants. Include details about the sanctioning body (if applicable), whether there are tour dates in other locations, and how the local event factors into the overall schedule. If other groups also travel with the competitors (i.e. support crews, vendors, officials, TV broadcast/production crew, event volunteers, friends/family, etc.), describe their impact in generating overnight lodging.
- Participant-Based Events: If the event features participants as an integral component of the event (i.e.: musicians, artists, cooking competitors, entertainers, etc.), describe who they are and how they impact overnight lodging. If other groups also travel to the event (support crews, vendors, officials, TV broadcast/production crew, event volunteers, friends/family, etc.), describe their impact to Placer County lodging.
- Summarize plans to enhance or expand the event experience to attract additional spectators and/or participants.
- If an economic impact study or spectator demographics are available, the applicant is encouraged to include a summary of the findings.
- Incorporating a bullet-point summary of key facts and statistics can accentuate the most important benefits of the event to the destination. Examples include: TV or webcast broadcast reach or opportunities, new

activities/programs, expansion plans, room night impact, attendance (or unique individuals) impact, social media growth, event recognition awards, etc.

2017 Profit & Loss (P&L) – Document #2

A Profit & Loss (P&L) Statement summarizes the revenue, costs and expenses incurred during a specific time period and is also referred to as an Income Statement or an Income and Expense Statement.

Submit a 2017 P&L Statement disclosing itemized revenue (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and itemized expenses (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.) and the resulting net profit or loss.

New events to the destination, occurring for the first time 2018, are exempt from providing a 2017 P&L Statement.

Events occurring after the October 6, 2017 application deadline may submit their 2016 P&L Statement in lieu of providing a 2017 P&L statement.

2018 Event Budget – Document #3

The event budget is an essential part of event production and management. Producers/promoters should be able to forecast, with reasonable accuracy, the financial outcome of the event by identifying all probable expenditures and all expected revenue sources.

Submit a detailed 2018 event budget that includes itemized revenue (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and itemized expenses (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.). The line item(s) for advertising expenses should be consistent with the figures provided on Q4.1 and Q4.2 of the application.

Submitting a partial budget (such as marketing budget only) is not acceptable. The 2018 Event Budget should be consistent with information provided in the funding application.

2018 Marketing Plan (Part A & B) – Document #4

Part A – Marketing Plan Without NLTRA Funding Award

Provide a marketing, advertising and public relations plan that summarizes the event's efforts to promote to spectators and participants. This portion of the marketing plan should not reflect initiatives that would be implemented with NLTRA Partnership Funding, since receipt of an award (or a specific award amount) is not guaranteed. Instead, include only those elements that will be implemented regardless of the funding outcome.

The plan should be categorized by "in-market" and "out-of-market" efforts. For out-of-market efforts (if applicable), identify the cities or regions that will be targeted.

Include all communication methods that event plans to utilize, such as: print, outdoor, website, e-blast, collateral pieces, social media, search engine marketing, broadcast, newsletters, radio or other outreach. If event has marketing or media partners who will provide additional promotional services in support of event, summarize those activities.

Part B – New Marketing and Promotional Initiatives With NLTRA Funding Award

The intent of Part B is to demonstrate how an NLTRA Partnership Funding award will enhance the event's marketing and promotional efforts that otherwise would not be possible. In this section, identify specific new initiative(s) that could be implemented with receipt of a funding award, and/or existing campaigns that could be expanded upon with receipt of a funding award.

Sponsorship Amenities – Document #5

Partnership Funding is equated as a sponsorship, rather than a grant, with an expected ROI in the form of sponsorship amenities that enable the NLTRA to extend its marketing and sales efforts to expand destination awareness and generate overnight visitation. Potential NLTRA sponsorship amenities will be considered when evaluating applicants and amenities that provide NLTRA exposure to a potential out-of-market audience are particularly desirable.

Provide an itemized list of potential sponsorship amenities that could be extended to the NLTRA. Potential amenities should correspond to the amount of funding being requested. Once a funding award recommendation has been approved by the NLTRA Board, the final negotiated amenities package will reflect the actual award amount.

The following list provides examples of amenities that could assist the NLTRA in marketing the destination. These are suggestions only and applicants may have unique opportunities that are not mentioned below. Do not copy and paste this list, only include amenities that can be offered to the NLTRA. If event is televised and can extend complimentary commercial inventory, interviews, vignettes or other on-air exposure as a sponsorship amenity, provide additional details.

- Inclusion of NLTRA logo and hyperlink in event's e-newsletters
- Posting specific messages (content provided by NLTRA) on event's Facebook, Twitter or other social media
- Opportunity for NLTRA specific messaging (content provided by NLTRA) in event's e-newsletter
- Advertisement space on event's website
- NLTRA destination promotional video embedded on event website
- Specific descriptive message and link from event website to GoTahoeNorth.com (example: click here for North Lake Tahoe lodging information)
- Event tickets for NLTRA contest giveaways or client hosting opportunities
- Opportunity to interact with out-of-market journalists that may be scheduled to attend the event
- Ad space in event's program guide
- Inclusion of NLTRA logo in event's out-of-market print ads
- Inclusion of NLTRA logo in event's brochure or direct mail pieces
- NLTRA logo on event posters, postcards, logo wear
- Distribution of NLTRA destination brochures at out-of-market shows that event staff may attend, or at out-of-market business locations that event may have partnered with
- Distribution of NLTRA collateral materials in event participant registration packets, at event information booth or on event shuttles
- NLTRA banners displayed during event
- NLTRA banners displayed on event's shuttle transportation
- Daily PA announcements during the event (content provided by the NLTRA)
- Exhibit booth at the event
- Complimentary NLTRA commercial spots on TV broadcast or webcast
- Opportunity for destination exposure via destination vignettes, interviews, on-air announcements of North Lake Tahoe branding messages during TV broadcast or webcast
- Opportunity for opening/closing billboard recognition (ie: logo and/or voiceover) during TV broadcast or webcast

PR Equivalency Report for Out of Market – Optional

This attachment is only required if an applicant provided a dollar amount for Q4.3. Applicants that did not answer Q4.3 can disregard this optional attachment. For event applicants that answered Q4.3, attach an Equivalency Report for out-of-market exposure only (do not include in-market reporting), as determined by standard industry practices. PR clips are not requested.