



# NLTRA Board of Directors Agenda and Meeting Notice

**Wednesday, May 4, 2016 at 8:30 a.m.**  
**Tahoe City Public Utility District**

## NLTRA Mission

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

## 2016 Board of Directors

### Wally Auerbach (Secretary)

Auerbach Engineering

### Christy Beck

The Village at Squaw Valley

### Sue Busby

Placer County BOS Appointee  
Castle Peak Property Mgmt.

### Brendan Madigan (Past Chair)

Alpenglow Sports

### Valli Murnane

Tahoe X-Country

### Eric Pilcher (Treasurer)

Moe's BBQ/Gear & Grind

### David Tirman (Chair)

JMA Ventures, LLC

### Samir Tuma

Kila Lake Tahoe

### Brett Williams

Agate Bay Realty

### Adam Wilson (Vice Chair)

Northstar California

### Jennifer Merchant

Placer County Rep

### Tom Lotshaw

TRPA (Ex-officio)

### Quorum - 6

Majority of the NLTRA Board  
Representatives

Items May Not Be Heard In the Order They Are Listed

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

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

## C. Agenda Amendments and Approval

## D. Consent Calendar-MOTION (5 minutes)

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

### 1. **Board Meeting Minutes –April 6, 2016** (pg. 1)

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

### 2. **Capital Investment/Transportation Committee- April 11 and April 25, 2016** (pg. 6)

### 3. **Marketing Committee – April 26, 2016** (pg. 7)

### 4. **Business Association and Chamber Collaborative – April 14, 2016** (pg. 9)

### 5. Lodging Committee – No lodging committee meeting in April

### 6. Conference Sales Directors Committee – No meeting in April

### 7. **Finance Committee – April 21, 2016** (pg. 10)

### 8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in March

## E. Strategic Discussion (60 minutes) (pg. 11)

### a. **Placer County Transit Plan – Jennifer Merchant**

### b. **Placer County Tahoe Services – Jennifer Merchant**

## F. Action Items (45 minutes)

### 1. **MOTION: Discussion and possible approval of 2016-17 Transportation Services TOT Budget – Ron Treabess (CI/T Committee Approval 7-0-0)** (pg. 12)

### 2. **MOTION: Discussion and possible approval of the Budget and Scope of Work for the 2016-17 Agreement between Placer County and the NLTRA – Sandy Evans Hall (Finance Committee approved 2-0-1, Merchant abstained Marketing Committee approved 7-0; CI/T Committee approved 11-0-1 Merchant abstained)** (pg. 18)

3. **MOTION: Approval of the Chamber Government Affairs Committee Plan– Ginger Karl, Sandy Evans Hall (pg. 49)**
4. **MOTION: Discussion and possible approval of allocating \$5,000 from Capital Investment Research and Planning for the Workforce Project Business Walks and Market Analysis in conjunction with Tahoe Prosperity Center – Sandy Evans Hall (pg. 51)**
5. **MOTION: Discussion and possible approval of year-to-date financial reports for March 2016 – Al Priester (Finance Committee approved 3-0) (pg. 55)**

## **Supplemental Staff Reports**

### **G. Staff Reports (15 minutes)**

#### **1. Marketing – JT Thompson**

- a. Destimetrics (pg. 114)
- b. Group Sales Update (pg. 133)

#### **2. Membership - Ginger Karl**

- a. New Members
- b. Upcoming Events/Programs (pg. 134)

#### **3. CI/T – Ron Treabess**

- a. Project Update

#### **4. Administration – Sandy Evans Hall**

- a. Contract Compliance Update
- b. Organization Structure Task Force (pg. 136)

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

5. **Conference Sales Reports (pg. 141)**
6. **Executive Committee Report – April 26, 2016 (pg. 149)**
7. **Capital Investment/Transportation Activity Report – April (pg. 151)**
8. **Dashboard – March (pg. 162)**

### **H. Directors Comments (5 minutes)**

### **I. Meeting Review and Staff Direction (5 minutes)**

### **J. Closed Session as needed or requested. Reconvene to Open Session.**

### **K. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed (4.29.16)



## **NLTRA Board Meeting – May 4, 2016**

### **Executive Summary of Key Items**

#### **E. Strategic Discussion**

##### **1. Placer County Transit Plan**

- This was presented to the Board of Supervisors on April 19 by Gordon Shaw.
- This plan, that has been adopted by the BOS, will help to ensure that the Transit Vision is implemented over the next 5 years.

##### **2. East Placer County Services**

- Jennifer Merchant provided this presentation to the BOS on April 19
- It will cover the various services and needs of the Tahoe portion of Placer County

#### **F. Action Items**

##### **1. 2016-17 Transportation Services TOT Budget**

- The CI/T Committee has approved the recommendations for the transportation services for the upcoming fiscal year
- New in this year's budget is the addition of shoulder season evening service until 9:00 p.m. and 30 minute frequency for winter service
- The cost of the transportation services is reflected in the Attachment C – 2016-17 TOT Proposed Budget in your packet.

##### **2. Budget and Scope of Work for the 2016-17 Placer County/NLTRA Agreement**

- This proposed budget and Scope of Work has been reviewed and approved by the Finance Committee, the CI/T Committee, and the Marketing Committee
- Attached to the Scope of Work are Attachments A-1, A-2, and A-3 (all of which were approved by committees), Attachment C – 2016-17 TOT Proposed Budget, and a list of County Services
- Approximately \$400,000 was added to the Marketing Programs to fund initiatives that will fill shoulder seasons, extend length of stay and build mid-week business.
- Transportation budget mirrors what was recommended by the CI/T committee (see F-1)
- Anticipated Fund Balance of \$500,000+ will go to Capital Investment projects in September/October for the grant process.

##### **3. Chamber Government Affairs Committee**

- The staff is proposing establishing a standing committee that will review local, state and federal legislation or regulations and bring recommendations to the board for approval and/or action
- The proposed committee would be up to 8 members including a board member, and would meet monthly
- Once approved, staff will begin recruitment of committee and intends to have first meeting in June

##### **4. \$5,000 Request for Workforce Project**

- At the joint board meeting, following a presentation by the Tahoe Prosperity Center Executive Director Heidi Hill Drum, it was agreed that we should participate in this project

- TCPUD has funded \$5,000, NTPUD did not choose to fund, but board members will assist financially with their businesses
- The total amount needed for the Business Walks and the Market Analysis is \$20,000
- The plan is to approach other agencies in North Lake Tahoe and Incline Village and to provide businesses an opportunity to contribute (see attachments)
- The NLTRA funds will come from unbudgeted Research and Planning monies in the 2015-16 fiscal year

#### **5. Year-to-date Financial Reports for March 2016**

- Finance and HR Director, Al Priester, will provide an overview of the draft financial reports for March 2016
- These reports were approved 3-0 by the Finance Committee and represent a great amount of effort to clean up issues of the past
- Rather than leave this on the Consent Calendar, it was decided to make this an action item and provide a more in-depth look at the reports





**north lake tahoe**

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**

**Wednesday, April 6, 2016 – 8:30 am**

**Alpenglow Room, The Village at Squaw Valley**

**MINUTES**

**BOARD MEMBERS IN ATTENDANCE:** David Tirman, Wally Auerbach, Brett Williams, Samir Tuma, Brendan Madigan, Eric Pilcher, and Christy Beck

**BOARD MEMBERS NOT PRESENT:** Valli Murnane, Tom Lotshaw, Adam Wilson, Sue Busby, Jennifer Merchant,

**RESORT ASSOCIATION STAFF:** Sandy Evans Hall, Ron Treabess, JT Thompson, Valerie Lomeli, Al Priester, Ginger Karl and Emily Detwiler

**OTHERS IN ATTENDANCE:** Chris Perry and Lee Conant

**A. Closed Session to discuss CEO 2014-15 Review and compensation. Reconvene to Open Session**

**B. CALL TO ORDER – ESTABLISH QUORUM**

- The meeting was called to order at 8:40 am by David Tirman and a quorum was established

**C. Public Forum: None**

**D. Agenda Amendments and Approval**

**M/S/C (Wally Auerbach/Samir Tuma) (6/0/0) motion to approve agenda with the exception of all future meeting minutes to have board member names to all comments made during the meetings.**

**E. Consent Calendar-MOTION**

**M/S/C (Brett Williams/Wally Auerbach) (6/0/0) motion to approve consent calendar**

**1. Board Meeting Minutes –March 2, 2016**

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

**2. Capital Investment/Transportation Committee - No meeting in March**

**3. Marketing Committee – March 29, 2016**

**4. Business Association and Chamber Collaborative – March 10, 2016**

**5. Lodging Committee – March 1, 2016**

**6. Conference Sales Directors Committee - No meeting in March**

**7. Finance Committee – March 30, 2016**

8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in March

**F. Strategic Discussion (60 minutes) – Walk to Basecamp (between Wanderlust Yoga Studio and Uncorked)**

**1. Squaw Valley Village Redevelopment – Chevis Hosea, Theresa May Duggan**

- Chevis Hosea with the Squaw Valley Village redevelopment - showed the Board of Directors the model plans for the new Squaw Valley Village. Board members had a few questions regarding the redevelopment, which were:
  1. Wally Auerbach asked if the new two level parking structures would be built below ground level or on top.
    - a) Chevis Hosea informed the Board members that the new two level parking will not be built below ground level.
  2. David Tirman asked Chevis Hosea what the time frame for completion of project.
    - a) Chevis Hosea responded with the following: 700 rooms are expected to be completed in four years and 60% to 75% of the predicted project will be built.
  3. Samir Tuma asked Chevis Hosea if there will be plans for mountain expansion.
    - a) Chevis Hosea informed the Board that expanding the mountain is not seen in the near future. The goal is not to increase ridership on the mountain but increase more visitors to Squaw Valley and to become a more competitive resort.
  4. Brett Williams asked if the new Village will have a gathering area like Whistler (BC).
    - a) Chevis Hosea informed the Board that there will be a large gathering area where the ice rink, coffee shops and music venue will be.
  5. David Tirman asked when the final AVR will be published.
    - a) Chevis Hosea informed the group that final AVR will be published, Wednesday, April 6<sup>th</sup>.

**G. Action Items**

**1. MOTION: Discussion and possible approval of a REVISED Legislative Platform – Sandy Evans Hall**

- Sandy went over the revised Legislative Platform. Few Board comments and recommendations:
  1. Wally had a comment - he felt that the legislative platform feels less of a legislative platform and more of a prescription to perform. He assured the Board he doesn't have a problem with it, but felt as a Chamber, at some point the Resort Association should be in the position to create their own legislative platform. Chamber Members (businesses) should have more of an input.
  2. Brett agreed with Wally. He's hopeful Placer County could see that the Resort Association can prioritize these key items.
  3. Chris Perry with Placer County informed the Board they picked out items that would be related to the Resort Association mission. Chris asked Sandy if Doug reports monthly to the Resort Association on legislative issues.
  4. Sandy informed the Board of the legislative activities that have been done over the last few years. Doug knows what he can and cannot support, on the behalf of the Resort Association.

5. Samir wanted to know what the Resort Association should be doing in terms of legislation from the county opposed to the state. Since he's not familiar of what has happened in the past, he would like to see the legislative platform every year – to look at what the Resort Association should do locally and what should be done with the BOS/Placer County.
6. Sandy was supportive of Samir's comments and informed the group that the Resort Association hasn't taken a local stand, primarily because of the total funding received from the County. The Chamber can create a government affairs committee – the Committee could then make recommendations or suggestions to Placer County.
7. Committee discussed in length the revised legislative platform.
8. Wally felt the first steps needed to be made is creating the Chamber as an autonomous entity. It's currently seen as one organization called the Resort Association that is supported by Placer County funding. Creating this first before getting to a legislative platform that works locally.
9. No other comments.

**Action for Sandy:** to bring back a committee plan to the BOD for further discussion.

**M/S/C (Brett Williams/Samir Tuma) (6/0/0)** motion to approve the revised legislative platform with the correction of affordable housing with the understanding that this item will be re-visited in the future.

**2. MOTION: Recommend review and possible policy change for collection of Placer County TOT – Brett Williams (Lodging Committee Vote 6-0)**

- Brett shared with the Board a request for the Lodging Committee to evaluate and potentially endorse a TOT policy change in Placer County.
  1. Samir is fully supportive of the concept and felt the properties share their fair share. He does have some hesitation of allowing VRBO or Airbnb to collect the taxes. He suggested looking into how Nevada is collecting taxes.
    - Chris Perry informed the Board that Placer County is working with Airbnb, but doesn't have current information to report to the group.
  2. Wally Auerbach felt placing an ID number on rental properties should be the first part of action.
  3. Sandy informed the group that if this item is passed, Jennifer Merchant suggested she'll take the lead to sit down with Jerry Gamez and a member of the Resort Association Board could join her with Jerry to discuss cost implications and time frame.

**M/S/C (Wally Auerbach/Brendan Madigan) (7/0/0)** motion to approve the review and possible policy change for collection of Placer County TOT.

**\*Christy Beck arrived to the meeting at 10:15am.**

3. **MOTION: Discussion and possible approval of appointing Christine Horvath, Squaw Valley/Alpine Meadows to the North Lake Tahoe Marketing Cooperative replacing John Monson, Sugar Bowl – JT Thompson (Marketing Committee Vote 7-0)**
  - No staff discussion.

**M/S/C (Samir Tuma/Brendan Madigan) (7/0/0) motion to approve Christine Horvath from Squaw Valley | Alpine Meadows to the North Lake Tahoe Marketing Cooperative replacing John Monson from Sugar Bowl.**

## **H. Staff Reports**

### **1. Marketing – JT Thompson**

#### **a. Destimetrics**

1. JT reviewed the Destimetrics for February which can be found on page 42 of the April Packet.
  - Wally Auerbach complemented JT on the graphs.
  - No other comments.

#### **b. International Sales Update**

1. JT updated the Board on International sales activity and how the Marketing department is creating additional opportunities to highlight the destination to a wider International base.
  - David Tirman asked JT if the Marketing Committee has put any thought into tapping into western European countries, since they receive 6 weeks of vacation.
  - JT said yes, High Sierra Marketing Council is working on it.

### **2. Visitor Information**

#### **a. Visitor Information Opportunities**

1. Emily Detwiler went over the Visitor Information Research to Increase Visitor Outreach for the FY 2016-17. This can be found on page 46 of the April BOD packet.

### **3. Membership - Ginger Karl**

#### **a. New Members**

#### **b. Past/Current Event Update**

1. Ginger Karl went over the Chamber upcoming events. She did make sure that all Board members purchase their tickets, the event will sell out.

### **4. CI/T – Ron Treabess**

#### **a. NLTE and Transportation Funding Update**

1. Ron went over the update on North Lake Tahoe Express bid process and the 2016/17 TOT Transportation services and budget consideration. A full detail can be found on page 54 of the April Board packet.

### **5. Finance – Al Priester**

#### **a. Draft Year-to-Date Financial Reports for February**

1. Al informed the Board that a full monthly report and YTD report will be on the agenda for Board approval at the May Board meeting.

### **6. Administration – Sandy Evans Hall**

1. Sandy provided an executive summary of the whole packet and asked the board if they had any questions on the summary.
  - The Board appreciated the summary and had no further comments.

#### **b. Contract Compliance Update**

#### **c. Tahoe Prosperity Center presentation follow-up**

#### **d. Organization Structure Task Force**

#### **e. Contract Budget and Process**

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

### **7. Conference Sales Reports**

### **8. Executive Committee Report – March 15, 2016**

### **9. Capital Investment/Transportation Activity Report – February**

### **10. Dashboard – February**

**I. Directors Comments**

1. No director comments

**J. Meeting Review and Staff Direction**

1. NLTRA staff to bring to the May BOD meeting a Chamber Government Affairs committee plan.

**K. Adjournment:**

- Meeting was adjourned at 11:27 am.

Submitted by  
Valerie Lomeli  
Executive Assistant  
NLT Chamber/CVB/Resort Association





## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Capital Investment/Transportation**  
**MEETING DATE: April 11, 2016**

**COMMITTEE MEMBERS PRESENT:** Samir Tuma, Jaime Wright, Will Garner, Wyatt Ogilvy, John Pang, John Bergmann, Jennifer Merchant and Rob Kronkhyte

**COMMITTEE MEMBERS NOT PRESENT:** Phil GilanFarr, Tony Karwowski, Adrian Tieslau, Brian Stewart, Andrew Ryan, Mike Staudenmayer and Dan Wilkins

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

None

**MOTIONS MADE/VOTE:**

**M/S/C (John Pang/Jennifer Merchant) (7-0-0)** motion to approve agenda

**M/S/C (John Bergmann/John Pang) (6-0-1)** motion to approve Capital Investment/Transportation Committee minutes for February 22, 2016

**BOARD APPROVAL/DIRECTION REQUESTED:**

**M/S/C (Will Garner/Samir Tuma) (7/0/0)** motion to recommend Alternative #3 of the proposed 2016/17 Transportation Programs and Services. This recommends 30 minute frequency during winter peak, and evening service from 6p.m. to 9:30p.m. during off-season.





## north lake tahoe

Chamber | CVB | Resort Association

### **COMMITTEE: Capital Investment/Transportation**

**MEETING DATE: April 25, 2016**

**COMMITTEE MEMBERS PRESENT:** Samir Tuma, Jaime Wright, Will Garner, Wyatt Ogilvy, John Pang, Jennifer Merchant, Tony Karwowski, Rob Kronkhyte, Dan Wilkins, Mike Staudenmayer, Adrian Tieslau and Brian Stewart

**COMMITTEE MEMBERS NOT PRESENT:** Phil GilanFarr, Andrew Ryan and John Bergmann

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

None

### **MOTIONS MADE/VOTE:**

**M/S/C (John Pang/Andrew Ryan) (11-0-0)** motion to approve agenda amendments

**M/S/C (Samir Tuma/John Pang) (11-0-0)** motion to approve Capital Investment/Transportation Committee minutes for April 11, 2016

### **BOARD APPROVAL/DIRECTION REQUESTED:**

**M/S/C (Will Garner/John Pang) (12-0-0)** motion to approve staff recommendation of the draft FY 2016-17 Capital Investment/Transportation Scope of Work (Attachment A) and Draft Preliminary Tahoe TOT Budget (Attachment A-2 and Attachment C) for Inclusion in NLTRA/Placer 2016-17 Agreement.



## **north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: April 26, 2016**  
**BOARD MEMBERS PRESENT: Brett Williams**

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

Action to committee members: Send JT your top “ask” for negotiations process for Wanderlust and your input for their survey (lodging).

Action to JT and Judy: Schedule a meeting with Todd Jackson to finish up the job on the criteria form.

Action to JT: Add Nordic and Learn to Ski Month discussion to agenda next month.

Action to JT: Add to agenda for next month to appoint new committee member.

### **MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Priestland/Jackson) (7/0) to approve the agenda as presented with two additional attachments; item G. (FY 2016-17 Marketing Budget) and an updated Spring Summer Campaign preview from School of Thought.
- 4.1 M/S/C (Cademartori/Priestland) (6/0/1 – Cordell abstained) to approve the meeting minutes from March 29, 2016.
- 7.2 M/S/C (Moore/Priestland) (7/0) to recommend for approval FY 2016-17 Marketing Budget attachment A-3 and C as presented.
- 8.2 M/S/C (Priestland/Jackson) (7/0) to recommend for Board Approval the FY 2016-2017 Scope of Work.

### **BOARD APPROVAL/DIRECTION REQUESTED:**



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE:** Business Association and Chamber Collaborative

**MEETING DATE:** April 14, 2016

**COMMITTEE MEMBERS PRESENT:** Adam Wilson, Caroline Ross, Stephen Lamb, Stacie Lyans, Joy Doyle, Chris Perry, Cody Hanson, Rob Weston, Blane Johnson, and Ginger Karl

**OTHERS IN ATTENDANCE:** Ambera Dodson-silent A photography

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

**Action for Ginger:** to look into covering up the hashtag on the peak your adventure banners.

**Action for Ginger:** to provide a visual/sketch, size and weight of the cylinder box that would hold the self-stick and to bring back to Committee at the May meeting.

**Action for Ginger:** to reach out to a few more artists for additional "High Notes" design.

### **MOTIONS MADE/VOTE:**

**M/S/C (Amber Burke/Lisa Nigon) (8/0/0)** motion to approve agenda amendments

**M/S/C (Rob Weston/Amber Burke) (8/0/0)** motion to approve Business Association and Chamber Collaborative Committee meeting minutes from March 10<sup>th</sup>, 2016.

**M/S/C (Amber Burke/Joy Doyle) (9/0/0)** motion to approve West Shore Association \$10,000 marketing grant request.



**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE:** Finance Committee

**MEETING DATE:** April 16, 2016

**COMMITTEE MEMBERS PRESENT:** Eric Pilcher, Ramona Cruz and Jennifer Merchant

**COMMITTEE MEMBERS NOT PRESENT:** Mike Salmon

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

- **Action for AI:** create bulleted memo of corrections to be made to P&L Budget vs. Actual, for a good March 2016 to March 2017 comparison.
- **Action for AI:** to revise accounting of programs – each should have their own revenue account code and class, with expenses recorded by class and category to better understand net profit/loss by program.
- **Action for Sandy:** to correct budget by amount of \$7,500 off in today's report packet

**MOTIONS MADE/VOTE:**

**M/S/C (Ramona Cruz/Jennifer Merchant) (3-0-0)** motion to approve March agenda

**M/S/C (Ramona Cruz/Jennifer Merchant) (3-0-0)** motion to approve March 30, 2016 Finance Committee Meeting minutes

**M/S/C (Eric Pilcher/Jennifer Merchant) (3-0-0)** motion to approve March Financial statements with intentions to clean up Budget vs. Actual and include good explanation of variances

**M/S/C (Eric Pilcher/Ramona Cruz) (2-0-1)** motion to continue to work on budget 2016-17 TOT Budget – Attachment C as recommended. \*Jennifer Merchant abstained.



# DELIVERING SERVICES FOR NORTH LAKE TAHOE

## Tahoe Budget Analysis Cumulative Results

Cost of providing services/programs \$58,239,576

Revenues generated \$61,481,849

## Analysis Outcome:

**\$3,242,273**

fiscal year 2013-14

## Eastern Placer County Population



17,620  
2000



13,870  
2010

## Visitors to North Lake Tahoe Area



822,000

2002



1,037,000

2012

## Employees in Eastern Placer County

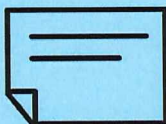


**134**

fiscal year 2015-16

## North Lake Tahoe Community Development Resource Agency

### Number of Building Permits Issued



**1,300**

est. June 2016

### Building Inspections Performed

**32,000**

est. June 2016



## Eastern Placer County Revenue Per Capita



**\$4,443**

## Eastern Placer County Expenditures Per Capita

**\$4,199**



## North Lake Tahoe Transient Occupancy Tax Revenue

**\$12,144,165**

fiscal year 2014-15



## North Lake Tahoe Transient Occupancy Tax Budgeted Expenses

**\$8,738,563**

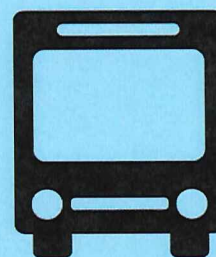
fiscal year 2014-15



## 10 Year Growth in Tahoe Area Regional Transit System 2006-2016

### Growth in Annual Expenses

**\$1,705,000**



## Total Capital Expenses

**\$10,965,000**

## 6 Month Spotlight on New Town of Truckee Animal Shelter Partnership

### Field patrol time

**33%**



### Citations issued

**28%**

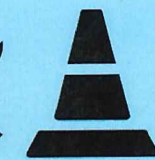


Two animals returned to owners under "Free Ride Home" program

**\$75,000+  
COST SAVINGS**

## Public Works/Facilities North Lake Tahoe Area Projects

**46 PROJECTS**



**Total Project Costs  
\$279,248,504**

projected project costs upon completion







**north lake tahoe**

Chamber | CVB | Resort Association

**May 4, 2016**

**Subject: Discussion and Possible Approval of 2016/17 Transportation Services  
TOT Budget (Motion)**

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

**Staff Recommendation:**

- The NLTRA Board approves the 2016/17 Transportation Services and TOT Budget as recommended by the Capital Investment/Transportation Committee at its February 22<sup>nd</sup> meeting (11-0-0) and at its April 11<sup>th</sup> meeting (7-0-0).

**Decision Considerations:**

- At its February 22<sup>nd</sup> meeting, the Committee discussed and made an initial recommendation for continued funding of existing on-going transit services and marketing of those services for a TOT budget amount of \$1,288,800.
- This amount includes \$345,400 for TART baseline service, and \$695,400 for TART peak season services, which have been included in the TOT budget each year, but are shown in the County services section of the budget.,
- The recommendation also includes a first time proposal for combining the existing marketing funds into one program instead of marketing funding being distributed to each transit service.
- With the adjustment of these two amounts and slight increases to other existing transit services, this year's proposed budget, for continuing existing service will be \$121,960 less than the 15/16 budget.
- At its April 11<sup>th</sup> meeting, the Committee made three additional recommendations to expand high priority services as stated in the North Lake Tahoe Truckee Transit Vision:
  - Increased service frequency during the peak winter season to every 30 minutes between 6 a.m. and 6 p.m. across the Northshore (Tahoe City to Crystal Bay).
  - This 30 minute frequency will be extended during peak ski hours to and from the Northshore and Squaw Valley, as well as providing addition early morning service to Northstar. This will replace the existing Northshore skier shuttle.
  - Provision of off-season, free evening transit service (Night Rider) in spring, 2017, running from 6:00 p.m. until 9:30 p.m. on all Placer County TART routes.
  - An expanded TART Marketing Strategy 2016/17 which includes current marketing efforts, enhancements to current efforts, new marketing efforts for 16/17, and the increased marketing budget.(attached)
- These enhancements will increase ridership and provide information for when the County-wide sales tax is passed which will provide future funding, in addition to TOT, to continue these Transit Vision services.
- As shown on the Attachment A-2, the additional TOT funding to provide these services, while reducing the cost of the Northshore Skier Shuttle, will total \$266,950.



- This will bring the total TOT requested for all Transportation Services and Programs for FY 2016/17 to **\$1,570,750**.
- As previously stated, these services are in the North Tahoe Truckee Transit Vision Plan, from which the Placer County Board of Supervisors has approved the Placer County portion at its April 19<sup>th</sup> meeting.
- While some level of future TOT allocation will be used to fund this long range vision, other funding sources are now being pursued to enable bringing this vision to fruition.
- Until those funding sources, one being the County-wide ½ cent transportation sales tax, are secured, the existing available TOT revenues will continue to be used to support existing, on-going transit and transportation services, with minor improvements, in North Lake Tahoe.
- Further revisions may occur, but the recommended budget is adequate for the purpose of preparing the overall 2016/17 NLTRA TOT budget.

**ATTACHMENT A-2**  
**FY 2016-17 Proposed Transportation Programs and Services**

	Approved 15-16	Proposed 16-17
<b>Traffic Management</b>		
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$ 22,000
T-18 Summer Traffic Management (Existing)	\$ 32,000	\$ 25,000
<b>Sub-Total Traffic Management Programs</b>	<b>\$ 52,000</b>	<b>\$ 47,000</b>
<b>Transportation/Transit Programs</b>		
T-1 Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)		(T-1 funded by Local Transportation Funds)
T-2 Enhanced Winter Transit Service TART, Hwy 267 Local Trans Funded		\$ 15,000 *Northstr Peak Time Only
T-3 Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl (Existing)	\$ 29,000 **	\$ 30,000 **
T-4 Winter Regional Coordinated Ski Shuttle and Voucher Program (Existing)	\$ 30,000	\$20,000 *Squaw Peak Time Only
T-5 Winter Nighttime Transit Service (Existing)	\$ 336,760 *	\$ 340,000 *
New Enhanced Winter Daytime 30 Min.Tahoe City to Crystal Bay;		\$ 100,000 *
T-9 Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	\$ 171,900 *	\$ 175,400 *
T-10 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	\$ 151,000 **	\$ 180,000 *
T-11 Year Round Highway 89 Hourly Service (Fall & Spring) (Existing)		(T-11 funded by Local)
T-12 Year Round Hwy 267 Hourly Crystal Bay, Northstar, Truckee (Existing)		(T-12 funded by local)
New Off-Season Nighttime Hourly All Placer Routes (Spring-2017)		\$ 103,700 *
T-15 Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE (Existing)	\$ 110,000 **	\$ 120,000 **
T-16 TART Baseline Svc. Shortfall	\$ 530,100 *	\$ 345,400 *
T-17 Transportation & Transit Marketing, Promotion, Program Management	\$ -	\$ 99,250 **(\$48,000 from NLTRA Market Budget)
<b>Sub-Total Transit Programs</b>	<b>\$ 1,358,760</b>	<b>\$ 1,523,750</b>
<b>Transportation &amp; Transit/Management Total</b>	<b>\$ 1,410,760</b>	<b>\$ 1,570,750</b> Total TOT requested for FY 2016-17
*Services provided by Placer County including Baseline	\$ 723,200 *	\$ 1,274,500 *
**Services provided by other providers	\$ 635,560 **	\$ 249,250 **(\$48,000 from NLTRA Market Budget)
Sub-total Traffic Management Programs by other providers	\$52,000	\$ 47,000

**Tahoe Truckee Transit - Marketing Expenses**

Proposed Expenses Per Season 2016-17	Peak Season - Summer	Non-Peak Season - Fall	Peak Season - Winter	Non-Peak Season - Spring	Annual Costs
<b>Brochures &amp; Posters</b>					
Graphic Design	\$1,500	\$1,000	\$1,500	\$1,000	\$5,000
Printing	\$4,155	\$1,400	\$5,567	\$1,400	\$12,522
Certified Folder Display	\$1,185	\$1,185	\$1,185	\$1,185	\$4,740
<b>Subtotal</b>	<b>\$6,840</b>	<b>\$3,585</b>	<b>\$8,252</b>	<b>\$3,585</b>	<b>\$22,262</b>
<b>Rack cards</b>					
Graphic Design	\$225	\$0	\$800	\$0	\$1,025
Printing	\$600	\$0	\$1,200	\$0	\$1,800
Certified Folder Display	\$1,185	\$0	\$2,370	\$0	\$3,555
<b>Subtotal</b>	<b>\$2,010</b>	<b>\$0</b>	<b>\$4,370</b>	<b>\$0</b>	<b>\$6,380</b>
<b>Radio &amp; TV</b>					
101.5 Truckee Tahoe Radio	\$2,000	\$575	\$3,650	\$575	\$6,800
Outside Television & Tahoe TV	\$2,183	\$975	\$4,920	\$975	\$9,053
<b>Subtotal</b>	<b>\$4,183</b>	<b>\$1,550</b>	<b>\$8,570</b>	<b>\$1,550</b>	<b>\$15,853</b>
<b>Online &amp; Print Advertisements</b>					
Graphic Design	\$2,400	\$1,000	\$2,400	\$1,000	\$6,800
Photography	\$250	\$250	\$250	\$250	\$1,000
Co-Op Out of Market Destination Messaging	\$1,875	\$1,875	\$1,875	\$1,875	\$7,500
Vacation Guides & Directories	\$3,465	\$0	\$4,450	\$0	\$7,915
Local Print Ads	\$4,300	\$2,920	\$4,300	\$2,920	\$14,440
Out of Market Print Ads	\$1,000	\$0	\$2,250	\$0	\$3,250
Online Advertisements	\$2,500	\$1,250	\$2,800	\$1,250	\$7,800
Website	\$200	\$200	\$200	\$200	\$800
<b>Subtotal</b>	<b>\$15,990</b>	<b>\$7,495</b>	<b>\$18,525</b>	<b>\$7,495</b>	<b>\$49,505</b>
<b>Marketing Management</b>					
Distribution	\$4,000	\$4,000	\$4,000	\$4,000	\$16,000
Ad Design/Placements/TV & Radio Ads/Public Outreach	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Website Updates/Social Media	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
<b>Subtotal</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$60,000</b>
<b>TOTALS</b>					
<b>Total Seasonal Expenses</b>	<b>\$44,023</b>	<b>\$27,630</b>	<b>\$54,717</b>	<b>\$27,630</b>	<b>\$154,000</b>
<b>Proposed Revenues</b>					
Town of Truckee	\$7,500				
Donner Summit Shuttle Partners	\$4,000				
Placer County DPW	\$2,750				
<b>Placer County TOT</b>	<b>\$99,250</b>				
Ski Shuttle - SV/Alpine	\$17,000				
RCMF	\$16,000				
Community Sponsorships (TBD each Season)	\$7,500				
<b>Total Revenues</b>	<b>\$154,000</b>				

## **TART Marketing Strategy 2016-17**

The goal of the outlined transit marketing strategy is to reach both locals and visitors with an easily accessible message that defines TART's regional bus service, distinguishes it from other modes of travel, addresses common concerns, exemplifies its benefits, and further identifies the larger transportation system goals of the Resort Triangle.

The following outlines current marketing efforts, enhancements to current marketing efforts, and new marketing efforts for 2016-17. This approach implements consistent year round messaging in order to increase awareness and engagement.

### **Current Marketing Efforts – Peak Season/Winter & Summer**

- Brochure & flyer production
- Placement of schedules in bus shelters
- Advertisement creation
- Advertisement placement
- Distribution of schedules and information to local hotels and businesses
- Social media (Twitter, Facebook, and Instagram)
- Website updates and maintenance (TahoeTruckeeTransit.com)
- Radio and TV advertisements
- Tahoe TV advertisements throughout local hotel rooms as well as placement on Tahoetopia.com
- Online banner ads
- Community events – information sharing & promotion
- Seasonal Press-Releases
- Ad placement and transit write-ups with vacation planners and area directories
- Ski shuttle voucher promotion and distribution with local lodging

### **Enhancements to Current Marketing Efforts**

- Maintain consistent messaging and advertisements for TART services throughout entire year vs. seasonally
- Continue development of communications and collateral including materials such as fact sheets, flyers, brochures, rack cards, etc. throughout entire year vs. seasonally
- Distribution of transit materials throughout region quarterly (at a minimum)
- Increase promotion of NextBus system and use of the web-based application for local TART system
- Improve and increase social media outreach with TART branded pages through Facebook, Instagram, and Twitter
- Prepare press kit for print and electronic media in coordination with appropriate service changes and enhancements throughout the year
- Local radio advertisements and live reads on 101.5 Truckee Tahoe Radio throughout the year vs. seasonally (also played on their app, heard outside of the Tahoe-Truckee Region)
- Greater online presence with banner ad placements etc.

**New Marketing Efforts 2016-17**

- Build upon interactive process of message development and message communications for TART bus service as well as future goals and objectives for the service
- Establish community engagement via social media with photo and hashtag contests etc.
- Enhancement of cross promotion of social media outlets with area partners
- Identify key supporters in the business and civic community and capture their support for local transit services and future enhancements in letters to the editor, social media posts, story placements, etc.
- Email marketing campaigns
- Coordinate distribution of transit information with area event calendars and event coordinators
- Establish opportunities with the North Lake Tahoe Marketing Co-op to enhance the awareness of area transit options within destination marketing messaging.
- Throughout 2016-17 the TNT/TMA staff will work to evaluate a mobility app specific to the Resort Triangle. This evaluation will assess a single transit application as well as multi-model (transit, trails, carpool opportunities etc.) application. In evaluating this opportunity we will consider structure, cost, and maintenance for a future implementation.



## **Staff Report for Board**

**Subject:** Scope of Work, Proposed Budget, Attachments

**From:** Sandy Evans Hall

### **Decision Considerations:**

- The SOW and Budget have been approved by Marketing and Capital Investment/Transportation Committees in special sessions in May
- Public notice was given for committee meetings and board meeting
- Key areas of changes are in the following areas:
  - Marketing: Increased funding of \$400,000 includes new event sponsorships, marketing for transit services and continued initiatives of increasing mid-week business and attracting longer haul visitors for longer stays.
  - Transportation and Capital Investment: Increase funding for Transit Vision elements that include off season service until 9:00 p.m. and 30 minutes service during winter months.
- G & A expenses have been kept at the San Francisco CPI for February at 3%
- Personnel expenses are higher by \$64,881 which brings this over the 3% CPI to 6.5% due to projected rising health care costs (20%) and increase in salary available for senior accountant to be more competitive. Cuts to incentive availability have been made to lower personnel expenses.

**Staff Recommendation:** Approve and forward to County for negotiations



**ATTACHMENT A**  
**North Lake Tahoe Resort Association**  
**Scope of Work for FY 2016-17**

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

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

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

The Resort Association shall implement this Scope of Work through its Administration, Tourism, Visitor Information Services and Transportation and Capital Improvement departments. For each of these departments, the Resort Association shall develop detailed budgets and work plans which directly support the North Lake Tahoe Tourism and Community Investment Master Plan.. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

**ADMINISTRATION**

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

**Tasks:**

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.
- Keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.

- Prepare and post agendas and any support materials for all meetings of the Resort Association Board of Directors and/or Resort Association Committees two (2) business days prior to the date of a meeting of the Board or Committee.
- Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.
- In consultation with the County Executive Office, prepare an annual legislative platform for Board of Directors approval no later than the March 2017 meeting of the Board of Directors. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY 2016-17.

Performance Indicators:

- Completion of the tasks identified above.

## **TOURISM**

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

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

- 1) Marketing, Advertising, Promotions and Brand Development/Management which at a minimum shall include:
  - a) In-Market Marketing, Advertising and Promotions
  - b) Out-of-Market Marketing, Advertising and Promotions
  - c) Public and Media Relations
  - d) Social Media
  - e) Consumer Website (GoTahoeNorth.com)
- 2) Group and Conference Sales
- 3) Leisure Sales
- 4) Special Events

### **1) Marketing, Advertising and Promotions**

Develop and execute comprehensive marketing, advertising and promotions programs designed to maximize the exposure and promotion of North Lake Tahoe as the premier international mountain resort destination in the Western United States. These programs shall focus on increasing the number of visitors coming to North Lake Tahoe and the duration of stay for each visitor. These programs shall be based upon the results of both quantitative and qualitative market research and shall be monitored and reported on regularly.

- a) In-Market Marketing, Advertising and Promotions  
Tasks:

- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. Such plan shall focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.
- Conduct at least two member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2017-18 in-market integrated media, marketing and promotions plan.
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.

Performance Indicators:

- Increase participation in specific in-market marketing initiatives by 15% as compared to FY 2015-16.

**b) Out-of-Market Marketing, Advertising and Promotions**

Tasks:

- In consultation with the Resort Association's Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located outside of the North Lake Tahoe area. Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY 2015-16.
- Increase number of travelers arriving by air by 3% as compared to FY 2015-16.
- Increase mid-week occupancy by 7% of 2015-16 average occupancy compared to FY 2015-16.
- Increase occupancy in the months of September & October 2016 and June 2017 by 3% as compared to the prior year.

**c) Public and Media Relations**

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.
- Generate positive editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips throughout the course of FY 2016-17.

- Provide assistance to journalists on assignment in North Lake Tahoe.
- Continually update content for the media center on GoTahoeNorth.com.

**Key Performance Indicators:**

- Advertising equivalency of public relations efforts increased by 5% over FY 2015-16.
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 7% over FY 2015-16.

**d) Social Media**

**Tasks:**

- Utilize social media to increase public awareness of North Lake Tahoe.
- Utilize contests, quizzes and campaigns to increase followers and engage viral community.
- Post scenic photography to inspire visitation and attract new followers.

**Key Performance Indicators:**

- Number of social media followers increased by 10% over FY 2015-16.
- Increase number of consumer sharing across Facebook, Instagram and Twitter platforms by 20% as compared to FY 2015-16.

- e) Website** - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of North Lake Tahoe. Consumers should be able to access and fully utilize all features of the site when connecting to the site via a mobile device, including the ability to book lodging and other activities directly from the site.

**Tasks:**

- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.

**Performance Indicators:**

- Total unique visitors to site increased by 5% over FY 2015-16.
- Average length of stay on the site increased by 10% over FY 2015-16.
- Reduce bounce rate of the site by 5% as compared to FY 2015-16.
- Number of lodging referrals increased by 5% over FY 2014-15.
- Organic search increased by 5% over FY 2015-16.
- Number of newsletter sign-ups increased by 5% over FY 2015-16.

**2) Group and Conference Sales**

The purpose of this program is to increase the number of group meetings and conferences held at North Lake Tahoe each year. The program shall include a focus on

increasing awareness in the national and regional meetings industry of North Lake Tahoe as a premier meeting and conference destination.

Tasks:

- Development and implementation of an integrated media, marketing and promotions plan.
- Promote the Placer County portion of North Lake Tahoe at industry trade shows.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2015-16.
- Increase total leads and total booked revenue by 5% over FY 2015-16.
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2015-16.

### **3) Leisure Sales**

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

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) on-line travel agents (OTA's); 2) travel agent consortiums; and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with, but not limited to Visit California, Travel Nevada and the High Sierra Visitor Council.
- Serve as the Resort Association's primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.

Performance Indicators:

- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 10% over FY 2015-16.

- Increase newsletter database of travel agents located outside the four hour drive market by 20% over FY 20–15-16.

#### **4) Special Events**

This program is intended to support the development, implementation and promotion of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The program shall focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to Resort Association initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports.

##### **Tasks:**

- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Prior to submitting a bid to host and/or sponsor any special event that would utilize public right of way or otherwise impact the provision of public services, coordinate with all potentially impacted public agencies to determine if adequate resources exist to support the event.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

##### **Performance Indicators:**

- One or more new events with national and international television coverage held during a strike zone in FY 2015-16.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.
- Return on Investment reports for each sponsored event completed within 60 days after the event.

#### **VISITOR INFORMATION SERVICES**

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

##### **Tasks:**

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 50,000 copies; winter guide distribution shall be 20,000 copies.



- Update, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4<sup>th</sup> weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall meet bi-annually with a majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- Develop and distribute a customer service training video for staff of local businesses, with a target of providing training to a minimum of 500 employees. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 2015-16.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by 2% over FY 2015-16.
- Completion and distribution of customer service training video as specified above.

### **CAPITAL IMPROVEMENTS AND TRANSPORTATION**

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

Capital Improvements Tasks:

- Prepare the annual update of the Capital Improvements Work Plan and Long-range (2016 – 2022) Funding Plan for the necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy.

- Work with Placer County DPW to insure the soon to be started County-wide Parks and Trails Master Plan project will include a comprehensive situational assessment and funding plan for paved multi-use bike trails in the North Lake Tahoe region that is compatible with County bike trail planning.
- Provide data to consultant preparing above Plan to enable, at a minimum, an assessment of the condition of existing trails; an analysis of the need for additional trails; potential snow removal for year-round use of appropriate trails sections; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails.
- Work with local trail advocates to plan for better integrated system of dirt track recreational trails to compliment the paved multi-use bike trail system.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Forward the funding recommendations of the CI/T Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration.
- Execute and manage a contract for each approved Capital Improvement project.
- Regularly monitor and report on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Work with DPW to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe.

#### Capital Improvements Performance Indicators:

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.
- Installation of new wayfinding signage in Caltrans right-of-way.
- Complete draft of North Lake Tahoe trails assessment portion of County-wide Parks and Trails Master Plan project pending further direction from CEO/DPW.
- Initiate snow removal pilot program on multi-use trail section.
- Develop, with Trail advocate groups, a scope of needs to improve usability of dirt track recreational trails.

- Resort Association Board approval of capital improvements long-range funding plan.

#### Transportation Tasks:

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Apply community polling results to further clarify Transit Vision priorities.
- Plan, with partners, the North Tahoe Transportation Summit, as may be necessary, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision.
- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services.
- Provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service.
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach, as may be necessary.
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY 2016-17 winter traffic management services in Tahoe City.
- Conduct on-site monitoring of FY 2016-17 winter traffic management services in Tahoe City.
- Develop a Scope of Service with Truckee North Tahoe Transportation Management Agency to provide marketing services for 2016-17 transportation services utilizing TOT funding.

#### Transportation Performance Indicators:

- Successful passage of ½ cent sales tax ballot measure.
- Development of funding sources for Transit Vision plan.
- NLTRA approval of recommended FY 2017-18 TOT funding for transportation services.
- Signed contract and schedule in place for CHP traffic management starting June 30, 2016.

- Signed contract and schedule in place with contractor for winter traffic management starting December 22, 2016 and provide daily monitoring of performance for DPW.
- Utilizing improved transportation marketing plan, increase passengers per vehicle service hour by 2% as compared to FY 15-16 for each Transportation service/program.

#### Research and Planning:

- Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals. Some of these opportunities arise during the fiscal year and are undertaken after approval of the NLTRA Board. More specific research and planning project types are listed in Attachment A-1.

**ATTACHMENT A**  
**North Lake Tahoe Resort Association**  
**Scope of Work for FY 2016-17**

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

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

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

The Resort Association shall implement this Scope of Work through its Administration, Tourism, Visitor Information Services and Transportation and Capital Improvement departments. For each of these departments, the Resort Association shall develop detailed budgets and work plans which directly support the North Lake Tahoe Tourism and Community Investment Master Plan. ~~Each budget and work plan shall identify the objectives of the plan, strategies and tactics to accomplish those objectives, quantifiable performance measurements by which the effectiveness of the identified strategies and tactics will be evaluated and the resources required to achieve the objectives. The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department's respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by October 8, 2015.~~ The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

**ADMINISTRATION**

The Resort Association is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the Resort Association's administration and management team shall be to manage the corporation and oversee the services and programs operated by the corporation. ~~The Resort Association's Administration will be responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, contract management, legislative advocacy, partnership management, and participation in tourism-based economic development programs and initiatives.~~



#### Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
- ~~• Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for employee meals, travel, lodging and transportation on or before October 7, 2015.~~
- ~~• Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy governing the use of corporate credit cards on or before October 7, 2015.~~
- ~~• Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for business entertainment purposes, which shall include policy governing the purchase of alcoholic beverages for both clients and employees.~~
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.
- Keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.
- Prepare and post agendas and any support materials for all meetings of the Resort Association Board of Directors and/or Resort Association Committees ~~no later than 10 AM on~~ two (2) business days prior to the date of a meeting of the Board or Committee.
- Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.
- ~~• Complete a review and update of the North Lake Tahoe Tourism Community Investment Master Plan, including adoption of an updated plan by the Placer County Board of Supervisors on or before October 20, 2015. As specified in Attachment A-1, Research and Planning funds in the amount of \$31,000 has been allocated for this task in FY 2015-16.~~
- In consultation with the County Executive Office, prepare an annual legislative platform for Board of Directors approval no later than ~~February 11, 2016~~the March 2017 meeting of the Board of Directors. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY ~~2015-16~~2016-17.

#### Performance Indicators:

- ~~• Compliance with all requirements of the Placer County/Resort Association Agreement.~~
- Completion of the tasks identified above ~~on or before specified deadlines~~.

## **TOURISM**

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

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

- 1) Marketing, Advertising, Promotions and Brand Development/Management which at a minimum shall include:
  - a) In-Market Marketing, Advertising and Promotions
  - b) Out-of-Market Marketing, Advertising and Promotions
  - c) Public and Media Relations
  - d) Social Media
  - e) Consumer Website (GoTahoeNorth.com)
- 2) Group and Conference Sales
- 3) Leisure Sales
- 4) Special Events

### **1) Marketing, Advertising and Promotions**

Develop and execute comprehensive marketing, advertising and promotions programs designed to maximize the exposure and promotion of North Lake Tahoe as the premier international mountain resort destination in the Western United States. These programs shall focus on increasing the number of visitors coming to North Lake Tahoe and the duration of stay for each visitor. These programs shall be based upon the results of both quantitative and qualitative market research and shall be monitored and reported on regularly.

#### **a) In-Market Marketing, Advertising and Promotions**

##### **Tasks:**

- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. Such plan shall focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.
- Conduct at least ~~one~~ two member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2017~~6~~-18~~7~~ in-market integrated media, marketing and promotions plan.



- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.

Performance Indicators:

- Increase ~~visitor~~ participation in specific in-market marketing initiatives by ~~40~~15% as compared to FY ~~2015-16.14-15.~~

**b) Out-of-Market Marketing, Advertising and Promotions**

Tasks:

- In consultation with the Resort Association's Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located outside of the North Lake Tahoe area. Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY ~~2014-15~~15-16.
- Increase number of travelers arriving by air by 3% as compared to FY ~~2014-15~~15-16.
- Increase mid-week occupancy by 57% ~~as of 2015-16 average occupancy~~ compared to FY ~~2014-15~~15-16.
- Increase occupancy in the months of September & October 2015-2016 and June 2016-2017 by 53% as compared to the prior year.

**c) Public and Media Relations**

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.
- Generate positive editorial coverage in national, and regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips throughout the course of FY ~~2015-16~~16-17.
- Provide assistance to writers-journalists on assignment in North Lake Tahoe.
- Generate and Continually -update content for the media center on GoTahoeNorth.com.
- ~~Integrate messaging between traditional media and online media.~~

Key Performance Indicators:

- Advertising equivalency of public relations efforts increased by 40~~5~~% over FY ~~2014-15~~15-16.
- ~~References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20% over FY 2014-15.~~
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 45~~7~~% over FY ~~2014-15~~15-16.



**d) Social Media**

**Tasks:**

- Utilize social media to increase public awareness of North Lake Tahoe.
- Utilize contests, quizzes and campaigns to increase followers and engage viral community.
- Post scenic photography to inspire visitation and attract new followers.

**Key Performance Indicators:**

- Number of social media followers increased by ~~45~~10% over FY 2014-~~15~~15-16.
- ~~Increase number of YouTube viewers by 20% as compared to FY 2014-15.~~
- ~~Increase number of Instagram consumer sharing across Facebook, Instagram and Twitter platforms by photos posted by 25~~20% as compared to FY 2014-~~15~~15-16.

- e) Website** - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of North Lake Tahoe. Consumers should be able to access and fully utilize all features of the site when connecting to the site via a mobile device, including the ability to book lodging and other activities directly from the site.

**Tasks:**

- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.

**Performance Indicators:**

- Total unique visitors to site increased by 5% over FY 2014-~~15~~15-16.
- Average length of stay on the site increased by 10% over FY 2014-~~15~~15-16.
- Reduce bounce rate of the site by ~~10~~5% as compared to FY 2014-~~15~~15-16.
- ~~Percent of direct and bookmarked visitors increased by 3% over FY 2014-15.~~
- ~~Number of repeat Visitors increased by 15% over FY 2014-15.~~
- Number of lodging referrals increased by 5% over FY 2014-15.
- ~~Lodging referrals as a percentage of total unique visitors increased by 5% over FY 2014-15.~~
- Organic search increased by ~~10~~5% over FY 2014-~~15~~15-16.
- Number of newsletter sign-ups increased by 5% over FY 2014-~~15~~15-16.

**2) Group and Conference Sales**

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

Tasks:

- Development and implementation of an integrated media, marketing and promotions plan.
- Promote the Placer County portion of North Lake Tahoe at industry trade shows.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, [incentives](#), conventions, seminars, meetings, training and similar gatherings.

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2014-15 [15-16](#).
- Increase total leads and total booked revenue by 5% over FY 2014-15 [15-16](#).
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2014-15 [15-16](#).

### 3) Leisure Sales

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

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) [direct to consumer on-line travel agents \(OTA's\)](#); 2) travel agent [consortiumss](#); and, 3) domestic and international tour operators.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with [but not limited to the California Travel and Tourism Commission \(CTTC\), dba, Visit California, Travel Nevada and the High Sierra Visitor Council](#).
- Serve as the Resort Association's primary liaison to [Visit California's](#) General Sales Agents (GSAs) in international markets [as](#) identified as priorities for development.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.
- ~~Brand and position North Lake Tahoe as a top Nordic destination through cooperative efforts with Nordic resorts, suppliers and partners.~~

Performance Indicators:

- Conduct at least [2015](#) annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.



- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by ~~510%~~ over FY 2014 ~~1515-16~~.
- Increase newsletter database of travel agents located outside the four hour drive market by ~~5020%~~ over FY 2014 ~~1515-16~~.
- ~~Increase in TOT collections by 2% by FY 2015-14.~~
- ~~Increase the number of Nordic passes sold by 20% as compared to FY 2013-14.~~

#### 4) Special Events

This program is intended to support the development, implementation and promotion of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The program shall focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to Resort Association initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports.

##### Tasks:

- ~~In collaboration with Placer County and with input from the regional permitting authorities, update the *Special Events Resource Guide*. The guide shall include an overview of local special event regulations, permitting processes and a description of the special events services and support available through the Resort Association.~~
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.
- Prior to submitting a bid to host and/or sponsor any special event that would utilize public right of way or otherwise impact the provision of public services, coordinate with all potentially impacted public agencies to determine if adequate resources exist to support the event.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.

##### Performance Indicators:

- One or more new events with national and international television coverage held during a strike zone in FY 2015 ~~1615-16~~.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.
- Return on Investment reports for each sponsored event completed within ~~45-60~~ days after the event.
- ~~Updates to *Special Events Resource Guide* completed by January 30, 2016.~~

## **VISITOR INFORMATION SERVICES**

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

### Tasks:

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be ~~750~~50,000 copies; winter guide distribution shall be ~~320~~20,000 copies.
- ~~Develop~~Update, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.
- ~~Develop, publish and distribute a minimum of 10,000 North Lake Tahoe Cross-Country Ski Maps.~~
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4<sup>th</sup> weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall meet bi-annually with ~~the a~~ majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- ~~Conduct bi-annual~~Develop and distribute a customer service training ~~video with~~ for staff ~~at of 25% of~~ local businesses, with a target of providing training to ~~a~~ minimum of 500 ~~250~~ employees. The training ~~video~~ shall ~~be designed to~~ provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- ~~Complete an assessment of opportunities for additional exposure and resource availability through gateways such as the Sacramento airport and California Welcome Centers; by February 28, 2016, provide a written synopsis of the assessment and recommendations for actions to be implemented in FY 2016-17.~~

### Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 20~~14-15~~15-16.

- Increase the number of visitors accessing GoTahoeNorth.com while in market by 2% over FY 2014-15 15-16.
- Completion and distribution of customer service training video as specified above.
- ~~Completion of gateway opportunity assessment/recommendations synopsis by February 28, 2016.~~



## **CAPITAL IMPROVEMENTS AND TRANSPORTATION**

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

### **Capital Improvements Tasks:**

- ~~• Based upon quantitative and qualitative research and analysis, develop a long-range (2015—2022) plan for the funding of necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy. This plan shall be approved by the Resort Association Board of Directors and submitted to the County Executive Office no later than June 30, 2016. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.~~
- Prepare the annual update of the Capital Improvements Work Plan and Long-range (2016 – 2022) Funding Plan for the necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy.
- Work with Placer County DPW to insure the soon to be started County-wide Parks and Trails Master Plan project will include a comprehensive situational assessment and funding plan for paved multi-use bike trails in the North Lake Tahoe region that is compatible with County bike trail planning.
- Provide data to consultant preparing above Plan to enable, at a minimum, an assessment of the condition of existing trails; an analysis of the need for additional trails; potential snow removal for year-round use of appropriate trails sections; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails.
- Work with local trail advocates to plan for better integrated system of dirt track recreational trails to compliment the paved multi-use bike trail system.
- ~~• Complete an in-depth, comprehensive situational assessment and funding plan for bike trails in the North Lake Tahoe region. The plan shall include, at a minimum, the following components: an assessment of the condition of existing trails; an analysis of the need for additional trails; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails. As specified in Attachment A-1, funding for this task is included within the \$17,000 total Research and Planning funds allocated for FY 2015-16 Advance Project Studies.~~



- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding. ~~forward the funding recommendations of the Capital Investment/Transportation Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration; execute and manage a contract for each approved project~~
- ~~Forward the funding recommendations of the CI/T Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration.~~
- ~~Execute and manage a contract for each approved Capital Improvement project.~~
- Regularly monitor and report on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding. ~~As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.~~
- ~~Work with DPW to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.~~
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe. ~~As specified in Attachment A-1, Research and Planning funds in the amount of \$4,500 have been allocated for this task in FY 2015-16.~~

#### Capital Improvements Performance Indicators:

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.
- ~~Installation of new wayfinding signage in Caltrans right-of-way.~~
- ~~Complete draft of North Lake Tahoe trails assessment portion of County-wide Parks and Trails Master Plan project pending further direction from CEO/DPW.~~
- ~~Initiate snow removal pilot program on multi-use trail section.~~
- ~~Develop, with Trail advocate groups, a scope of needs to improve usability of dirt track recreational trails.~~
- ~~By June 30, 2016, the number of new wayfinding signs installed since 2011 totals 50.~~
- ~~Resort Association Board approval of Multi-Use Bike Trail Assessment Plan on or before June 30, 2016.~~
- Resort Association Board approval of capital improvements long-range funding plan. ~~by June 30, 2016.~~



#### Transportation Tasks:

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Apply community polling results to further clarify Transit Vision priorities.
- Plan, with partners, the North Tahoe Transportation Summit, as may be necessary, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision.
- ~~Conduct the fourth North Tahoe Transportation Summit for the purpose of updating the community on the current status of the Transit Vision and developing both short and long term strategies to implement the Transit Vision. As specified in Attachment A-1, Research and Planning funds in the amount of \$3,000 have been allocated for this task in FY 2015-16.~~
- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services. ~~As specified in Attachment A-1, Research and Planning funds in the amount of \$7,000 have been allocated for this task in FY 2015-16.~~
- ~~Based upon quantitative and qualitative research and analysis, Provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service. As specified in Attachment A-1, Research and Planning funds in the amount of \$9,000.00 have been allocated for this task in FY 2015-16.~~
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach, **as may be necessary.**
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY **2016-17** winter traffic management services in Tahoe City.
- Conduct on-site monitoring of FY **2016-17** winter traffic management services in Tahoe City.
- ~~Execute and manage a contract with Truckee North Tahoe Transportation Management Agency to provide management services for the operation of the 2015 Summer Night Rider shuttle service.~~



- Develop a Scope of Service with Truckee North Tahoe Transportation Management Agency to provide marketing services for 2016-17 transportation services utilizing TOT funding.
- ~~Collaborate with the Truckee North Tahoe Transportation Management Agency and the Tahoe Transportation District to complete an updated business plan for the scheduled airport shuttle service program by October 30, 2015. Such plan shall be approved by the Resort Association Capital Investment/Transportation Committee and Board of Directors.~~
- ~~By November 30, 2015, release a Request for Proposals (RFP) for operations of the scheduled airport shuttle service program. Such RFP shall be based upon the approved business plan for the scheduled airport shuttle service program.~~
- ~~By March 1, 2016, award a contract for the scheduled airport shuttle service to the program provider selected as a result of the RFP process.~~
- ~~Conduct and report on the results of regular monitoring of all transit/transportation services contracted by the Resort Association (either directly or through a funding partnership).~~

#### Transportation Performance Indicators:

- Successful passage of ½ cent sales tax ballot measure.
- Development of funding sources for Transit Vision plan.
- NLTRA approval of recommended FY 2017-18 TOT funding for transportation services.
- Signed contract and schedule in place for CHP traffic management starting June 30, 2016.
- Signed contract and schedule in place with contractor for winter traffic management starting December 22, 2016 and provide daily monitoring of performance for DPW.
- Utilizing improved transportation marketing plan, increase passengers per vehicle service hour by 2% as compared to FY 15-16 for each Transportation service/program.

#### Research and Planning:

- Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals. Some of these opportunities arise during the fiscal year and are undertaken after approval of the NLTRA Board. More specific research and planning project types are listed in Attachment A-1.

## NLTRA

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

4/22/2016

MARKETING	PROPOSED 16/17 BUDGET	15/16 BUDGET	2014-15 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014-15 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>				<b>RESORT ASSOCIATION CONTRACT:</b>			
Personnel/Overhead Cap - Direct Costs	848,478	796,581	763,686	Personnel/Overhead Cap - Direct Costs	106,235	99,743	98,630
G+A Cap - Indirect Costs	553,727	537,599	523,784	G+A Cap - Indirect Costs	65,977	64,055	62,392
Research and Planning	10,000	10,000	10,000	Research and Planning	40,000	32,000	32,000
Direct Marketing/Programs	1,845,000	1,407,329	1,252,302	(Detail in Attachment A-2)			
Community Marketing Fund	30,000	30,000	30,000	Memberships	5,000	5,000	5,000
Special Events Marketing Fund	50,000	50,000	50,000	Traffic Management	47,000	42,000	42,000
				Transit Programs- Non-County	201,250	587,330	547,420
Detail in Attachment A-3)							
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>3,337,205</b>	<b>2,831,509</b>	<b>2,629,772</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>465,462</b>	<b>830,128</b>	<b>787,442</b>
	55.41%	45.67%	51.02%		7.73%	13.39%	15.28%
Fund Balance Carryforward		133,000	61,500	Fund Balance Carryforward		91,030	
<b>TOTAL - RESORT ASSOC CONTRACT</b>	<b>3,337,205</b>	<b>2,964,509</b>	<b>2,691,272</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>465,462</b>	<b>921,158</b>	<b>787,442</b>
	55.41%	40.97%	50.42%		7.73%	12.73%	14.75%
County Services	322,974	308,195	306,173	County Services	1,274,500	917,694	931,702
County-wide Systems Charges/General Liability	3,790			County-wide Systems Charges/General Liability	3,789		
<b>TOTAL CONTRACT</b>	<b>3,663,969</b>	<b>3,272,704</b>	<b>2,997,445</b>	<b>TOTAL CONTRACT</b>	<b>1,743,751</b>	<b>1,838,852</b>	<b>1,719,144</b>
	46.16%	37.48%	43.53%		21.97%	21.06%	24.97%

## Notes:

\*Proposed budget numbers for Personnel/Overhead include a preliminary assumption of a 20% increase to health and welfare benefits plus competitive salary for Finance staff. This

\*\*There was a County Services Reserves Fund Balance Carryover in previous years but was not calculated or recorded on past contracts. Anticipated Fund Balance Carryover is estimated.

**COST OF COMPLIANCE:** Estimated cost of contract compliance for first 10 months of 2015-16 is \$44,062 and hours spent are 1,237.5 equalling 31 weeks. This added cost is not included in Personnel/Overhead at this time due to the impact to programs. It is the intent of NLTRA that the contract for 2016-17 will eliminate the need for an additional person to track compliance.



TAHOE CAPITAL IMPROVEMENTS	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014-15 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>			
Personnel/Overhead Cap- Direct Costs	106,235	99,743	95,205
G+A Cap - Indirect Costs	76,333	74,110	72,201
Research & Planning	40,000	50,000	49,000
(Detail in Attachment A-2)			
Maintenance Reserve: Tourism Serving Facilities	0	0	
Capital Improvements - Requires BOS Approval	1,997,514	2,314,510	1,520,903
(County retains until BOS Approval)			
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,220,082</b>	<b>2,538,363</b>	<b>1,737,309</b>
	36.86%	40.94%	33.70%
Fund Balance Carryforward		811,054	121,171
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,220,082</b>	<b>3,349,417</b>	<b>1,858,480</b>
	36.86%	46.29%	34.82%
County Services	305,820	270,090	310,602
County-wide Systems Charges/General Liability	3,789		
County Services Fund Balance			
<b>TOTAL CONTRACT</b>	<b>2,529,691</b>	<b>3,619,507</b>	<b>2,169,082</b>
	31.87%	41.46%	31.50%

TOTAL CONTRACT	PROPOSED 16-17 BUDGET	15-16 BUDGET	2014/15 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>			
Personnel/Overhead Cap - Direct Costs*	1,060,948	996,067	957,521
G+A Cap - Indirect Costs	696,037	675,764	658,377
Research and Planning	90,000	92,000	91,000
Direct Marketing/Programs	1,845,000	1,407,329	1,252,302
Community Marketing Fund	30,000	30,000	30,000
Special Events Marketing Fund	50,000	50,000	50,000
Memberships	5,000	5,000	5,000
Traffic Management	47,000	42,000	42,000
Transit Programs- Non-County	201,250	587,330	547,420
Maintenance Reserve: Tourism Serving Facilities	0	0	0
Capital Improvements - Requires BOS Approval	1,997,514	2,314,510	1,520,903
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>6,022,749</b>	<b>6,200,000</b>	<b>5,154,523</b>
	100.00%	100.00%	100.00%
Fund Balance Carryforward **	0	1,035,084	182,671
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>6,022,749</b>	<b>7,235,084</b>	<b>5,337,194</b>
	100.00%	100.00%	100.00%
County Services	1,903,294	1,495,979	1,548,477
County-wide Systems Charges/General Liability	11,368	17,821	
County Services Fund Balance		421,364	*
<b>TOTAL CONTRACT</b>	<b>7,937,412</b>	<b>8,731,063</b>	<b>6,885,671</b>
	100.00%	100.00%	100.00%

amount exceeds the 3% CPI allowance for increases in Personnel/Overhead  
 ted to be > \$500,000, the majority of which will be applied to Capital Improvements  
 ncluded in the  
 ompliance.

**ATTACHMENT A-1**  
**FY 2016-17 LAKE TAHOE TOURISM RESEARCH AND PLANNING PROJECTS BUDGET**

	MARKETING	TRANSPORTATION	CAPITAL IMPROVEMENTS	TOTAL
<b>Master Plan /CIT Work Plan</b>	\$2,000.00	\$3,500.00	\$3,500.00	\$9,000
Reproduction				
Community Outreach				
Organization Structure Review				
<b>Legislative Advocacy</b>		\$5,000.00	\$5,000.00	\$10,000
California - Houston Group				
<b>Advance Project Studies - Transit Vision</b>		\$8,000.00		\$8,000
Transportation Sales Tax Education/Outreach*				
Transportation Services Recommendation FY 2017-18				
<b>North Tahoe Transportation Summit</b>		\$3,000.00		\$3,000
<b>Advance Project Studies - Capital Improvements</b>			\$9,000.00	\$9,000
Kings Beach Wayfinding Needs				
Tahoe City Wayfinding Needs				
Dirt Track Recreational Trails Needs Assessment				
Human Powered Sports Facilities				
<b>Data Collection and Analysis for Visitor Economic Impacts</b>	\$8,000.00	\$9,000.00	\$8,000.00	\$25,000
Economic Significance of Travel to the North Lake Tahoe Area				
<b>Data Collection and Analysis for Transportation Programs and Services</b>		\$4,000.00		\$4,000
Transportation Services Recommendation FY 2017-18				
<b>Data Collection and Analysis for Capital Improvement Projects</b>			\$11,500.00	\$11,500
Call for Projects Process				
County-wide Parks and Trails Master Plan				
<b>Participation in Community Planning Studies</b>		\$7,500.00	\$3,000.00	\$10,500
Kings Beach Pier Additional Alternative				
Tahoe Transportation District				
Truckee North Tahoe Transportation Management Association				
Placer County Transportation Planning Agency				
<b>Total:</b>	<b>\$10,000.00</b>	<b>\$40,000.00</b>	<b>\$40,000.00</b>	<b>\$90,000</b>

\*Transportation Sales Tax Education Outreach efforts to be conducted in accordance with the Placer County Transportation Planning Agency's Countywide efforts.



**ATTACHMENT A-2**  
**FY 2016-17 Proposed Transportation Programs and Services**

	Approved 15-16	Proposed 16-17
<b>Traffic Management</b>		
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$ 22,000
T-18 Summer Traffic Management (Existing)	\$ 32,000	\$ 25,000
<b>Sub-Total Traffic Management Programs</b>	<u>\$ 52,000</u>	<u>\$ 47,000</u>
<b>Transportation/Transit Programs</b>		
T-1 Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)		(T-1 funded by Local Transportation Funds)
T-2 Enhanced Winter Transit Service TART, Hwy 267 Local Trans Funded		\$ 15,000 *Northstr Peak Time Only
T-3 Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl (Existing)	\$ 29,000 **	\$ 30,000 **
T-4 Winter Regional Coordinated Ski Shuttle and Voucher Program (Existing)	\$ 30,000	\$20,000 *Squaw Peak Time Only
T-5 Winter Nighttime Transit Service (Existing)	\$ 336,760 *	\$ 340,000 *
New Enhanced Winter Daytime 30 Min.Tahoe City to Crystal Bay;		\$ 100,000 *
T-9 Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	\$ 171,900 *	\$ 175,400 *
T-10 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	\$ 151,000 **	\$ 180,000 *
T-11 Year Round Highway 89 Hourly Service (Fall & Spring) (Existing)		(T-11 funded by Local)
T-12 Year Round Hwy 267 Hourly Crystal Bay, Northstar, Truckee (Existing)		(T-12 funded by local)
New Off-Season Nighttime Hourly All Placer Routes (Spring-2017)		\$ 103,700 *
T-15 Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE (Existing)	\$ 110,000 **	\$ 120,000 **
T-16 TART Baseline Svc. Shortfall	\$ 530,100 *	\$ 345,400 *
T-17 Transportation & Transit Marketing, Promotion, Program Management	\$ -	\$ 99,250 **(\$48,000 from NLTRA Market Budget)
<b>Sub-Total Transit Programs</b>	<u>\$ 1,358,760</u>	<u>\$ 1,523,750</u>
<b>Transportation &amp; Transit/Management Total</b>	<u>\$ 1,410,760</u>	<u>\$ 1,570,750</u> Total TOT requested for FY 2016-17
*Services provided by Placer County including Baseline	<u>\$ 723,200 *</u>	<u>\$ 1,274,500 *</u>
**Services provided by other providers	<u>\$ 635,560 **</u>	<u>\$ 249,250</u> **(\$48,000 from NLTRA Market Budget)
Sub-total Traffic Management Programs by other providers	\$52,000	\$ 47,000

**ATTACHMENT A-3**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**  
**DRAFT 4/26/2016**

<b>NLTRA Budget Income</b>	<b>Marketing</b>	<b>Conference</b>	<b>Visitor Info</b>	<b>TOTALS</b>
Placer County TOT Revenue	\$2,673,682	\$ 363,600	\$ 299,923	\$ 3,337,205
Other revenue		\$ 135,000	\$ 75,000	\$ 210,000
<b>Total revenue</b>	<b>\$ 2,673,682</b>	<b>\$ 498,600</b>	<b>\$ 374,923</b>	<b>\$ 3,547,205</b>
<b>NON PROGRAM EXPENSES</b>				
Personnel/Overhead Cap - Direct Costs				\$ 820,478
G+A Cap - Indirect Costs				\$ 553,727
<b>SUBTOTAL</b>				<b>\$ 1,374,205</b>
<b>PROGRAM EXPENSES</b>				
Training Video Series	\$ 15,000		\$ 5,000	\$ 20,000
Sales CRM / CMS	\$ 21,000			\$ 21,000
Community Marketing Programs	\$ 80,000			\$ 80,000
Marketing Cooperative/Media	\$ 1,153,000	\$ 110,000		\$ 1,263,000
Collateral Programs			\$ 5,000	\$ 5,000
Conference NTPUD/Event Center		\$ 8,000		\$ 8,000
Research & Planning	\$ 10,000			\$ 10,000
<b>SUBTOTAL</b>	<b>\$ 1,279,000</b>	<b>\$ 118,000</b>	<b>\$ 10,000</b>	<b>\$ 1,407,000</b>
<b>SPECIAL EVENTS - Breakdown attached</b>				
<b>SUBTOTAL</b>	<b>\$ 602,000</b>			<b>\$ 602,000</b>
<b>OTHER PROGRAMS</b>				
Transportation Marketing	\$ 48,000			
Cross Country/Nordic	\$ 6,000			
High Notes	\$ 20,000			
Bike Tahoe	\$ 4,000			
Performance Review	\$ 6,000			
BACC Product Campaigns	\$ 80,000			
<b>SUBTOTAL</b>	<b>\$ 164,000</b>			<b>\$ 164,000</b>
<b>TOTAL</b>	<b>\$ 2,045,000</b>	<b>\$ 236,000</b>	<b>\$ 20,000</b>	<b>\$ 3,547,205</b>

<b>North Lake Tahoe Marketing Cooperative Budget</b>		
<b>Revenue Sources</b>		
NLTRA	\$	1,263,000
IVCBVB	\$	700,000
<b>TOTAL</b>	<b>\$</b>	<b>1,963,000</b>

<b>COOPERATIVE DIRECT EXPENSES</b>		
Public Relations/Social Media	\$	148,000
Leisure Sales	\$	177,500
Conference Sales	\$	217,000
Website Content Management	\$	47,000
Consumer Marketing	\$	985,600
<b>COOPERATIVE PROGRAM EXPENSE</b>		
Sierra Ski Marketing Council	\$	80,000
Regional Air Service Committee	\$	100,000
Research	\$	75,000
DestiMetrics	\$	29,900
CRM/CMS Upgrade	\$	10,000
VisitingLakeTahoe.com	\$	36,000
Photography/Video	\$	25,000
Fulfillment	\$	10,000
Website Maintenance	\$	10,000
Email Marketing	\$	12,000
<b>TOTAL</b>		<b>\$ 1,963,000</b>

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

**ATTACHMENT A-3**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**  
**DRAFT 4/26/2016**

**SPECIAL EVENTS BREAKDOWN**

Spartan World Championship	\$	210,000
Tough Mudder	\$	50,000
WinterWonderGrass Sponsorship	\$	15,000
Autumn Food & Wine + Sponsorship	\$	30,000
Amgen Tour of California Sponsorship	\$	27,000
Human Powered Sports Series	\$	25,000
Sky Run Sponsorship	\$	10,000
Tahoe Summit La Cross Sponsorship	\$	5,000
July 4th Sponsorship	\$	40,000
Event Development Opportunities	\$	190,000
Sub total	\$	<u>602,000</u>

<b>Expenditures</b>	
Sheriff Patrol	39,570
Animal Control - Tahoe Beach Patrol	41,260
TART - Base Services	345,400
TART - Peak Season	197,200
North Tahoe PUD	89,636
Tahoe City PUD	102,390
DPW Peak Season Snow Removal	100,000
NTBA - ED	75,000
TCDA - ED	75,000
Placer County Visitor's Bureau - ED	40,000
Placer County Film Office - ED	56,600
Audit East Slope - Auditor	40,000
Revenue Services	93,587
General Liability Insurance	5,304
Countywide System Charges	11,368
<b>TOTAL COUNTY SERVICES</b>	<b>1,312,316</b>
Other TART Services	590,978
<b>TOTAL</b>	<b>1,903,294</b>



## **Staff Report for Board**

**Subject:** Government Affairs Committee

**From:** Sandy Evans Hall, Ginger Karl

### **Decision Considerations:**

- This would be a standing committee with the description attached, to be included into the Supplemental Operating Procedures and Policies addendum to the Bylaws
- A primary and alternate from the Board of Directors will be appointed
- Up to 8 committee members will be solicited from the North Lake Tahoe region
- This group will review legislation and regulations at the local, County, State and Federal level and bring recommendations to the Board of Directors for approval
- The initial intent would be to meet monthly

**Staff Recommendation:** Approve the formation of this committee and direct staff to recruit members and establish a meeting schedule



**Government Affairs Committee**

The role of the North Lake Tahoe Chamber of Commerce Government Affairs Committee (GAC) provides a monthly forum for members to review local, state, and federal legislation, regulations, and business needs. The Committee provides a unified voice on issues and projects affecting businesses, members and citizens within the Chamber's service area. The GAC Committee is committed to creating, promoting and advocating for the interests of our members to help the local business community grow and prosper. The Committee seeks to educate, strengthen, support and promote economic growth, environmental welfare and overall quality of life for everyone. Working closely with member businesses and all of our elected officials, (County, State and Federal) the North Lake Tahoe Chamber's Governmental Affairs Committee and its' members strive to make government interaction more business friendly.

**Committee Membership**

In addition to appointed NLTRA Board members (2), committee membership is defined as follows: one staff member of the NLTRA, and up to 8 Chamber members representing a diverse selection of industries and geographic locations.



## **Staff Report for Board**

**Subject:** Workforce Project Contribution

**From:** Sandy Evans Hall,

**Decision Considerations:**

- Following the presentation by Heidi Hill Drum of the Tahoe Prosperity Center, the Board agreed that we should participate in this effort
- TCPUD has already contributed \$5,000, and NTPUD did not vote to fund the project
- The request of \$5,000 is available in the 2015-16 Research and Planning budget
- Businesses will be given an opportunity to contribute via the attached letter that will go out electronically
- Other agencies will also be contacted and asked to participate
- The goal is to raise \$20,000 to cover the costs of the Business Walks and the Market Analysis which will identify strategies for the next 5 years

**Staff Recommendation:** Approve the funding of \$5,000 from the 2015-16 Research and Planning budget for the TPC Workforce Project.

## Is Your Business Prepared for Workforce Challenges?

- What happens when 50,000 jobs are added in Reno/Sparks by 2019?
- What impacts will face our local businesses as the boomers retire?
- How do we prepare for workforce needs of the future?

**These and other questions vital to your business' workforce needs and ongoing success are being addressed by the Tahoe Prosperity Center through its 2016 Workforce Project.**

**Business Walks (March – July 2016)** – The Tahoe Prosperity Center alongside the chambers of commerce are interviewing a variety of area businesses about current and future workforce needs. The intent is to secure broad based feedback regarding employee needs, projections and potential challenges providing a snapshot across industries.

**Workforce Planning (July – October 2016)** – Complementing the Business Walk data will be a region-wide review and analysis of issues, trends and influencers providing an informed overview of where opportunities and challenges may lay. This information will advise the development of workforce attraction, retention and training strategies to be deployed throughout the region as appropriate by business, academic institutions, workforce boards, government and other applicable partners who have a role to play towards ensuring our region is poised to not only survive but thrive in the coming decade. Community conversations to develop workforce strategies are key to this phase.

**Results & Strategies (October – December 2016)** – A Workforce Report will be presented at an upcoming Economic Summit where presenters will discuss how the results of the Workforce Tahoe and 2015 Measuring for Prosperity reports should inform our actions. The workforce report will also be widely distributed to media, government and businesses and available for download at [www.tahoeprosperity.org](http://www.tahoeprosperity.org)

**But we can't do it without your support! Please make a tax-deductible donation before May 31<sup>st</sup>, 2016 to help fund this vital project.**

- **\$100** = Logo recognition on the TPC Workforce Tahoe webpage.
- **\$500** = Logo recognition on the TPC Workforce Tahoe webpage, Workforce Report, an online survey opportunity and recognition at the Summit.
- **\$1,000** = Logo recognition on the TPC Workforce Tahoe webpage, outreach materials, an in-person business interview and a ¼ page Ad in the Workforce Report as well as emcee recognition at the Summit.

Donate online at [tahoeprosperity.org/donate](http://tahoeprosperity.org/donate) and select Workforce Tahoe Project or send a check to the address below. Any questions – please contact Heidi Hill Drum, Executive Director at [Heidi@tahoeprosperity.org](mailto:Heidi@tahoeprosperity.org) or 775-298-0265 or 530-545-9095.

*The Tahoe Prosperity Center (TPC) is a Tahoe Basin regional organization whose mission is uniting Tahoe's communities to strengthen regional prosperity.*

## **Workforce Project North Shore Contribution Plan**

### **NLTRA - \$5,000**

(\$5,000 out of current budget Research & Planning)

### **TCPUD - \$5,000**

(Approved by TCPUD Board – 3-18-16)

### **Other Agencies - \$7,000**

(Includes NTPUD(NO), IVGID, SVPSD, Northstar CSD)

### **Businesses/Ski Areas - \$3,000**

(Ask Business Associations to assist)

## Project Workforce – TO DO LIST

As Michael mentioned on the phone the other day you can figure about 5k for hard and in-kind expenses for the Walk and another 5k for Michael's time and analysis of the walk data. Sounds like NS might require a Train the Trainer session which would be an additional step we didn't do down here.

Below is my list of costs which is a bit of a "to do" list for you as well.

Rolled up into the hard and in-kind expenses for the first 5k are the following:

- Food for volunteers – we spent about \$3,100 over the course of the two days.
- App may be a bit more for NS given that you may end up needing more licenses as we were able to use some of the licenses for two days via our repeat volunteers. (Our cost was \$550) and that got us 60 licenses. We made sure only one person out of a partnership downloaded it so we were able to save that way.
- Clip boards can be borrowed from us rather than buying more of them since we already purchased them ☺
- Room rental and AV equipment (hard cost or in-kind) for Train the Trainer and then for walker orientation and debrief sessions afterwards. (We reserved our room for 6 hours for each day)
- Preparation of the leave behind brochure and survey sheets. Both of these documents exist now with the graphics complete so they could just be edited for NS which will save graphic design time and costs.
  - You will have printing costs for both. I recommend only sending out 3-5 surveys with each pair of walkers in case they are uncomfortable with App or it malfunctions. We printed way too many and I am still using them as scrap paper!
- Press release writing and distribution (Pre –walk volunteer recruitment, pre-walk community awareness, post walk results and conclusions)
- Staff time to do radio, TV outreach and interviews
- Staff time to do social media outreach, build FB Ads, E-blasts etc. and schedule and distribute as applicable
- Staff time to do extensive outreach to secure adequate volunteers – this was VERY labor intensive on our end but may be significantly easier for NS if the business associations are vibrant and excited to help☺
- Registration of volunteers
  - Setting up an online registration mechanism like what is used for selling event tickets for members and the public.
  - Communicating with volunteers – pre with logistics, post thanks and results
- Staff time or consultant time (if you ask Michael I assume there will be a cost associated with this) to do the neighborhood/street/business breakdowns and create the materials for each pair of walkers. Figure min. 3 weeks in advance to ask the counties for GIS help or set aside a couple of partial days if you are going to do on your own with Google Maps. Pros and Cons to both ways. I was able to get both counties to help and neither charged us. It then took me the better part of a day to lay all of this out into somewhat realistic walk zones and label them all and label the clipboards.

I will get you the materials we created so you can utilize and save time and money there.

Take care and let me know how else I can help, "B"





Date: May 4, 2016

TO: Board of Directors

FROM: Al Priester, Finance Director

RE: Discussion and possible approval of year-to-date financial reports for March 2016

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Included in the packet for this month's meeting are North Lake Tahoe Resort Association (NLTRA) Financial Statements for the Month of March 2016 including a Balance Sheet, Profit & Loss Statement, A/R & A/P Aging, and YTD Budget vs. Actual by Class. Also included are Balance Sheets and Profit & Loss Statements for July through February. These financial statements are the end result of the Finance Department's extensive efforts to bring the books of account to a current status. They are produced directly from our QuickBooks (QB) software which was not used to prepare the financial statements presented to the Board for July, August and September of this fiscal year.

There is still work to be done to correct allocations, refine accruals and true up amortizations of prepaid expenses and deferred revenues. Below are comments and explanations for material amounts and/or anomalies or incongruent balances or amounts.

#### March 31, 2016 Balance Sheet

- All cash accounts have been reconciled.
- The Payroll account has a large balance because a deposit was made in March to cover the April 1, 2016 payroll.
- Accounts Receivable appear high because several hotel properties were not invoiced for June and July Commissions until November. Diligent collection efforts have been expended by Conference Staff and we do not expect any significant write-offs.
- Acct 1299 is used to record credit card transactions that are incurred on behalf of North Lake Tahoe Marketing ~~Corporation~~ *Cooperative* (NLTMC) and are due NLTRA. NLTMC has adequate funds to pay these.
- Accounts Payable of \$219,984 includes \$160,500 due NLTMC and were paid in April.

#### March 2016 Profit & Loss

- Acct 5920 Professional Fees are higher than normal due to costs incurred for reconciliation work and temporary help to fill the still vacant Staff Accountant position. These costs are offset by lower employee costs and an increase of \$15,000 to the budget.
- Acct 6743 is negative as it has been the practice to post cash receipts for sponsorships to the matching event expense account.
- Acct 8930 is a new account authorized by the Finance Committee and Placer County to record reconciling transaction from prior years.

#### Account Payable Aging

- There are many negative and over 90 Day account balances being reflected in this report. This is due to the previous practice of using General Journals to post payments or correct balances which produces a zero balance in total, but not in detail. This will take time to sort out but does not affect the total amount due and payable.

#### Budget vs Actual Reports

- These reports are still under development. A budget was never entered into QB for Fiscal Year 14-15 or 15-16, until now. Previous Budgets were maintained in Excel worksheets and Budget vs Actual reports developed there from. The budget that has been entered into QB for this fiscal year is the budget in effect at the beginning of the fiscal year. Several changes have occurred in budgeted amounts since then and these will be entered shortly. The Budget vs Actual reports for July through February are illustrative and act as a good starting point for Managers to review and challenge.
- The current Budget vs Actual reports are lengthy and cumbersome, in part due to many zero balance accounts and also a very large chart of accounts. We will be working to reduce the size of the chart of accounts with the next budget cycle and can then also begin to utilize enhancements in QB reporting capabilities that eliminate zero balance accounts and consolidate sub accounts.

#### Prior Months Balance Sheets

- The large negative Accounts Receivable balances in January and February was due to Placer County paying their February and March contract payments a week early.
- The large negative cash balance in the Operations account in September was due to printing but holding payables waiting for Placer County's delinquent payment.

#### Prior Months Profit & Loss

- July and August do not reflect Placer County TOT income as the contract was written to make a single starting payment in September.

9:24 AM  
04/19/16  
Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
**As of March 31, 2016**

	Mar 31, 16
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	972.29
1003-00 · Cash - Operations BOTW #6712	944,592.62
1007-00 · Cash - Payroll BOTW #7421	45,226.19
1071-00 · Payroll Reserves BOTW #8163	23,255.31
1080-00 · Special Events BOTW #1626	267.04
10950 · Cash in Drawer	300.00
Total Checking/Savings	1,014,613.45
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	89,466.90
Total Accounts Receivable	89,466.90
Other Current Assets	
1200-99 · AR Other	6,268.27
12000 · Undeposited Funds	2,055.09
1201-00 · WebLink Accounts Receivable	64,570.00
1201-02 · Allowance for Doubtful Accounts	-3,000.00
12100 · Inventory Asset	26,683.98
1298 · Receivable from Employees	71.14
1299 · Receivable from NLTMC	82,855.46
Total Other Current Assets	179,503.94
Total Current Assets	1,283,584.29
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-68,570.69
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-42,016.70
1750-00 · Computer Software	34,993.97
1751-00 · Accum. Amort. - Software	-33,886.39
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,283.86
Total Fixed Assets	3,054.27
Other Assets	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	6,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	42,110.37
Total 1400-00 · Prepaid Expenses	54,410.95
1410-00 · Prepaid Insurance	1,673.60
Total Other Assets	56,084.55
<b>TOTAL ASSETS</b>	<b>1,342,723.11</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	219,984.42
Total Accounts Payable	219,984.42

9:24 AM

04/19/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of March 31, 2016

	Mar 31, 16
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	1,194.62
2080-05 · MC_5976_Greg	1,272.55
2080-07 · MC_6850_Ginger	1,758.62
2080-08 · MC_5755_John	7,375.62
2080-00 · Bank of the West - Master Cards - Other	167.75
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>11,769.16</b>
<b>Total Credit Cards</b>	<b>11,769.16</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
2195-00 · Use Tax Payable	30.00
25500 · *Sales Tax Payable	1,602.86
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,632.86</b>
2250-00 · Accrued Expenses	10,369.60
2400-60 · Deferred Revenue- Member Dues	102,679.66
2650-00 · Deferred Rev - Events	2,240.00
2800-00 · Suspense	122,842.47
<b>Total Other Current Liabilities</b>	<b>364,667.30</b>
<b>Total Current Liabilities</b>	<b>596,420.88</b>
<b>Total Liabilities</b>	<b>596,420.88</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	246,840.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	182,767.52
<b>Total Equity</b>	<b>746,302.23</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,342,723.11</b>

9:23 AM  
04/19/16  
Accrual Basis

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

	Mar 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	14,324.05
4201-00 · New Member Fees	225.00
4250-00 · Revenues-Membership Activities	305.00
4251-00 · Revenue-Tue AM Breakfast Club	960.00
4252-00 · Revenue - Sponsorships	1,100.00
46000 · Merchandise Sales	3,410.86
Total Income	291,674.91
Gross Profit	291,674.91
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	11,809.96
5020-00 · P/R - Tax Expense	6,649.01
5030-00 · P/R - Health Insurance Expense	7,540.62
5040-00 · P/R - Workmans Comp	888.75
5060-00 · 401 (k)	2,971.20
5070-00 · Other Benefits and Expenses	223.84
5000-00 · Salaries & Wages - Other	73,835.72
Total 5000-00 · Salaries & Wages	103,919.10
5100-00 · Rent	
5110-00 · Utilities	425.88
5140-00 · Repairs & Maintenance	996.35
5100-00 · Rent - Other	11,421.39
Total 5100-00 · Rent	12,843.62
5310-00 · Telephone	
5320-00 · Telephone	2,281.65
5350-00 · Internet	119.85
Total 5310-00 · Telephone	2,401.50
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	132.46
5420-00 · Mail - USPS - Other	215.00
Total 5420-00 · Mail - USPS	347.46
5510-00 · Insurance/Bonding	595.80
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	120.00
5520-00 · Supplies - Other	1,425.82
Total 5520-00 · Supplies	1,545.82
5610-00 · Depreciation	1,561.89
5700-00 · Equipment Support & Maintenance	12.54
5710-00 · Taxes, Licenses & Fees	770.38
5740-00 · Equipment Rental/Leasing	1,286.57
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	280.00
5920-00 · Professional Fees - Accountant	14,624.65
Total 5900-00 · Professional Fees	14,904.65
5941-00 · Research & Planning	250.00
6023-00 · Autumn Food & Wine	
6030-00 · AFW-Media	-472.77
Total 6023-00 · Autumn Food & Wine	-472.77
6420-00 · Sponsorship	
6420-01 · WinterWonderGrass_Tahoe	7,500.00
Total 6420-00 · Sponsorship	7,500.00



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### March 2016

	Mar 16
6423-00 · Membership Activities	
6434-00 · Community Awards Dinner	3,380.60
6442-00 · Public Relations/Website	874.75
6443-00 · Membership - Bridal Faire	182.44
6423-00 · Membership Activities - Other	1,408.00
Total 6423-00 · Membership Activities	5,845.79
6730-00 · Marketing Cooperative/Media	48,500.00
6742-00 · Non-NLT Co-Op Marketing Program	3,732.34
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	2,089.95
6743-03 · Touch Lake Tahoe	800.00
6743-00 · BACC Marketing Programs - Other	-1,900.00
Total 6743-00 · BACC Marketing Programs	989.95
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	138.51
59900 · POS Inventory Adjustments	7.00
8100-00 · Cost of Goods Sold - Other	1,883.86
Total 8100-00 · Cost of Goods Sold	2,029.37
8200-00 · Associate Relations	80.32
8300-00 · Board Functions	137.50
8500-00 · Credit Card Fees	833.92
8700-00 · Automobile Expenses	241.04
8750-00 · Meals/Meetings	350.76
8810-00 · Dues & Subscriptions	749.96
8910-00 · Travel	1,501.88
8930-00 · Prior Period Adjustments	-122.76
Total Expense	212,336.63
Net Ordinary Income	79,338.28
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	18.91
Total Other Income	18.91
Net Other Income	18.91
Net Income	79,357.19

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04/19/16

**North Lake Tahoe Resort Association**  
**A/R Aging Summary**  
As of March 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Anne Poole Weddings	0.00	0.00	0.00	0.00	75.00	75.00
Forest Suites Resort	0.00	0.00	0.00	0.00	519.49	519.49
Hampton Inn & Suites	0.00	0.00	0.00	0.00	550.00	550.00
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	563.10	563.10
Hotel Truckee - Tahoe	0.00	0.00	0.00	0.00	669.51	669.51
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.00	0.00	0.00	0.00	29,668.30	29,668.30
Lake Tahoe Jetovator	0.00	0.00	0.00	0.00	300.00	300.00
Northstar California	0.00	472.77	0.00	0.00	10,126.97	10,599.74
Olympic Bike Shop	0.00	0.00	0.00	0.00	150.00	150.00
Reno Sparks Convention & Visitors Auth.	0.00	0.00	0.00	0.00	-555.20	-555.20
Squaw Valley Lodge/Granite Peak Managemen	0.00	0.00	0.00	0.00	-0.55	-0.55
Squaw Valley Resort	0.00	0.00	0.00	0.00	411.75	411.75
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	903.29	903.29
Tahoe Sailing Charters	0.00	0.00	0.00	0.00	400.00	400.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	537.00	537.00
The Ritz-Carlton	0.00	0.00	0.00	0.00	5,714.30	5,714.30
The Village at Squaw Valley	0.00	0.00	0.00	0.00	3,773.43	3,773.43
Town of Truckee	0.00	0.00	0.00	0.00	15,000.00	15,000.00
U.S.A. Cyling	0.00	0.00	0.00	0.00	20,000.00	20,000.00
<b>TOTAL</b>	<b>0.00</b>	<b>472.77</b>	<b>0.00</b>	<b>0.00</b>	<b>88,994.13</b>	<b>89,466.90</b>

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# North Lake Tahoe Resort Association

## A/P Aging Summary

As of March 31, 2016

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	3,017.78	0.00	0.00	0.00	0.00	3,017.78
Adventure Maps, Inc.	0.00	0.00	0.00	0.00	17.99	17.99
Adventure Marketing	0.00	0.00	0.00	0.00	7.95	7.95
Airport Self Storage	0.00	33.75	0.00	0.00	0.00	33.75
Anna Atwood	0.00	39.26	0.00	0.00	0.00	39.26
AT & T*	0.00	292.55	-92.08	0.00	0.00	200.47
Bank of the West Bank Card Center	0.00	0.00	0.00	0.00	0.00	0.00
Barb Kallestad	50.00	0.00	0.00	0.00	0.00	50.00
Bittersweet Springs	0.00	0.00	0.00	0.00	699.75	699.75
Cintas Corporation #623	107.73	0.00	0.00	0.00	0.00	107.73
David C. Antonucci	0.00	0.00	0.00	0.00	16.00	16.00
Dorfman Pacific Co.	0.00	0.00	0.00	0.00	238.84	238.84
Emily Detwiler*	172.81	168.98	175.70	0.00	87.15	604.64
Employers Assurance Co.	1,032.60	0.00	0.00	0.00	0.00	1,032.60
Enchanted Leaves	0.00	0.00	0.00	0.00	218.22	218.22
Family Support Registry	789.53	0.00	0.00	0.00	0.00	789.53
Far Fetched Wholesale Jewlery	0.00	0.00	0.00	0.00	-369.11	-369.11
FedEx	0.00	103.98	0.00	0.00	0.00	103.98
FP Mailing Solutions	154.80	139.86	0.00	0.00	0.00	294.66
Franchise Tax Board	0.00	525.00	0.00	0.00	0.00	525.00
Gallery Keoki, Inc.	0.00	0.00	0.00	0.00	46.60	46.60
Globe Pequot Press	0.00	0.00	0.00	0.00	12.42	12.42
Hawk's Peak Publishing	0.00	0.00	0.00	0.00	85.00	85.00
Heyday	0.00	0.00	0.00	0.00	95.22	95.22
Ingram Publisher Services, Inc.	0.00	0.00	0.00	0.00	8.47	8.47
Jaclyn Woznicki DBA Trunk Show	0.00	0.00	0.00	0.00	40.00	40.00
Jeff Freeman Photography	0.00	255.00	0.00	0.00	0.00	255.00
John Thompson*	152.93	421.35	0.00	0.00	0.00	574.28
Judy Laverty*	0.00	0.00	129.19	82.89	0.00	212.08
Jujuz Treat Company	0.00	0.00	0.00	0.00	67.50	67.50
Karen Colbert	339.60	0.00	0.00	0.00	0.00	339.60
Kay Dee Designs	0.00	0.00	0.00	0.00	9.00	9.00
Keen Communications	0.00	0.00	0.00	0.00	73.37	73.37
Krista Tranquilla Designs	0.00	0.00	0.00	0.00	55.00	55.00
Kym Fabel	8.64	0.00	0.00	0.00	0.00	8.64
Lake Tahoe Visitors Authority*, Inc.	27,000.00	0.00	0.00	0.00	0.00	27,000.00
Laser Gifts	0.00	0.00	0.00	0.00	3.92	3.92
LazyOne	0.00	0.00	0.00	0.00	308.75	308.75
Longleaf Services, Inc.	0.00	0.00	0.00	0.00	0.03	0.03
McSteven's, Inc.	0.00	0.00	0.00	0.00	102.29	102.29
Mic Mac Publishing	0.00	0.00	0.00	0.00	14.40	14.40
Miscellaneous	0.00	0.00	0.00	0.00	2,869.11	2,869.11
Multiple	0.00	0.00	0.00	0.00	0.00	0.00
North Lake Tahoe Marketing Co-op	0.00	48,500.00	0.00	112,000.00	0.00	160,500.00
North Tahoe Event Center, Inc.	0.00	1,382.00	0.00	0.00	0.00	1,382.00
Porter Simon*	280.00	0.00	0.00	0.00	0.00	280.00
Priester Jr, Albert	130.88	0.00	0.00	0.00	0.00	130.88
Print Art/Sierra Mail*	0.00	0.00	77.40	0.00	0.00	77.40
Renee Kojane	75.00	0.00	0.00	0.00	0.00	75.00
Ricoh USA	1,131.77	0.00	0.00	0.00	0.00	1,131.77
Rock & Rose Inc.	542.71	0.00	271.35	0.00	0.00	814.06
Ron Treabess	319.26	0.00	12.00	0.00	0.00	331.26
Rotor Collective Digital Cinema, Inc.	0.00	2,089.95	0.00	0.00	0.00	2,089.95
Sandy Evans Hall*	75.00	0.00	0.00	0.00	0.00	75.00
Sarah Winters	0.00	25.00	25.00	0.00	0.00	50.00
Shop Local	0.00	30.00	0.00	0.00	0.00	30.00
Sierra Essentials	793.09	0.00	0.00	0.00	0.00	793.09
Sierra Nevada Ad Partners	597.66	0.00	0.00	0.00	0.00	597.66
Southwest Gas Corporation*	106.49	0.00	0.00	0.00	0.00	106.49
Sprint	74.13	0.00	0.00	0.00	0.00	74.13
Squaw Valley Public Service District*	0.00	0.00	0.00	2,106.01	0.00	2,106.01
Squaw Valley Resort*	118.04	0.00	0.00	0.00	0.00	118.04
Stephen's Farmhouse	0.00	0.00	0.00	0.00	20.40	20.40
SwerkePoint, LLC	3,113.26	0.00	0.00	0.00	0.00	3,113.26
Swigard's True Value Hardware, Inc.*	0.00	46.19	0.00	0.00	0.00	46.19
Tahoe Basics	0.00	490.00	0.00	0.00	0.00	490.00

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

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Tahoe Blue Bath	0.00	0.00	0.00	0.00	11.00	11.00
Tahoe Eco	0.00	0.00	0.00	0.00	201.00	201.00
Tahoe Fat Tire Festival	0.00	0.00	0.00	0.00	-2,500.00	-2,500.00
Tahoe Teas	462.00	0.00	0.00	0.00	0.00	462.00
Tahoe Tech Group, Inc.	0.00	0.00	0.00	0.00	-140.00	-140.00
Tangled Roots Writing	0.00	0.00	125.00	0.00	0.00	125.00
The Store...Copies and More	0.00	919.85	0.00	0.00	0.00	919.85
Tim Cleary & Associates, Inc.	6,503.75	0.00	0.00	0.00	0.00	6,503.75
Tim Schroeder	0.00	0.00	0.00	0.00	-280.00	-280.00
University of Chicago Press	0.00	0.00	0.00	0.00	36.21	36.21
USPS - Tahoe City	215.00	0.00	0.00	0.00	0.00	215.00
Valerie Lomeli*	31.70	0.00	22.95	59.28	-34.85	79.08
Verizon Wireless	0.00	0.00	0.00	136.07	0.00	136.07
Wholesale Resort Accessories, Inc.	0.00	247.50	0.00	0.00	21.50	269.00
Woodluck Wholesale	0.00	0.00	0.00	0.00	-295.85	-295.85
World Triathlon Corporation*	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>47,396.16</b>	<b>55,710.22</b>	<b>746.51</b>	<b>114,384.25</b>	<b>1,747.28</b>	<b>219,984.42</b>



North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	11 - Marketing			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 - County of Placer TOT Funding	1,641,629.78	1,653,742.00	-11,912.22	99.28%
4051-00 - Cap Imp Funding - Placer Held	0.00			
4200-00 - Membership Ann/Conf Dues	0.00			
4201-00 - New Member Fees	0.00			
4250-00 - Revenues-Membership Activities	0.00			
4251-00 - Revenue-Tue AM Breakfast Club	90.00			
4252-00 - Revenue - Sponsorships	0.00			
4350-00 - Special Events (Marketing)	30,719.00	86,500.00	-49,781.00	42.45%
4502-00 - Non-retail VIC Income	0.00			
4600-00 - Commissions				
4601-00 - Commissions - South Shore	0.00			
4609-00 - Commissions - Other	1,026.13			
Total 4600-00 - Commissions	1,026.13			
4600 - Merchandise Sales	0.00			
4720-00 - Miscellaneous	0.00			
<b>Total Income</b>	<b>1,679,664.91</b>	<b>1,740,242.00</b>	<b>-60,577.09</b>	<b>96.52%</b>
<b>Gross Profit</b>	<b>1,679,664.91</b>	<b>1,740,242.00</b>	<b>-60,577.09</b>	<b>96.52%</b>
<b>Expense</b>				
5000-00 - Salaries & Wages				
5000-01 - In-Market Administration	0.00	14,500.00	-14,500.00	0.0%
5010-00 - Sales Commissions	0.00			
5020-00 - P/R - Tax Expense	13,757.94	23,885.00	-10,127.06	57.6%
5030-00 - P/R - Health Insurance Expense	22,867.22	39,681.00	-16,813.78	57.63%
5040-00 - P/R - Workmans Comp	1,007.40	1,152.00	-144.60	87.45%
5060-00 - 401 (k)	4,193.89	6,715.00	-2,521.11	62.46%
5065-00 - Merit	0.00	4,150.00	-4,150.00	0.0%
5070-00 - Other Benefits and Expenses	745.67	4,875.00	-3,929.43	15.95%
5000-00 - Salaries & Wages - Other	160,760.28	165,153.00	-4,392.72	97.34%
Total 5000-00 - Salaries & Wages	203,332.30	259,911.00	-56,578.70	78.23%
5100-00 - Rent				
5110-00 - Utilities	1,110.60	1,575.00	-464.40	70.51%
5140-00 - Repairs & Maintenance	1,186.52	1,125.00	61.52	105.47%
5150-00 - Office - Cleaning	1,330.00	2,268.00	-938.00	58.64%
5100-00 - Rent - Other	14,094.45	14,103.00	-8.55	99.94%
Total 5100-00 - Rent	17,721.57	19,071.00	-1,349.43	92.92%
5310-00 - Telephone				
5320-00 - Telephone	4,423.44			
5350-00 - Internet	289.85			
5310-00 - Telephone - Other	23.87	7,956.00	-7,932.13	0.3%
Total 5310-00 - Telephone	4,737.16	7,956.00	-3,218.84	59.54%
5420-00 - Mail - USPS				
5470-00 - Mail - UPS	18.65			
5480-00 - Mail - Fed Ex	765.00			
5420-00 - Mail - USPS - Other	74.03	405.00	-330.97	18.28%
Total 5420-00 - Mail - USPS	857.68	405.00	452.68	211.77%
5510-00 - Insurance/Bonding	972.37	2,700.00	-1,727.63	36.01%
5520-00 - Supplies				
5525-00 - Supplies-Computer <\$1000	3,786.98			
5520-00 - Supplies - Other	1,391.42	2,601.00	-1,209.58	53.5%
Total 5520-00 - Supplies	6,178.40	2,601.00	2,577.40	199.09%
5530-00 - Visitor Communications - Other	0.00			
5610-00 - Depreciation	1,217.09	1,467.00	-249.91	82.97%
5700-00 - Equipment Support & Maintenance	616.75	2,799.00	-2,182.25	22.04%
5710-00 - Taxes, Licenses & Fees	282.15	540.00	-257.85	52.25%
5740-00 - Equipment Rental/Leasing	1,110.96	1,980.00	-869.04	56.11%
5800-00 - Training Seminars	1,210.48	2,000.00	-789.52	60.52%
5810-00 - Public Outreach	0.00			
5900-00 - Professional Fees				
5910-00 - Professional Fees - Attorneys	0.00			
5920-00 - Professional Fees - Accountant	750.00			
5900-00 - Professional Fees - Other	0.00			
Total 5900-00 - Professional Fees	750.00			
5940-00 - Research & Planning Membership	0.00			
5941-00 - Research & Planning	0.00			
5948-00 - Transportation Projects				
5953-00 - Summer Traffic Management (\$-2)	0.00			
Total 5948-00 - Transportation Projects	0.00			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	11 - Marketing			
	Jul '15 - Mar '16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	48.75			
Total 5998-00 - Infrastructure Projects	48.75			
6020-00 - Programs				
6016-00 - Community Marketing Programs	3,430.57	0.00	3,430.57	100.0%
6018-00 - BACC Campaigns - Grants	0.00	0.00	0.00	0.0%
Total 6020-00 - Programs	3,430.57	0.00	3,430.57	100.0%
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	17.69			
6030-00 - AFW-Media	-472.77			
6023-00 - Autumn Food & Wine - Other	30,534.90			
Total 6023-00 - Autumn Food & Wine	30,079.82			
6420-00 - Sponsorship				
6420-01 - WinterWonderGrass_Tahoe	14,600.00			
6421-00 - New Event Development	11,155.15			
6422-00 - IronMan Lake Tahoe	306,980.47	455,000.00	-148,019.53	67.47%
6427-00 - USA Cycling	-8,657.83	0.00	-8,657.83	100.0%
6420-00 - Sponsorship - Other	96,155.00			
Total 6420-00 - Sponsorship	420,232.79	455,000.00	-34,767.21	92.36%
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6438-00 - Membership - WntSum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public Relations/Website	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	314.81	10,000.00	-9,685.39	3.15%
6730-00 - Marketing Cooperative/Media	689,290.00	686,000.00	3,290.00	100.48%
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	2,350.00			
6742-00 - Non-NLT Co-Op Marketing Program	10,378.51	38,000.00	-27,621.49	27.31%
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	7,991.22			
6743-03 - Touch Lake Tahoe	800.00			
6743-00 - BACC Marketing Programs - Other	36,824.16	60,000.00	-23,175.84	61.37%
Total 6743-00 - BACC Marketing Programs	45,615.38	60,000.00	-14,384.62	76.03%
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
51100 - Freight and Shipping Costs	0.00			
59900 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	0.00			
8200-00 - Associate Relations	374.61	600.00	-225.39	62.44%
8300-00 - Board Functions	0.00	0.00	0.00	0.0%
8500-00 - Credit Card Fees	90.00			
8700-00 - Automobile Expenses	1,315.75	1,800.00	-484.25	73.1%
8750-00 - Meals/Meetings	1,968.58	4,410.00	-2,441.42	44.59%
8810-00 - Dues & Subscriptions	2,305.68	1,600.00	705.68	144.11%
8910-00 - Travel	5,845.31	3,675.00	2,170.31	159.06%
8930-00 - Prior Period Adjustments	0.00			
Total Expense	1,451,625.27	1,562,515.00	-110,889.73	92.9%
Net Ordinary Income	228,039.64	177,727.00	50,312.64	128.31%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8990-00 - Allocated	59,824.16	161,546.00	-101,721.84	37.03%
Total Other Expense	59,824.16	161,546.00	-101,721.84	37.03%
Net Other Income	-59,824.16	-161,546.00	101,721.84	37.03%
Net Income	168,215.48	16,181.00	152,034.48	1,039.59%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	30 - Conference			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 - County of Placer TOT Funding	254,469.64	250,200.00	4,269.64	101.71%
4051-00 - Cap Imp Funding - Placer Held	0.00	0.00	0.00	0.0%
4200-00 - Membership Ann/Conf Dues	4,676.00	5,769.00	-1,094.00	81.04%
4201-00 - New Member Fees	0.00			
4250-00 - Revenues-Membership Activities	0.00			
4251-00 - Revenue-Tue AM Breakfast Club	0.00			
4252-00 - Revenue - Sponsorships	0.00			
4350-00 - Special Events (Marketing)	0.00			
4502-00 - Non-retail VIC Income	0.00			
4600-00 - Commissions				
4601-00 - Commissions - South Shore	-167.96			
4600-00 - Commissions - Other	134,934.78	90,164.00	44,770.78	149.66%
Total 4600-00 - Commissions	134,766.82	90,164.00	44,602.82	149.47%
4600 - Merchandise Sales	0.00			
4720-00 - Miscellaneous	0.00			
Total Income	393,911.46	346,133.00	47,778.46	113.8%
<b>Gross Profit</b>	393,911.46	346,133.00	47,778.46	113.8%
<b>Expense</b>				
6000-00 - Salaries & Wages				
6000-01 - In-Market Administration	0.00			
6010-00 - Sales Commissions	15,749.58	17,820.00	-2,070.42	88.34%
6020-00 - P/R - Tax Expense	12,136.74	14,865.00	-2,728.26	81.65%
6030-00 - P/R - Health Insurance Expense	11,633.31	24,285.00	-12,651.69	47.9%
6040-00 - P/R - Workmans Comp	1,007.40	1,152.00	-144.60	87.45%
6060-00 - 401 (k)	5,822.88	5,384.00	438.88	108.15%
6065-00 - Merit	0.00	3,385.00	-3,385.00	0.0%
6070-00 - Other Benefits and Expenses	542.82	4,400.00	-3,857.18	12.34%
6000-00 - Salaries & Wages - Other	126,574.06	129,638.00	-3,063.94	97.64%
Total 6000-00 - Salaries & Wages	173,466.89	200,937.00	-27,470.11	86.33%
5100-00 - Rent				
5110-00 - Utilities	559.87	792.00	-232.13	70.69%
5140-00 - Repairs & Maintenance	616.38	585.00	31.38	105.36%
5150-00 - Office - Cleaning	688.50	1,134.00	-445.50	58.95%
5100-00 - Rent - Other	7,048.08	7,056.00	-7.92	99.89%
Total 5100-00 - Rent	8,892.83	9,567.00	-674.17	92.95%
5310-00 - Telephone				
5320-00 - Telephone	2,028.66	2,304.00	-275.34	88.05%
5350-00 - Internet	0.00			
5310-00 - Telephone - Other	12.41			
Total 5310-00 - Telephone	2,041.07	2,304.00	-262.93	88.59%
5420-00 - Mail - USPS				
5470-00 - Mail - UPS	0.00			
5480-00 - Mail - Fed Ex	691.18			
5420-00 - Mail - USPS - Other	114.37	495.00	-380.63	23.11%
Total 5420-00 - Mail - USPS	805.55	495.00	310.55	162.74%
5510-00 - Insurance/Bonding	972.37	2,070.00	-1,097.63	46.97%
5520-00 - Supplies				
5525-00 - Supplies - Computer <\$1000	94.99			
5520-00 - Supplies - Other	383.49	765.00	-381.51	50.13%
Total 5520-00 - Supplies	478.48	765.00	-286.52	62.55%
5530-00 - Visitor Communications - Other	0.00			
5610-00 - Depreciation	934.51	765.00	169.51	122.16%
5700-00 - Equipment Support & Maintenance	335.47	1,242.00	-906.53	27.01%
5710-00 - Taxes, Licenses & Fees	136.32	225.00	-88.68	60.59%
5740-00 - Equipment Rental/Leasing	1,045.57	1,692.00	-646.43	61.8%
5800-00 - Training Seminars	515.00			
5810-00 - Public Outreach	0.00			
5900-00 - Professional Fees				
5910-00 - Professional Fees - Attorneys	0.00			
5920-00 - Professional Fees - Accountant	0.00			
5900-00 - Professional Fees - Other	0.00			
Total 5900-00 - Professional Fees	0.00			
5940-00 - Research & Planning Membership	0.00			
5941-00 - Research & Planning	0.00			
5948-00 - Transportation Projects				
5953-00 - Summer Traffic Management (S-2)	0.00			
Total 5948-00 - Transportation Projects	0.00			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	30 - Conference			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	0.00			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW-Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - Winter/WonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	0.00			
Total 6420-00 - Sponsorship	0.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6436-00 - Membership - WntSum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public Relations/Website	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	0.00			
6730-00 - Marketing Cooperative/Media	82,310.00	90,000.00	-7,690.00	91.46%
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co-Op Marketing Program	0.00			
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	0.00			
Total 6743-00 - BACC Marketing Programs	0.00			
7253-00 - Conference - PUD	0.00	0.00	0.00	0.0%
8100-00 - Cost of Goods Sold				
81100 - Freight and Shipping Costs	0.00			
59900 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	0.00			
8200-00 - Associate Relations	141.78	425.00	-283.22	33.36%
8300-00 - Board Functions	0.00			
8500-00 - Credit Card Fees	90.00			
8700-00 - Automobile Expenses	129.83	810.00	-680.17	16.03%
8750-00 - Meals/Meetings	0.00	315.00	-315.00	0.0%
8810-00 - Dues & Subscriptions	0.00	955.00	-955.00	0.0%
8910-00 - Travel	0.00			
8930-00 - Prior Period Adjustments	0.00			
Total Expense	272,295.67	312,567.00	-40,271.33	87.12%
Net Ordinary Income	121,615.79	33,566.00	88,049.79	362.32%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8990-00 - Allocated	13,709.73	37,019.00	-23,309.27	37.03%
Total Other Expense	13,709.73	37,019.00	-23,309.27	37.03%
Net Other Income	-13,709.73	-37,019.00	23,309.27	37.03%
Net Income	107,906.06	-3,453.00	111,359.06	-3,124.99%



North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	41 - Transportation			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • County of Placer TOT Funding	384,153.50	150,597.00	233,556.50	255.09%
4051-00 • Cap Imp Funding - Placer Held	0.00			
4200-00 • Membership Ann/Conf Dues	0.00			
4201-00 • New Member Fees	0.00			
4250-00 • Revenues-Membership Activities	0.00			
4251-00 • Revenue-Tue AM Breakfast Club	0.00			
4252-00 • Revenue - Sponsorships	0.00			
4350-00 • Special Events (Marketing)	0.00			
4502-00 • Non-retail VIC Income	0.00			
4600-00 • Commissions				
4601-00 • Commissions - South Shore	0.00			
4600-00 • Commissions - Other	0.00			
Total 4600-00 • Commissions	0.00			
4600 • Merchandise Sales	0.00			
4720-00 • Miscellaneous	0.00			
<b>Total Income</b>	<b>384,153.50</b>	<b>150,597.00</b>	<b>233,556.50</b>	<b>255.09%</b>
<b>Gross Profit</b>	<b>384,153.50</b>	<b>150,597.00</b>	<b>233,556.50</b>	<b>255.09%</b>
<b>Expense</b>				
5000-00 • Salaries & Wages				
5000-01 • In-Market Administration	0.00			
5010-00 • Sales Commissions	0.00			
5020-00 • P/R - Tax Expense	5,256.43	4,694.00	562.43	111.98%
5030-00 • P/R - Health Insurance Expense	3,283.62	4,925.00	-1,641.38	66.67%
5040-00 • P/R - Workmans Comp	1,119.35	1,278.00	-158.65	87.59%
5050-00 • 401 (k)	2,476.64	2,731.00	-255.36	90.65%
5065-00 • Merit	0.00	2,209.00	-2,209.00	0.0%
5070-00 • Other Benefits and Expenses	27.16	1,380.00	-1,352.84	1.97%
5000-00 • Salaries & Wages - Other	61,309.34	57,036.00	4,273.34	107.49%
Total 5000-00 • Salaries & Wages	73,471.54	74,253.00	-781.46	98.95%
5100-00 • Rent				
5110-00 • Utilities	395.53	1,125.00	-729.47	35.16%
5140-00 • Repairs & Maintenance	380.82	342.00	38.82	111.35%
5150-00 • Office - Cleaning	468.50	450.00	18.50	104.11%
5100-00 • Rent - Other	5,094.33	5,204.00	-109.67	97.69%
Total 5100-00 • Rent	6,339.18	7,121.00	-781.82	89.02%
5310-00 • Telephone				
5320-00 • Telephone	1,564.27	2,025.00	-460.73	77.25%
5350-00 • Internet	0.00			
5310-00 • Telephone - Other	78.20			
Total 5310-00 • Telephone	1,642.47	2,025.00	-382.53	81.11%
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	0.00			
5480-00 • Mail - Fed Ex	0.00			
5420-00 • Mail - USPS - Other	46.92	0.00	46.92	100.0%
Total 5420-00 • Mail - USPS	46.92	0.00	46.92	100.0%
5510-00 • Insurance/Bonding	153.53	504.00	-350.47	30.46%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	0.00			
5520-00 • Supplies - Other	345.16	675.00	-329.84	51.14%
Total 5520-00 • Supplies	345.16	675.00	-329.84	51.14%
5530-00 • Visitor Communications - Other	0.00			
5610-00 • Depreciation	546.30	468.00	78.30	116.73%
5700-00 • Equipment Support & Maintenance	251.12	360.00	-108.88	69.76%
5710-00 • Taxes, Licenses & Fees	83.89	60.00	23.89	139.82%
5740-00 • Equipment Rental/Leasing	924.93	990.00	-65.07	93.43%
5800-00 • Training Seminars	0.00			
5810-00 • Public Outreach	0.00	950.00	-950.00	0.0%
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0.00			
5920-00 • Professional Fees - Accountant	75.00			
5900-00 • Professional Fees - Other	0.00			
Total 5900-00 • Professional Fees	75.00			
5940-00 • Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 • Research & Planning	19,733.65	30,000.00	-10,266.35	65.78%
5948-00 • Transportation Projects				
5953-00 • Summer Traffic Management (S-2)	0.00			
Total 5948-00 • Transportation Projects	0.00			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	41 - Transportation			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	0.00			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - WinterWonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	100.00			
Total 6420-00 - Sponsorship	100.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6438-00 - Membership - Wnt/Sum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public Relations/Website	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	0.00			
6730-00 - Marketing Cooperative/Media	0.00			
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co-Op Marketing Program	0.00			
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	0.00			
Total 6743-00 - BACC Marketing Programs	0.00			
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
81100 - Freight and Shipping Costs	0.00			
89900 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	0.00			
8200-00 - Associate Relations	128.73	400.00	-271.27	32.18%
8300-00 - Board Functions	0.00			
8500-00 - Credit Card Fees	45.00			
8700-00 - Automobile Expenses	991.16	900.00	91.16	110.13%
8750-00 - Meals/Meetings	1,009.02	300.00	709.02	336.34%
8810-00 - Dues & Subscriptions	0.00	45.00	-45.00	0.0%
8910-00 - Travel	455.61			
8930-00 - Prior Period Adjustments	0.00			
Total Expense	106,343.21	123,051.00	-16,707.79	86.42%
Net Ordinary Income	277,810.29	27,546.00	250,264.29	1,008.53%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8990-00 - Allocated	12,463.41	33,657.00	-21,193.59	37.03%
Total Other Expense	12,463.41	33,657.00	-21,193.59	37.03%
Net Other Income	-12,463.41	-33,657.00	21,193.59	37.03%
Net Income	265,346.88	-6,111.00	271,457.88	-4,342.12%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	42 - VIC			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • County of Placer TOT Funding	224,629.88	219,690.00	4,939.88	102.25%
4051-00 • Cap Imp Funding - Placer Held	0.00			
4200-00 • Membership Ann/Conf Duas	0.00			
4201-00 • New Member Fees	0.00			
4250-00 • Revenues-Membership Activities	380.00			
4251-00 • Revenue-Tue AM Breakfast Club	0.00			
4252-00 • Revenue - Sponsorships	0.00			
4350-00 • Special Events (Marketing)	0.00			
4502-00 • Non-retail VIC Income	3,725.00	8,733.00	-5,008.00	42.65%
4500-00 • Commissions				
4601-00 • Commissions - South Shore	0.00			
4600-00 • Commissions - Other	0.00			
Total 4500-00 • Commissions	0.00			
4600 • Merchandise Sales	12,304.76	78,018.00	-65,713.24	15.77%
4720-00 • Miscellaneous	0.00			
<b>Total Income</b>	<b>241,039.64</b>	<b>306,441.00</b>	<b>-65,401.36</b>	<b>78.66%</b>
<b>Gross Profit</b>	<b>241,039.64</b>	<b>306,441.00</b>	<b>-65,401.36</b>	<b>78.66%</b>
<b>Expense</b>				
5000-00 • Salaries & Wages				
5000-01 • In-Market Administration	0.00			
5010-00 • Sales Commissions	0.00			
5020-00 • P/R - Tax Expense	9,893.14	8,930.00	963.14	110.79%
5030-00 • P/R - Health Insurance Expense	14,940.20	16,777.00	-1,836.80	89.05%
5040-00 • P/R - Workmans Comp	2,126.68	2,421.00	-294.32	87.84%
5060-00 • 401 (k)	3,402.47	4,080.00	-677.53	83.39%
5065-00 • Merit	0.00	2,556.00	-2,556.00	0.0%
5070-00 • Other Benefits and Expenses	342.92	2,852.00	-2,509.08	12.02%
5000-00 • Salaries & Wages - Other	106,434.90	102,352.00	4,082.90	103.99%
Total 5000-00 • Salaries & Wages	137,140.31	139,968.00	-2,827.69	97.98%
5100-00 • Rent				
5110-00 • Utilities	4,293.02	5,625.00	-1,331.98	76.32%
5140-00 • Repairs & Maintenance	679.49	1,100.00	-420.51	61.77%
5150-00 • Office - Cleaning	611.00			
5100-00 • Rent - Other	50,343.30	50,382.00	-38.70	99.92%
Total 5100-00 • Rent	55,926.81	57,107.00	-1,180.19	97.93%
5310-00 • Telephone				
5320-00 • Telephone	2,206.99			
5350-00 • Internet	0.00			
5310-00 • Telephone - Other	12.41	4,680.00	-4,667.59	0.27%
Total 5310-00 • Telephone	2,219.40	4,680.00	-2,460.60	47.42%
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	0.00			
5480-00 • Mail - Fed Ex	122.11			
5420-00 • Mail - USPS - Other	161.24	855.00	-693.76	18.86%
Total 5420-00 • Mail - USPS	283.35	855.00	-571.65	33.14%
5510-00 • Insurance/Bonding	1,279.45	2,692.00	-1,312.55	49.36%
5520-00 • Supplies				
5525-00 • Supplies - Computer <\$1000	0.00			
5520-00 • Supplies - Other	1,807.89	4,393.00	-2,585.11	41.15%
Total 5520-00 • Supplies	1,807.89	4,393.00	-2,585.11	41.15%
5530-00 • Visitor Communications - Other	0.00	460.00	-460.00	0.0%
5610-00 • Depreciation	729.34	765.00	-35.66	95.34%
5700-00 • Equipment Support & Maintenance	1,123.47	1,575.00	-451.53	71.33%
5710-00 • Taxes, Licenses & Fees	136.32	837.00	-700.68	16.29%
5740-00 • Equipment Rental/Leasing	5,464.36	4,446.00	1,018.36	122.91%
5800-00 • Training Seminars	0.00	1,400.00	-1,400.00	0.0%
5810-00 • Public Outreach	0.00			
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0.00			
5920-00 • Professional Fees - Accountant	0.00			
5900-00 • Professional Fees - Other	0.00			
Total 5900-00 • Professional Fees	0.00			
5940-00 • Research & Planning Membership	0.00			
5941-00 • Research & Planning	0.00			
5948-00 • Transportation Projects				
5953-00 • Summer Traffic Management (S-2)	0.00			
Total 5948-00 • Transportation Projects	0.00			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	42 - VIC			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	0.00			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - Winter/WonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	0.00			
Total 6420-00 - Sponsorship	0.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6435-00 - Membership - Wnt/Sum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public Relations/Website	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	0.00			
6730-00 - Marketing Cooperative/Media	0.00			
6740-00 - Media/Collateral/Production	0.00	5,885.00	-5,885.00	0.0%
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co-Op Marketing Program	1,458.31	1,350.00	109.31	108.1%
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	0.00			
Total 6743-00 - BACC Marketing Programs	0.00			
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
51100 - Freight and Shipping Costs	359.57			
59900 - POS Inventory Adjustments	-376.33			
8100-00 - Cost of Goods Sold - Other	8,478.30	43,910.00	-35,431.70	19.31%
Total 8100-00 - Cost of Goods Sold	8,461.54	43,910.00	-35,448.46	19.27%
8200-00 - Associate Relations	188.44	500.00	-311.56	37.69%
8300-00 - Board Functions	0.00			
8500-00 - Credit Card Fees	1,702.33	2,700.00	-997.67	63.05%
8700-00 - Automobile Expenses	394.17	1,800.00	-1,405.83	21.9%
8750-00 - Meals/Meetings	43.07	540.00	-496.93	7.98%
8810-00 - Dues & Subscriptions	489.92			
8910-00 - Travel	20.00	550.00	-530.00	3.64%
8930-00 - Prior Period Adjustments	0.00			
Total Expense	218,869.48	276,313.00	-57,443.52	79.21%
Net Ordinary Income	22,170.16	30,128.00	-7,957.84	73.59%
Other Income/Expense				
Other Income				
82500 - Purchase Discounts	85.09			
Total Other Income	85.09			
Other Expense				
8990-00 - Allocated	12,463.41	33,657.00	-21,193.59	37.03%
Total Other Expense	12,463.41	33,657.00	-21,193.59	37.03%
Net Other Income	-12,378.32	-33,657.00	21,278.68	36.76%
Net Income	9,791.84	-3,529.00	13,320.84	-277.47%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	50 - Infrastructure			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • County of Placer TOT Funding	208,369.20	167,887.00	40,482.20	124.11%
4051-00 • Cap Imp Funding - Placer Held	0.00			
4200-00 • Membership Ann/Conf Dues	0.00			
4201-00 • New Member Fees	0.00			
4250-00 • Revenues-Membership Activities	0.00			
4251-00 • Revenue-Tue AM Breakfast Club	0.00			
4252-00 • Revenue - Sponsorships	0.00			
4350-00 • Special Events (Marketing)	0.00			
4502-00 • Non-retail VIC Income	150.00			
4600-00 • Commissions				
4601-00 • Commissions - South Shore	0.00			
4600-00 • Commissions - Other	0.00			
Total 4600-00 • Commissions	0.00			
4600 • Merchandise Sales	0.00			
4720-00 • Miscellaneous	0.00			
Total Income	208,519.20	167,887.00	40,632.20	124.2%
Gross Profit	208,519.20	167,887.00	40,632.20	124.2%
<b>Expense</b>				
5000-00 • Salaries & Wages				
5000-01 • In-Market Administration	0.00			
5010-00 • Sales Commissions	0.00			
5020-00 • P/R - Tax Expense	3,796.73	4,894.00	-897.27	80.89%
5030-00 • P/R - Health Insurance Expense	2,977.08	4,922.00	-1,944.92	60.49%
5040-00 • P/R - Workmans Comp	1,119.35	1,278.00	-158.65	87.59%
5050-00 • 401 (k)	1,466.95	2,720.00	-1,253.05	53.93%
5055-00 • Me/H	0.00	2,209.00	-2,209.00	0.0%
5070-00 • Other Benefits and Expenses	27.12	1,380.00	-1,352.88	1.97%
5090-00 • Salaries & Wages - Other	39,642.62	57,036.00	-17,393.38	69.51%
Total 5000-00 • Salaries & Wages	49,029.85	74,239.00	-25,209.15	66.04%
5100-00 • Rent				
5110-00 • Utilities	395.53	1,125.00	-729.47	35.16%
5140-00 • Repairs & Maintenance	380.82	360.00	20.82	105.78%
5150-00 • Office - Cleaning	488.50	810.00	-341.50	57.84%
5100-00 • Rent - Other	5,034.33	5,004.00	30.33	100.61%
Total 5100-00 • Rent	6,279.18	7,299.00	-1,019.82	86.03%
5310-00 • Telephone				
5320-00 • Telephone	1,534.64			
5350-00 • Internet	0.00			
5310-00 • Telephone - Other	42.86	1,800.00	-1,757.14	2.38%
Total 5310-00 • Telephone	1,577.50	1,800.00	-222.50	87.64%
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	0.00			
5480-00 • Mail - Fed Ex	0.00			
5420-00 • Mail - USPS - Other	61.92	50.00	11.92	123.84%
Total 5420-00 • Mail - USPS	61.92	50.00	11.92	123.84%
5510-00 • Insurance/Bonding	153.53	450.00	-296.47	34.12%
5520-00 • Supplies				
5525-00 • Supplies-Computer <\$1000	0.00			
5520-00 • Supplies - Other	239.26	711.00	-471.74	33.65%
Total 5520-00 • Supplies	239.26	711.00	-471.74	33.65%
5630-00 • Visitor Communications - Other	0.00			
5610-00 • Depreciation	545.31	468.00	78.31	116.73%
5700-00 • Equipment Support & Maintenance	251.12	495.00	-243.88	50.73%
5710-00 • Taxes, Licenses & Fees	83.89	285.00	-201.11	29.44%
5740-00 • Equipment Rental/Leasing	924.93	1,314.00	-389.07	70.39%
5800-00 • Training Seminars	0.00			
5810-00 • Public Outreach	0.00	1,000.00	-1,000.00	0.0%
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0.00			
5920-00 • Professional Fees - Accountant	75.00			
5900-00 • Professional Fees - Other	0.00			
Total 5900-00 • Professional Fees	75.00			
5940-00 • Research & Planning Membership	0.00			
5941-00 • Research & Planning	22,117.35	42,485.00	-20,367.65	52.06%
5948-00 • Transportation Projects				
5953-00 • Summer Traffic Management (S-2)	0.00			
Total 5948-00 • Transportation Projects	0.00			



North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

50 - Infrastructure				
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	2,106.01			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	2,106.01			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - Winter/WonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	0.00			
Total 6420-00 - Sponsorship	0.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6436-00 - Membership - WnUSum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public RelationsWebsite	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	0.00			
6730-00 - Marketing Cooperative/Media	0.00			
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co-Op Marketing Program	0.00			
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	0.00			
Total 6743-00 - BACC Marketing Programs	0.00			
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
51100 - Freight and Shipping Costs	0.00			
59900 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	0.00			
8200-00 - Associate Relations	112.64	350.00	-237.36	32.18%
8300-00 - Board Functions	0.00			
8500-00 - Credit Card Fees	0.00			
8700-00 - Automobile Expenses	912.12	1,035.00	-122.88	88.13%
8750-00 - Meals/Meetings	191.24	522.00	-330.76	36.64%
8810-00 - Dues & Subscriptions	0.00			
8910-00 - Travel	0.00			
8930-00 - Prior Period Adjustments	0.00			
Total Expense	84,661.85	132,503.00	-47,841.15	63.89%
Net Ordinary Income	129,857.35	35,384.00	88,473.35	350.04%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8990-00 - Allocated	14,956.07	40,387.00	-25,430.93	37.03%
Total Other Expense	14,956.07	40,387.00	-25,430.93	37.03%
Net Other Income	-14,956.07	-40,387.00	25,430.93	37.03%
Net Income	108,901.28	-5,003.00	113,904.28	-2,176.72%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	60 - Membership			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • County of Placer TOT Funding	0.00			
4051-00 • Cap Imp Funding - Placer Held	0.00			
4200-00 • Membership Ann/Conf Dues	98,383.38	101,250.00	-2,866.64	97.17%
4201-00 • New Member Fees	600.00	3,942.00	-3,342.00	15.22%
4250-00 • Revenues-Membership Activities	18,616.43	30,800.00	-12,183.57	60.44%
4251-00 • Revenue-Tue AM Breakfast Club	7,695.00	7,200.00	495.00	106.88%
4252-00 • Revenue - Sponsorships	3,505.00	6,100.00	-2,595.00	57.46%
4350-00 • Special Events (Marketing)	0.00			
4502-00 • Non-retail VIC Income	375.00			
4600-00 • Commissions				
4601-00 • Commissions - South Shore	0.00			
4600-00 • Commissions - Other	0.00			
Total 4600-00 • Commissions	0.00			
46000 • Merchandise Sales	0.00			
4720-00 • Miscellaneous	420.00			
<b>Total Income</b>	<b>129,594.79</b>	<b>149,292.00</b>	<b>-19,697.21</b>	<b>86.81%</b>
<b>Gross Profit</b>	<b>129,594.79</b>	<b>149,292.00</b>	<b>-19,697.21</b>	<b>86.81%</b>
<b>Expense</b>				
5000-00 • Salaries & Wages				
5000-01 • In-Market Administration	0.00	-14,500.00	14,500.00	0.0%
5010-00 • Sales Commissions	0.00			
5020-00 • P/R - Tax Expense	5,320.20	3,703.00	1,617.20	143.67%
5030-00 • P/R - Health Insurance Expense	9,804.89	9,281.00	543.89	105.87%
5040-00 • P/R - Workmans Comp	1,007.40	1,152.00	-144.60	87.45%
5060-00 • 401 (k)	382.54	614.00	-231.46	62.3%
5065-00 • Marit	0.00	3,537.00	-3,537.00	0.0%
5070-00 • Other Benefits and Expenses	122.56	1,794.00	-1,671.44	6.83%
5000-00 • Salaries & Wages - Other	55,968.59	53,432.00	2,536.59	104.76%
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>72,606.18</b>	<b>68,093.00</b>	<b>13,613.18</b>	<b>123.08%</b>
5100-00 • Rent				
5110-00 • Utilities	388.25	567.00	-178.75	68.47%
5140-00 • Repairs & Maintenance	380.82	360.00	20.82	105.78%
5150-00 • Office - Cleaning	468.50	810.00	-341.50	57.84%
5100-00 • Rent - Other	5,034.33	5,040.00	-5.67	99.89%
<b>Total 5100-00 • Rent</b>	<b>6,271.90</b>	<b>6,777.00</b>	<b>-505.10</b>	<b>92.55%</b>
5310-00 • Telephone				
5320-00 • Telephone	2,334.72			
5350-00 • Internet	0.00			
5310-00 • Telephone - Other	7.64	2,025.00	-2,017.36	0.38%
<b>Total 5310-00 • Telephone</b>	<b>2,342.36</b>	<b>2,025.00</b>	<b>317.36</b>	<b>115.67%</b>
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	0.00			
5480-00 • Mail - Fed Ex	0.00			
5420-00 • Mail - USPS - Other	513.11	594.00	-80.89	86.38%
<b>Total 5420-00 • Mail - USPS</b>	<b>513.11</b>	<b>594.00</b>	<b>-80.89</b>	<b>86.38%</b>
5510-00 • Insurance/Bonding	460.60	1,044.00	-583.40	44.12%
5520-00 • Supplies				
5525-00 • Supplies-Computer <\$1000	7.50			
5520-00 • Supplies - Other	1,100.70	747.00	353.70	147.35%
<b>Total 5520-00 • Supplies</b>	<b>1,108.20</b>	<b>747.00</b>	<b>361.20</b>	<b>148.35%</b>
5530-00 • Visitor Communications - Other	35.44			
5610-00 • Depreciation	485.95	468.00	17.95	103.84%
5700-00 • Equipment Support & Maintenance	278.07	423.00	-144.93	65.74%
5710-00 • Taxes, Licenses & Fees	83.89	540.00	-456.11	15.54%
5740-00 • Equipment Rental/Leasing	1,998.07	2,979.00	-980.93	67.07%
5800-00 • Training Seminars	1,568.20	3,000.00	-1,433.80	52.21%
5810-00 • Public Outreach	0.00			
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0.00			
5920-00 • Professional Fees - Accountant	200.00			
5900-00 • Professional Fees - Other	0.00			
<b>Total 5900-00 • Professional Fees</b>	<b>200.00</b>			
5940-00 • Research & Planning Membership	0.00			
5941-00 • Research & Planning	0.00			
5948-00 • Transportation Projects				
5953-00 • Summer Traffic Management (S-2)	0.00			
<b>Total 5948-00 • Transportation Projects</b>	<b>0.00</b>			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

60 - Membership				
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	0.00			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - WinterWonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	0.00			
Total 6420-00 - Sponsorship	0.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	2,757.56			
6434-00 - Community Awards Dinner	4,388.80			
6436-00 - Membership - Wnt/Sum Rec Lunch	64.83			
6441-00 - Membership - Miscellaneous Exp	69.24			
6442-00 - Public Relations/Website	3,338.00			
6443-00 - Membership - Bridal Faire	3,269.86			
6423-00 - Membership Activities - Other	11,785.07	21,138.00	-9,352.93	55.76%
Total 6423-00 - Membership Activities	25,671.38	21,138.00	4,533.36	121.45%
6437-00 - Tuesday Morning Breakfast Club	3,506.00	6,633.00	-3,127.00	52.86%
6490-00 - Classified Ads	0.00			
6701-00 - Market Study Reports/Research	0.00			
6730-00 - Marketing Cooperative/Media	0.00			
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co-Op Marketing Program	0.00			
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	800.00			
Total 6743-00 - BACC Marketing Programs	800.00			
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
8110 - Freight and Shipping Costs	17.90			
89500 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	17.90			
8200-00 - Associate Referrals	412.52	450.00	-37.48	91.67%
8300-00 - Board Functions	0.00			
8500-00 - Credit Card Fees	1,711.25	1,690.00	-178.75	90.54%
8700-00 - Automobile Expenses	461.65	711.00	-249.35	64.93%
8750-00 - Meals/Meetings	182.83	1,125.00	-942.17	16.25%
8810-00 - Dues & Subscriptions	1,835.88	5,724.00	-3,888.12	32.07%
8910-00 - Travel	1,107.68			
8930-00 - Prior Period Adjustments	0.00			
Total Expense	123,657.00	115,261.00	8,396.00	107.28%
Net Ordinary Income	5,937.79	34,031.00	-28,093.21	17.45%
Other Income/Expense				
Other Income				
82500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8990-00 - Allocated	11,216.89	30,291.00	-19,074.01	37.03%
Total Other Expense	11,216.89	30,291.00	-19,074.01	37.03%
Net Other Income	-11,216.89	-30,291.00	19,074.01	37.03%
Net Income	-5,279.20	3,740.00	-9,019.20	-141.16%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	70 - Administration			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 - County of Placer TOT Funding	0.00			
4051-00 - Cap Imp Funding - Placer Held	0.00			
4200-00 - Membership Ann/Conf Dues	0.00			
4201-00 - New Member Fees	0.00			
4250-00 - Revenues-Membership Activities	0.00			
4251-00 - Revenue-Tue AM Breakfast Club	0.00			
4252-00 - Revenue - Sponsorships	0.00			
4350-00 - Special Events (Marketing)	0.00			
4502-00 - Non-retail VIC Income	-375.00			
4600-00 - Commissions				
4601-00 - Commissions - South Shore	0.00			
4600-00 - Commissions - Other	0.00			
Total 4600-00 - Commissions	0.00			
46000 - Merchandise Sales	0.00			
4720-00 - Miscellaneous	0.00			
Total Income	-375.00			
<b>Gross Profit</b>	-375.00			
<b>Expense</b>				
5000-00 - Salaries & Wages				
5000-01 - In-Market Administration	0.00			
5010-00 - Sales Commissions	0.00			
5020-00 - P/R - Tax Expense	12,884.75	14,563.00	-1,678.25	88.48%
5030-00 - P/R - Health Insurance Expense	23,444.33	26,173.00	-2,728.67	89.57%
5040-00 - P/R - Workmans Comp	3,805.59	18,000.00	-14,194.41	21.14%
5050-00 - 401 (k)	5,463.08	7,394.00	-1,930.92	73.89%
5095-00 - Merit	0.00	4,624.00	-4,624.00	0.0%
5070-00 - Other Benefits and Expenses	1,121.08	4,175.00	-3,053.92	26.85%
5000-00 - Salaries & Wages - Other	179,123.80	185,996.00	-6,872.20	96.31%
Total 5000-00 - Salaries & Wages	225,842.63	260,925.00	-35,082.37	86.56%
5100-00 - Rent				
5110-00 - Utilities	1,387.20	1,875.00	-487.80	73.98%
5140-00 - Repairs & Maintenance	1,214.38	2,025.00	-810.62	59.97%
5150-00 - Office - Cleaning	1,330.00	2,268.00	-938.00	58.64%
5100-00 - Rent - Other	16,150.44	16,356.00	-205.56	98.74%
Total 5100-00 - Rent	20,082.02	22,524.00	-2,441.98	89.16%
5310-00 - Telephone				
5320-00 - Telephone	6,644.31	6,444.00	200.31	103.11%
5350-00 - Internet	0.00			
5310-00 - Telephone - Other	195.14	0.00	195.14	100.0%
Total 5310-00 - Telephone	6,839.45	6,444.00	395.45	106.14%
5420-00 - Mail - USPS				
5470-00 - Mail - UPS	271.65			
5480-00 - Mail - Fed Ex	0.00			
5420-00 - Mail - USPS - Other	157.22	792.00	-634.78	19.85%
Total 5420-00 - Mail - USPS	428.87	792.00	-363.13	54.15%
5510-00 - Insurance/Bonding	1,125.91	2,466.00	-1,340.09	45.66%
5520-00 - Supplies				
5525-00 - Supplies- Computer <\$1000	120.00			
5520-00 - Supplies - Other	5,056.64	4,500.00	556.64	112.37%
Total 5520-00 - Supplies	5,176.64	4,500.00	676.64	115.04%
5530-00 - Visitor Communications - Other	0.00			
5610-00 - Depreciation	1,313.63	1,467.00	-153.37	89.55%
5700-00 - Equipment Support & Maintenance	2,182.41	2,799.00	-616.59	77.97%
5710-00 - Taxes, Licenses & Fees	6,363.63	2,502.00	3,861.63	254.34%
5740-00 - Equipment Rental/Leasing	1,321.62	2,295.00	-973.38	57.59%
5800-00 - Training Seminars	100.00	1,050.00	-950.00	9.52%
5810-00 - Public Outreach	0.00	180.00	-180.00	0.0%
5900-00 - Professional Fees				
5910-00 - Professional Fees - Attorneys	2,900.00			
5920-00 - Professional Fees - Accountant	71,945.33			
5900-00 - Professional Fees - Other	312.50	20,000.00	-19,687.50	1.56%
Total 5900-00 - Professional Fees	75,157.83	20,000.00	55,157.83	375.79%
5940-00 - Research & Planning Membership	0.00			
5941-00 - Research & Planning	0.00			
5948-00 - Transportation Projects				
5953-00 - Summer Traffic Management (S-2)	0.00			
Total 5948-00 - Transportation Projects	0.00			

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

70 - Administration				
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00			
5974-00 - Visitors Centers Exhibits	0.00			
Total 5998-00 - Infrastructure Projects	0.00			
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00			
6018-00 - BACC Campaigns - Grants	0.00			
Total 6020-00 - Programs	0.00			
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00			
6030-00 - AFW-Media	0.00			
6023-00 - Autumn Food & Wine - Other	0.00			
Total 6023-00 - Autumn Food & Wine	0.00			
6420-00 - Sponsorship				
6420-01 - WinterWonderGrass_Tahoe	0.00			
6421-00 - New Event Development	0.00			
6422-00 - IronMan Lake Tahoe	0.00			
6427-00 - USA Cycling	0.00			
6420-00 - Sponsorship - Other	0.00			
Total 6420-00 - Sponsorship	0.00			
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00			
6434-00 - Community Awards Dinner	0.00			
6436-00 - Membership - WntSum Rec Lunch	0.00			
6441-00 - Membership - Miscellaneous Exp	0.00			
6442-00 - Public Relations/Website	0.00			
6443-00 - Membership - Bridal Faire	0.00			
6423-00 - Membership Activities - Other	0.00			
Total 6423-00 - Membership Activities	0.00			
6437-00 - Tuesday Morning Breakfast Club	0.00			
6490-00 - Classified Ads	0.00	500.00	-500.00	0.0%
6701-00 - Market Study Reports/Research	0.00			
6739-00 - Marketing Cooperative/Media	15.00			
6740-00 - Media/Collateral/Production	0.00			
6741-00 - Productions	0.00			
6742-00 - Non-NLT Co Op Marketing Program	0.00			
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	0.00			
6743-03 - Touch Lake Tahoe	0.00			
6743-00 - BACC Marketing Programs - Other	0.00			
Total 6743-00 - BACC Marketing Programs	0.00			
7253-00 - Conference - PUD	0.00			
8100-00 - Cost of Goods Sold				
8110 - Freight and Shipping Costs	0.00			
89900 - POS Inventory Adjustments	0.00			
8100-00 - Cost of Goods Sold - Other	0.00			
Total 8100-00 - Cost of Goods Sold	0.00			
8200-00 - Associate Relations	2,160.97	1,750.00	410.97	123.48%
8300-00 - Board Functions	1,632.40	3,350.00	-1,717.60	48.73%
8500-00 - Credit Card Fees	2,034.23			
8700-00 - Automobile Expenses	868.23	350.00	518.23	247.49%
8750-00 - Meals/Meetings	1,016.22	450.00	566.22	225.83%
8810-00 - Dues & Subscriptions	1,131.82	1,805.00	-673.18	62.71%
8910-00 - Travel	2,305.52	900.00	1,405.52	256.17%
8930-00 - Prior Period Adjustments	0.00			
Total Expense	357,097.03	337,049.00	20,048.03	105.95%
Net Ordinary Income	-357,472.03	-337,049.00	-20,423.03	106.06%
Other Income/Expense				
Other Income				
82500 - Purchase Discounts	0.00			
Total Other Income	0.00			
Other Expense				
8950-00 - Allocated	-124,633.77			
Total Other Expense	-124,633.77			
Net Other Income	124,633.77			
Net Income	-232,838.26	-337,049.00	104,210.74	69.08%



North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	Total unclassified			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 • County of Placer TOT Funding	-271,350.00	0.00	-271,350.00	100.0%
4051-00 • Cap Imp Funding - Placer Held	0.00	0.00	0.00	0.0%
4200-00 • Membership Ann/Conf Dues	0.00	0.00	0.00	0.0%
4201-00 • New Member Fees	225.00	0.00	225.00	100.0%
4250-00 • Revenues-Membership Activities	0.00	0.00	0.00	0.0%
4251-00 • Revenue-Tue AM Breakfast Club	360.00	0.00	360.00	100.0%
4252-00 • Revenue - Sponsorships	1,100.00	0.00	1,100.00	100.0%
4350-00 • Special Events (Marketing)	0.00	0.00	0.00	0.0%
4502-00 • Non-retail VIC Income	0.00	0.00	0.00	0.0%
4600-00 • Commissions				
4601-00 • Commissions - South Shore	0.00	0.00	0.00	0.0%
4600-00 • Commissions - Other	693.00	0.00	693.00	100.0%
Total 4600-00 • Commissions	693.00	0.00	693.00	100.0%
46000 • Merchandise Sales	43,190.21	0.00	43,190.21	100.0%
4720-00 • Miscellaneous	0.00	0.00	0.00	0.0%
Total Income	-225,781.79	0.00	-225,781.79	100.0%
<b>Gross Profit</b>	-225,781.79	0.00	-225,781.79	100.0%
<b>Expense</b>				
5000-00 • Salaries & Wages				
5000-01 • In-Market Administration	0.00	0.00	0.00	0.0%
5010-00 • Sales Commissions	0.00	0.00	0.00	0.0%
5020-00 • P/R - Tax Expense	0.00	0.00	0.00	0.0%
5030-00 • P/R - Health Insurance Expense	-8,704.52	0.00	-8,704.52	100.0%
5040-00 • P/R - Workmans Comp	0.00	0.00	0.00	0.0%
5060-00 • 401 (k)	0.00	0.00	0.00	0.0%
5065-00 • Merit	0.00	0.00	0.00	0.0%
5070-00 • Other Benefits and Expenses	0.00	0.00	0.00	0.0%
5000-00 • Salaries & Wages - Other	0.00	0.00	0.00	0.0%
Total 5000-00 • Salaries & Wages	-8,704.52	0.00	-8,704.52	100.0%
5100-00 • Rent				
5110-00 • Utilities	0.00	0.00	0.00	0.0%
5140-00 • Repairs & Maintenance	0.00	0.00	0.00	0.0%
5150-00 • Office - Cleaning	0.00	0.00	0.00	0.0%
5100-00 • Rent - Other	0.00	0.00	0.00	0.0%
Total 5100-00 • Rent	0.00	0.00	0.00	0.0%
5310-00 • Telephone				
5320-00 • Telephone	0.00	0.00	0.00	0.0%
5350-00 • Internet	0.00	0.00	0.00	0.0%
5310-00 • Telephone - Other	0.00	0.00	0.00	0.0%
Total 5310-00 • Telephone	0.00	0.00	0.00	0.0%
5420-00 • Mail - USPS				
5470-00 • Mail - UPS	0.00	0.00	0.00	0.0%
5480-00 • Mail - Fed Ex	0.00	0.00	0.00	0.0%
5420-00 • Mail - USPS - Other	0.00	0.00	0.00	0.0%
Total 5420-00 • Mail - USPS	0.00	0.00	0.00	0.0%
5510-00 • Insurance/Bonding	0.00	0.00	0.00	0.0%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	0.00	0.00	0.00	0.0%
5520-00 • Supplies - Other	0.00	0.00	0.00	0.0%
Total 5520-00 • Supplies	0.00	0.00	0.00	0.0%
5530-00 • Visitor Communications - Other	0.00	0.00	0.00	0.0%
5610-00 • Depreciation	301.70	0.00	301.70	100.0%
5700-00 • Equipment Support & Maintenance	0.00	0.00	0.00	0.0%
5710-00 • Taxes, Licenses & Fees	0.00	0.00	0.00	0.0%
5740-00 • Equipment Rental/Leasing	0.00	0.00	0.00	0.0%
5800-00 • Training Seminars	0.00	0.00	0.00	0.0%
5810-00 • Public Outreach	0.00	0.00	0.00	0.0%
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0.00	0.00	0.00	0.0%
5920-00 • Professional Fees - Accountant	0.00	0.00	0.00	0.0%
5900-00 • Professional Fees - Other	0.00	0.00	0.00	0.0%
Total 5900-00 • Professional Fees	0.00	0.00	0.00	0.0%
5940-00 • Research & Planning Membership	0.00	0.00	0.00	0.0%
5941-00 • Research & Planning	0.00	0.00	0.00	0.0%
5948-00 • Transportation Projects				
5953-00 • Summer Traffic Management (S-2)	0.00	0.00	0.00	0.0%
Total 5948-00 • Transportation Projects	0.00	0.00	0.00	0.0%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	Total unclassified			
	Jul '15 - Mar '16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	0.00	0.00	0.00	0.0%
5974-00 - Visitors Centers Exhibits	0.00	0.00	0.00	0.0%
Total 5998-00 - Infrastructure Projects	0.00	0.00	0.00	0.0%
6020-00 - Programs				
6016-00 - Community Marketing Programs	0.00	0.00	0.00	0.0%
6018-00 - BACC Campaigns - Grants	0.00	0.00	0.00	0.0%
Total 6020-00 - Programs	0.00	0.00	0.00	0.0%
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	0.00	0.00	0.00	0.0%
6030-00 - AFW-Media	0.00	0.00	0.00	0.0%
6023-00 - Autumn Food & Wine - Other	0.00	0.00	0.00	0.0%
Total 6023-00 - Autumn Food & Wine	0.00	0.00	0.00	0.0%
6420-00 - Sponsorship				
6420-01 - Winter/WonderGrass_Tahoe	0.00	0.00	0.00	0.0%
6421-00 - New Event Development	0.00	0.00	0.00	0.0%
6422-00 - IronMan Lake Tahoe	0.00	0.00	0.00	0.0%
6427-00 - USA Cycling	0.00	0.00	0.00	0.0%
6420-00 - Sponsorship - Other	0.00	0.00	0.00	0.0%
Total 6420-00 - Sponsorship	0.00	0.00	0.00	0.0%
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	0.00	0.00	0.00	0.0%
6434-00 - Community Awards Dinner	0.00	0.00	0.00	0.0%
6436-00 - Membership - WntVSum Rec Lunch	0.00	0.00	0.00	0.0%
6441-00 - Membership - Miscellaneous Exp	0.00	0.00	0.00	0.0%
6442-00 - Public Relations/Website	0.00	0.00	0.00	0.0%
6443-00 - Membership - Bridal Faire	0.00	0.00	0.00	0.0%
6423-00 - Membership Activities - Other	0.00	0.00	0.00	0.0%
Total 6423-00 - Membership Activities	0.00	0.00	0.00	0.0%
6437-00 - Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.0%
6490-00 - Classified Ads	0.00	0.00	0.00	0.0%
6701-00 - Market Study Reports/Research	0.00	0.00	0.00	0.0%
6730-00 - Marketing Cooperative/Media	0.00	0.00	0.00	0.0%
6740-00 - Media/Collateral/Production	0.00	0.00	0.00	0.0%
6741-00 - Productions	0.00	0.00	0.00	0.0%
6742-00 - Non-NLT Co-Op Marketing Program	0.00	0.00	0.00	0.0%
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	-55.00	0.00	-55.00	100.0%
6743-03 - Touch Lake Tahoe	0.00	0.00	0.00	0.0%
6743-00 - BACC Marketing Programs - Other	0.00	0.00	0.00	0.0%
Total 6743-00 - BACC Marketing Programs	-55.00	0.00	-55.00	100.0%
7253-00 - Conference - PUD	0.00	0.00	0.00	0.0%
8100-00 - Cost of Goods Sold				
51100 - Freight and Shipping Costs	561.48	0.00	561.48	100.0%
59900 - POS Inventory Adjustments	135.60	0.00	135.60	100.0%
8100-00 - Cost of Goods Sold - Other	21,919.87	0.00	21,919.87	100.0%
Total 8100-00 - Cost of Goods Sold	22,616.95	0.00	22,616.95	100.0%
8200-00 - Associate Relations	0.00	0.00	0.00	0.0%
8300-00 - Board Functions	0.00	0.00	0.00	0.0%
8500-00 - Credit Card Fees	0.00	0.00	0.00	0.0%
8700-00 - Automobile Expenses	0.00	0.00	0.00	0.0%
8750-00 - Meals/Meetings	0.00	0.00	0.00	0.0%
8810-00 - Dues & Subscriptions	0.00	0.00	0.00	0.0%
8910-00 - Travel	0.00	0.00	0.00	0.0%
8930-00 - Prior Period Adjustments	-645.45	0.00	-645.45	100.0%
Total Expense	13,513.68	0.00	13,513.68	100.0%
Net Ordinary Income	-239,295.47	0.00	-239,295.47	100.0%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	18.91	0.00	18.91	100.0%
Total Other Income	18.91	0.00	18.91	100.0%
Other Expense				
8990-00 - Allocated	0.00	0.00	0.00	0.0%
Total Other Expense	0.00	0.00	0.00	0.0%
Net Other Income	18.91	0.00	18.91	100.0%
Net Income	-239,276.56	0.00	-239,276.56	100.0%

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

Ordinary Income/Expense	TOTAL			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
4050-00 - County of Placer TOT Funding	2,442,102.00	2,442,116.00	-14.00	100.0%
4051-00 - Cap Imp Funding - Placer Held	0.00	0.00	0.00	0.0%
4200-00 - Membership Annl/Conf Dues	103,058.36	107,019.00	-3,950.64	96.3%
4201-00 - New Member Fees	825.00	3,942.00	-3,117.00	20.93%
4250-00 - Revenues-Membership Activities	18,956.43	30,800.00	-11,803.57	61.68%
4251-00 - Revenue-Tue AM Breakfast Club	8,145.00	7,200.00	945.00	113.13%
4252-00 - Revenue - Sponsorships	4,605.00	6,100.00	-1,495.00	75.49%
4350-00 - Special Events (Marketing)	36,719.00	88,500.00	-49,781.00	42.45%
4502-00 - Non-retail VIC Income	3,875.00	8,733.00	-4,858.00	44.37%
4600-00 - Commissions				
4601-00 - Commissions - South Shore	-167.66	0.00	-167.66	100.0%
4600-00 - Commissions - Other	136,653.91	90,164.00	46,489.91	151.56%
<b>Total 4600-00 - Commissions</b>	<b>136,485.55</b>	<b>90,164.00</b>	<b>46,321.55</b>	<b>151.38%</b>
46000 - Merchandise Sales	55,494.97	78,018.00	-22,523.03	71.13%
4720-00 - Miscellaneous	420.00	0.00	420.00	100.0%
<b>Total Income</b>	<b>2,810,726.71</b>	<b>2,860,592.00</b>	<b>-49,865.29</b>	<b>98.26%</b>
<b>Gross Profit</b>	<b>2,810,726.71</b>	<b>2,860,592.00</b>	<b>-49,865.29</b>	<b>98.26%</b>
<b>Expense</b>				
5000-00 - Salaries & Wages				
5000-01 - In-Market Administration	0.00	0.00	0.00	0.0%
5010-00 - Sales Commissions	15,749.58	17,828.00	-2,078.42	88.34%
5020-00 - P/R - Tax Expense	63,045.93	75,334.00	-12,288.07	83.69%
5030-00 - P/R - Health Insurance Expense	80,246.13	126,024.00	-45,777.87	63.68%
5040-00 - P/R - Workmans Comp	11,193.17	26,433.00	-15,239.83	42.35%
5060-00 - 401 (k)	23,207.45	29,638.00	-6,430.55	78.3%
5065-00 - Merit	0.00	22,670.00	-22,670.00	0.0%
5070-00 - Other Benefits and Expenses	2,929.33	29,659.00	-17,729.67	14.18%
5000-00 - Salaries & Wages - Other	729,813.59	750,043.00	-20,229.41	97.23%
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>926,185.18</b>	<b>1,069,226.00</b>	<b>-143,040.82</b>	<b>86.62%</b>
5100-00 - Rent				
5100-00 - Utilities	8,530.00	12,684.00	-4,154.00	67.25%
5140-00 - Repairs & Maintenance	4,839.23	5,897.00	-1,057.77	82.06%
5150-00 - Office - Cleaning	5,345.00	7,740.00	-2,395.00	69.06%
5100-00 - Rent - Other	102,799.26	103,145.00	-345.74	99.67%
<b>Total 5100-00 - Rent</b>	<b>121,513.49</b>	<b>129,466.00</b>	<b>-7,952.51</b>	<b>93.86%</b>
5310-00 - Telephone				
6320-00 - Telephone	20,737.03	10,773.00	9,964.03	192.49%
6350-00 - Internet	289.85	0.00	289.85	100.0%
5310-00 - Telephone - Other	372.53	16,461.00	-16,088.47	2.26%
<b>Total 5310-00 - Telephone</b>	<b>21,399.41</b>	<b>27,234.00</b>	<b>-5,834.59</b>	<b>78.58%</b>
5420-00 - Mail - USPS				
5470-00 - Mail - UPS	290.30	0.00	290.30	100.0%
5480-00 - Mail - Fed Ex	1,578.29	0.00	1,578.29	100.0%
5420-00 - Mail - USPS - Other	1,128.81	3,191.00	-2,062.19	35.38%
<b>Total 5420-00 - Mail - USPS</b>	<b>2,997.40</b>	<b>3,191.00</b>	<b>-193.60</b>	<b>93.93%</b>
5510-00 - Insurance/Bonding	5,117.76	11,826.00	-6,708.24	43.28%
5520-00 - Supplies				
5525-00 - Supplies-Computer <\$1000	4,009.47	0.00	4,009.47	100.0%
5520-00 - Supplies - Other	10,324.56	14,392.00	-4,067.44	71.74%
<b>Total 5520-00 - Supplies</b>	<b>14,334.03</b>	<b>14,392.00</b>	<b>-57.97</b>	<b>99.6%</b>
5630-00 - Visitor Communications - Other	35.44	460.00	-424.56	7.7%
5610-00 - Depreciation	6,074.83	5,868.00	206.83	103.63%
6700-00 - Equipment Support & Maintenance	5,038.41	9,693.00	-4,654.59	51.98%
5710-00 - Taxes, Licenses & Fees	7,170.09	4,989.00	2,181.09	143.72%
5740-00 - Equipment Rental/Leasing	12,780.44	15,696.00	-2,905.56	81.49%
5800-00 - Training Seminars	3,391.68	7,450.00	-4,058.32	45.53%
5810-00 - Public Outreach	0.00	2,130.00	-2,130.00	0.0%
5900-00 - Professional Fees				
5910-00 - Professional Fees - Attorneys	2,900.00	0.00	2,900.00	100.0%
5920-00 - Professional Fees - Accountant	73,045.33	0.00	73,045.33	100.0%
5900-00 - Professional Fees - Other	312.50	20,000.00	-19,687.50	1.56%
<b>Total 5900-00 - Professional Fees</b>	<b>76,257.83</b>	<b>20,000.00</b>	<b>56,257.83</b>	<b>381.29%</b>
5940-00 - Research & Planning Membership	0.00	4,000.00	-4,000.00	0.0%
5941-00 - Research & Planning	41,651.00	72,465.00	-30,814.00	57.44%
5948-00 - Transportation Projects				
6953-00 - Summer Traffic Management (S-2)	0.00	0.00	0.00	0.0%
<b>Total 5948-00 - Transportation Projects</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>

North Lake Tahoe Resort Association  
Profit & Loss Budget vs. Actual  
July 2015 through March 2016

	TOTAL			
	Jul '15 - Mar 16	Budget	\$ Over Budget	% of Budget
5998-00 - Infrastructure Projects				
5951-00 - Squaw Valley Trail Snow Removal	2,106.01	0.00	2,106.01	100.0%
5974-00 - Visitors Centers Exhibits	48.75	0.00	48.75	100.0%
Total 5998-00 - Infrastructure Projects	2,154.76	0.00	2,154.76	100.0%
6020-00 - Programs				
6016-00 - Community Marketing Programs	3,430.57	0.00	3,430.57	100.0%
6018-00 - BACC Campaigns - Grants	0.00	0.00	0.00	0.0%
Total 6020-00 - Programs	3,430.57	0.00	3,430.57	100.0%
6023-00 - Autumn Food & Wine				
6025-00 - AFW- Postage	17.59	0.00	17.59	100.0%
6030-00 - AFW-Media	-472.77	0.00	-472.77	100.0%
6023-00 - Autumn Food & Wine - Other	30,534.90	0.00	30,534.90	100.0%
Total 6023-00 - Autumn Food & Wine	30,079.82	0.00	30,079.82	100.0%
6420-00 - Sponsorship				
6420-01 - WinterWonderGrass_Tahoe	14,600.00	0.00	14,600.00	100.0%
6421-00 - New Event Development	11,155.15	0.00	11,155.15	100.0%
6422-00 - IronMan Lake Tahoe	306,980.47	455,000.00	-148,019.53	67.47%
6427-00 - USA Cycling	-8,657.83	0.00	-8,657.83	100.0%
6420-00 - Sponsorship - Other	96,255.00	0.00	96,255.00	100.0%
Total 6420-00 - Sponsorship	420,332.79	455,000.00	-34,667.21	92.38%
6423-00 - Membership Activities				
6432-00 - Membership - Newsletter	2,757.55	0.00	2,757.55	100.0%
6434-00 - Community Awards Dinner	4,386.80	0.00	4,386.80	100.0%
6436-00 - Membership - Wnt/Sum Rec Lunch	64.83	0.00	64.83	100.0%
6441-00 - Membership - Miscellaneous Exp	69.24	0.00	69.24	100.0%
6442-00 - Public Relations/Website	3,338.00	0.00	3,338.00	100.0%
6443-00 - Membership - Bridal Faire	3,269.86	0.00	3,269.86	100.0%
6423-00 - Membership Activities - Other	11,785.07	21,138.00	-9,352.93	55.75%
Total 6423-00 - Membership Activities	25,671.36	21,138.00	4,533.36	121.45%
6437-00 - Tuesday Morning Breakfast Club	3,506.00	6,633.00	-3,127.00	52.86%
6480-00 - Classified Ads	0.00	500.00	-500.00	0.0%
6701-00 - Market Study Reports/Research	314.61	10,000.00	-9,685.39	3.16%
6730-00 - Marketing Cooperative/Media	771,615.00	776,000.00	-4,385.00	99.44%
6740-00 - Media/Collateral/Production	0.00	5,885.00	-5,885.00	0.0%
6741-00 - Productions	2,350.00	0.00	2,350.00	100.0%
6742-00 - Non-NLT Co-Op Marketing Program	11,837.82	39,350.00	-27,512.18	30.06%
6743-00 - BACC Marketing Programs				
6743-01 - Shop Local	7,936.22	0.00	7,936.22	100.0%
6743-03 - Touch Lake Tahoe	800.00	0.00	800.00	100.0%
6743-00 - BACC Marketing Programs - Other	37,624.16	60,000.00	-22,375.84	62.71%
Total 6743-00 - BACC Marketing Programs	46,360.38	60,000.00	-13,639.62	77.27%
7253-00 - Conference - PUD	0.00	0.00	0.00	0.0%
8100-00 - Cost of Goods Sold				
81100 - Freight and Shipping Costs	939.01	0.00	939.01	100.0%
89900 - POS Inventory Adjustments	-240.73	0.00	-240.73	100.0%
8100-00 - Cost of Goods Sold - Other	30,398.17	43,910.00	-13,511.83	69.23%
Total 8100-00 - Cost of Goods Sold	31,096.45	43,910.00	-12,813.55	70.82%
8200-00 - Associate Relations	3,519.69	4,475.00	-955.31	78.65%
8300-00 - Board Functions	1,632.40	3,350.00	-1,717.60	48.73%
8500-00 - Credit Card Fees	5,672.81	4,590.00	1,082.81	123.59%
8700-00 - Automobile Expenses	5,070.91	7,406.00	-2,335.09	68.47%
8750-00 - Meals/Meetings	4,408.96	7,662.00	-3,253.04	57.54%
8810-00 - Dues & Subscriptions	6,763.30	10,129.00	-4,365.70	56.9%
8910-00 - Travel	9,734.02	5,125.00	4,609.02	189.93%
8930-00 - Prior Period Adjustments	-645.45	0.00	-645.45	100.0%
Total Expense	2,628,063.19	2,859,259.00	-231,195.81	91.91%
Net Ordinary Income	182,663.62	1,333.00	181,330.62	13,703.19%
Other Income/Expense				
Other Income				
52500 - Purchase Discounts	104.00	0.00	104.00	100.0%
Total Other Income	104.00	0.00	104.00	100.0%
Other Expense				
8990-00 - Allocated	0.00	336,557.00	-336,557.00	0.0%
Total Other Expense	0.00	336,557.00	-336,557.00	0.0%
Net Other Income	104.00	-336,557.00	336,661.00	-0.03%
Net Income	182,767.62	-335,224.00	517,991.62	-54.62%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of February 29, 2016

	Feb 29, 16
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 • Petty Cash	1,041.18
1003-00 • Cash - Operations BOTW #6712	1,017,876.58
1007-00 • Cash - Payroll BOTW #7421	4,348.64
1071-00 • Payroll Reserves BOTW #8163	23,675.40
1080-00 • Special Events BOTW #1626	2,677.04
10950 • Cash in Drawer	250.32
Total Checking/Savings	1,049,869.16
Accounts Receivable	
1200-00 • Quickbooks Accounts Receivable	-177,231.62
Total Accounts Receivable	-177,231.62
Other Current Assets	
1200-99 • AR Other	7,456.68
12000 • Undeposited Funds	10,574.40
1201-00 • WebLink Accounts Receivable	71,050.00
1201-02 • Allowance for Doubtful Accounts	-3,000.00
12100 • Inventory Asset	25,857.09
1298 • Receivable from Employees	157.50
1299 • Receivable from NLTMC	62,872.48
Total Other Current Assets	174,968.15
Total Current Assets	1,047,605.69
Fixed Assets	
1700-00 • Furniture & Fixtures	68,767.95
1701-00 • Accum. Depr. - Furn & Fix	-67,880.87
1740-00 • Computer Equipment	43,766.13
1741-00 • Accum. Depr. - Computer Equip	-41,659.70
1750-00 • Computer Software	34,993.97
1751-00 • Accum. Amort. - Software	-33,493.19
1770-00 • Leasehold Improvements	24,283.86
1771-00 • Accum. Amort - Leasehold Impr	-24,161.99
Total Fixed Assets	4,616.16
Other Assets	
1400-00 • Prepaid Expenses	
1401-00 • Recruitment Fees	8,000.00
1430-00 • Prepaid 1st Class Postage	6,300.58
1400-00 • Prepaid Expenses - Other	17,812.29
Total 1400-00 • Prepaid Expenses	32,112.87
1410-00 • Prepaid Insurance	1,092.95
Total Other Assets	33,205.82
<b>TOTAL ASSETS</b>	<b>1,085,427.67</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 • Accounts Payable	187,032.81
Total Accounts Payable	187,032.81
Credit Cards	
2080-00 • Bank of the West - Master Cards	
2080-04 • MC_5968_Ronald	53.97
2080-07 • MC_6850_Ginger	137.99
Total 2080-00 • Bank of the West - Master Cards	191.96
Total Credit Cards	191.96



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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
**As of February 29, 2016**

	Feb 29, 16
Other Current Liabilities	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
Total 2100-00 · Salaries / Wages Payable	68,414.42
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
2195-00 · Use Tax Payable	30.00
25500 · *Sales Tax Payable	1,346.98
Total 2190-00 · Sales and Use Tax Payable	1,376.98
2250-00 · Accrued Expenses	12,869.60
2400-60 · Deferred Revenue- Member Dues	89,358.71
2650-00 · Deferred Rev - Events	2,110.00
2800-00 · Suspense	639.86
Total Other Current Liabilities	231,257.86
Total Current Liabilities	418,482.63
Total Liabilities	418,482.63
Equity	
32000 · Unrestricted Net Assets	246,840.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	103,410.33
Total Equity	666,945.04
TOTAL LIABILITIES & EQUITY	1,085,427.67

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### February 2016

	Feb 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	17,516.29
4201-00 · New Member Fees	-65.00
4250-00 · Revenues-Membership Activities	5,453.00
4251-00 · Revenue-Tue AM Breakfast Club	1,035.00
4252-00 · Revenue - Sponsorships	750.00
46000 · Merchandise Sales	2,898.90
Total Income	298,938.19
Gross Profit	298,938.19
Expense	
5000-00 · Salaries & Wages	
5020-00 · P/R - Tax Expense	7,199.55
5030-00 · P/R - Health Insurance Expense	13,310.62
5040-00 · P/R - Workmans Comp	3,772.99
5060-00 · 401 (k)	2,454.75
5070-00 · Other Benefits and Expenses	250.03
5000-00 · Salaries & Wages - Other	72,734.11
Total 5000-00 · Salaries & Wages	99,722.05
5100-00 · Rent	
5110-00 · Utilities	1,303.33
5140-00 · Repairs & Maintenance	1,471.35
5150-00 · Office - Cleaning	550.00
5100-00 · Rent - Other	11,196.39
Total 5100-00 · Rent	14,521.07
5310-00 · Telephone	
5320-00 · Telephone	2,305.11
Total 5310-00 · Telephone	2,305.11
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	38.43
5420-00 · Mail - USPS - Other	225.00
Total 5420-00 · Mail - USPS	263.43
5510-00 · Insurance/Bonding	1,320.27
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	332.61
5520-00 · Supplies - Other	1,879.52
Total 5520-00 · Supplies	2,212.13
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	733.54
5710-00 · Taxes, Licenses & Fees	383.91
5740-00 · Equipment Rental/Leasing	1,682.84
5800-00 · Training Seminars	17.08
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	240.00
5920-00 · Professional Fees - Accountant	10,806.48
Total 5900-00 · Professional Fees	11,046.48
5941-00 · Research & Planning	7,970.00
6420-00 · Sponsorship	
6421-00 · New Event Development	10,000.00
Total 6420-00 · Sponsorship	10,000.00

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Accrual Basis

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

	Feb 16
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	250.00
6434-00 · Community Awards Dinner	156.20
6442-00 · Public Relations/Website	880.75
6443-00 · Membership - Bridal Faire	1,295.00
6423-00 · Membership Activities - Other	197.41
Total 6423-00 · Membership Activities	2,779.36
6437-00 · Tuesday Morning Breakfast Club	783.00
6742-00 · Non-NLT Co-Op Marketing Program	1,497.01
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	-10.00
6743-00 · BACC Marketing Programs - Other	1,800.00
Total 6743-00 · BACC Marketing Programs	1,790.00
8100-00 · Cost of Goods Sold	
59900 · POS Inventory Adjustments	-73.55
8100-00 · Cost of Goods Sold - Other	1,667.49
Total 8100-00 · Cost of Goods Sold	1,593.94
8500-00 · Credit Card Fees	749.62
8700-00 · Automobile Expenses	736.44
8750-00 · Meals/Meetings	170.58
8810-00 · Dues & Subscriptions	481.03
8910-00 · Travel	1,421.37
Total Expense	164,699.06
Net Ordinary Income	134,239.13
Net Income	134,239.13

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of January 31, 2016

	Jan 31, 16
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	744.68
1003-00 · Cash - Operations BOTW #6712	774,821.60
1007-00 · Cash - Payroll BOTW #7421	3,130.51
1071-00 · Payroll Reserves BOTW #8163	29,725.40
1080-00 · Special Events BOTW #1626	2,687.04
10950 · Cash in Drawer	107.37
Total Checking/Savings	811,216.60
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	-122,223.53
Total Accounts Receivable	-122,223.53
Other Current Assets	
1200-99 · AR Other	7,626.60
12000 · Undeposited Funds	1,439.10
1201-00 · WebLink Accounts Receivable	110,620.00
12100 · Inventory Asset	26,977.98
1298 · Receivable from Employees	37.46
1299 · Receivable from NLTC	58,726.19
Total Other Current Assets	205,427.33
Total Current Assets	894,420.40
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-67,629.89
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-41,503.16
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-33,416.66
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,127.24
Total Fixed Assets	4,015.00
Other Assets	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	10,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	23,088.05
Total 1400-00 · Prepaid Expenses	39,388.63
1410-00 · Prepaid Insurance	4,935.61
Total Other Assets	44,324.24
<b>TOTAL ASSETS</b>	<b>942,759.64</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	132,927.94
Total Accounts Payable	132,927.94

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of January 31, 2016

	Jan 31, 16
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	1,158.16
2080-02 · MC_8366_Jason	2,450.92
2080-03 · MC_5950_Judy	537.35
2080-04 · MC_5968_Ronald	45.00
2080-05 · MC_5976_Greg	2,074.18
2080-06 · MC_0375_Emily	1,265.06
2080-07 · MC_6850_Ginger	3,246.80
2080-08 · MC_5755_John	8,853.12
2080-09 · MC_0319_Sarah	6,793.63
2080-00 · Bank of the West - Master Cards - Other	52.68
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>26,476.90</b>
<b>Total Credit Cards</b>	<b>26,476.90</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	1,129.43
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,129.43</b>
2250-00 · Accrued Expenses	12,869.60
2400-60 · Deferred Revenue- Member Dues	104,045.00
2800-00 · Suspense	7,702.15
<b>Total Other Current Liabilities</b>	<b>250,648.89</b>
<b>Total Current Liabilities</b>	<b>410,053.73</b>
<b>Total Liabilities</b>	<b>410,053.73</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	246,840.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	-30,828.80
<b>Total Equity</b>	<b>532,705.91</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>942,759.64</b>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### January 2016

	Jan 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	3,681.94
4201-00 · New Member Fees	290.00
4250-00 · Revenues-Membership Activities	130.00
4251-00 · Revenue-Tue AM Breakfast Club	2,175.00
4252-00 · Revenue - Sponsorships	2,255.00
46000 · Merchandise Sales	1,526.14
Total Income	281,408.08
Gross Profit	281,408.08
Expense	
5000-00 · Salaries & Wages	
5020-00 · P/R - Tax Expense	10,086.12
5030-00 · P/R - Health Insurance Expense	7,649.69
5040-00 · P/R - Workmans Comp	888.75
5060-00 · 401 (k)	2,723.04
5070-00 · Other Benefits and Expenses	432.84
5000-00 · Salaries & Wages - Other	73,311.49
Total 5000-00 · Salaries & Wages	95,091.93
5100-00 · Rent	
5110-00 · Utilities	1,169.82
5140-00 · Repairs & Maintenance	1,458.45
5150-00 · Office - Cleaning	1,225.00
5100-00 · Rent - Other	11,646.39
Total 5100-00 · Rent	15,499.66
5310-00 · Telephone	
5320-00 · Telephone	2,379.81
Total 5310-00 · Telephone	2,379.81
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	795.36
Total 5420-00 · Mail - USPS	795.36
5510-00 · Insurance/Bonding	576.64
5520-00 · Supplies	410.18
5610-00 · Depreciation	881.34
5700-00 · Equipment Support & Maintenance	461.55
5710-00 · Taxes, Licenses & Fees	923.27
5740-00 · Equipment Rental/Leasing	1,286.46
5800-00 · Training Seminars	1,515.48
5900-00 · Professional Fees	
5920-00 · Professional Fees - Accountant	9,452.32
5900-00 · Professional Fees - Other	312.50
Total 5900-00 · Professional Fees	9,764.82
5941-00 · Research & Planning	1,130.00
6020-00 · Programs	
6016-00 · Community Marketing Programs	825.00
Total 6020-00 · Programs	825.00
6420-00 · Sponsorship	
6420-01 · WinterWonderGrass_Tahoe	-400.00
6427-00 · USA Cycling	-10,986.46
Total 6420-00 · Sponsorship	-11,386.46



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### January 2016

	Jan 16
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	525.00
6434-00 · Community Awards Dinner	850.00
6443-00 · Membership - Bridal Faire	550.00
6423-00 · Membership Activities - Other	605.20
Total 6423-00 · Membership Activities	2,530.20
6437-00 · Tuesday Morning Breakfast Club	624.00
6730-00 · Marketing Cooperative/Media	191,800.00
6742-00 · Non-NLT Co-Op Marketing Program	150.00
6743-00 · BACC Marketing Programs	1,445.00
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	4.28
59900 · POS Inventory Adjustments	359.14
8100-00 · Cost of Goods Sold - Other	1,313.75
Total 8100-00 · Cost of Goods Sold	1,677.17
8300-00 · Board Functions	948.50
8500-00 · Credit Card Fees	580.33
8700-00 · Automobile Expenses	606.30
8750-00 · Meals/Meetings	942.99
8810-00 · Dues & Subscriptions	326.95
8910-00 · Travel	597.43
Total Expense	322,383.91
Net Ordinary Income	-40,975.83
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	0.12
Total Other Income	0.12
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	0.12
Net Income	-40,975.71

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Accrual Basis

# North Lake Tahoe Resort Association

## Balance Sheet

### As of December 31, 2015

	Dec 31, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	519.68
1003-00 · Cash - Operations BOTW #6712	520,456.85
1007-00 · Cash - Payroll BOTW #7421	1,547.95
1071-00 · Payroll Reserves BOTW #8163	29,725.40
1080-00 · Special Events BOTW #1626	2,697.04
10950 · Cash in Drawer	251.43
Total Checking/Savings	555,198.35
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	152,719.37
Total Accounts Receivable	152,719.37
Other Current Assets	
1200-99 · AR Other	3,887.48
12000 · Undeposited Funds	1,738.66
1201-00 · WebLink Accounts Receivable	36,920.00
12100 · Inventory Asset	28,235.56
1298 · Receivable from Employees	37.46
1299 · Receivable from NLTC	54,469.81
Total Other Current Assets	125,288.97
Total Current Assets	833,206.69
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-67,261.85
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-41,279.33
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-33,178.60
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,075.83
Total Fixed Assets	4,896.34
Other Assets	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	12,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	22,813.05
Total 1400-00 · Prepaid Expenses	41,113.63
1410-00 · Prepaid Insurance	5,885.00
Total Other Assets	46,998.63
<b>TOTAL ASSETS</b>	<b>885,101.66</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	120,233.39
Total Accounts Payable	120,233.39

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04/19/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of December 31, 2015

	Dec 31, 15
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	503.63
2080-02 · MC_8366_Jason	2,301.77
2080-03 · MC_5950_Judy	471.49
2080-04 · MC_5968_Ronald	45.00
2080-05 · MC_5976_Greg	360.71
2080-06 · MC_0375_Emily	1,030.08
2080-07 · MC_6850_Ginger	1,295.53
2080-08 · MC_5755_John	7,682.45
2080-09 · MC_0319_Sarah	4,911.66
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>18,602.32</b>
<b>Total Credit Cards</b>	<b>18,602.32</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	1,014.87
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,014.87</b>
2250-00 · Accrued Expenses	12,869.60
2400-60 · Deferred Revenue- Member Dues	29,365.00
2800-00 · Suspense	4,432.15
<b>Total Other Current Liabilities</b>	<b>172,584.33</b>
<b>Total Current Liabilities</b>	<b>311,420.04</b>
<b>Total Liabilities</b>	<b>311,420.04</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	246,840.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	10,146.91
<b>Total Equity</b>	<b>573,681.62</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>885,101.66</b>

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04/19/16

Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### December 2015

	Dec 15
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	6,715.00
4250-00 · Revenues-Membership Activities	1,345.00
4251-00 · Revenue-Tue AM Breakfast Club	1,110.00
4502-00 · Non-retail VIC income	100.00
4600-00 · Commissions	
4601-00 · Commissions - South Shore	537.00
4600-00 · Commissions - Other	0.00
Total 4600-00 · Commissions	537.00
46000 · Merchandise Sales	4,660.19
Total Income	285,817.19
Gross Profit	285,817.19
Expense	
5000-00 · Salaries & Wages	
5020-00 · P/R - Tax Expense	5,003.00
5030-00 · P/R - Health Insurance Expense	4,199.45
5040-00 · P/R - Workmans Comp	888.75
5060-00 · 401 (k)	2,503.24
5070-00 · Other Benefits and Expenses	607.84
5000-00 · Salaries & Wages - Other	73,965.99
Total 5000-00 · Salaries & Wages	87,168.27
5100-00 · Rent	
5110-00 · Utilities	1,131.13
5140-00 · Repairs & Maintenance	453.19
5150-00 · Office - Cleaning	550.00
5100-00 · Rent - Other	11,421.39
Total 5100-00 · Rent	13,555.71
5310-00 · Telephone	
5320-00 · Telephone	2,227.32
Total 5310-00 · Telephone	2,227.32
5420-00 · Mail - USPS	
5470-00 · Mail - UPS	5.75
Total 5420-00 · Mail - USPS	5.75
5510-00 · Insurance/Bonding	618.30
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	-517.34
5520-00 · Supplies - Other	1,839.12
Total 5520-00 · Supplies	1,321.78
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	1,393.55
5710-00 · Taxes, Licenses & Fees	670.09
5740-00 · Equipment Rental/Leasing	1,221.47
5800-00 · Training Seminars	595.00
5900-00 · Professional Fees	
5920-00 · Professional Fees - Accountant	8,492.37
Total 5900-00 · Professional Fees	8,492.37
5941-00 · Research & Planning	1,005.80
5998-00 · Infrastructure Projects	
5951-00 · Squaw Valley Trail Snow Removal	2,106.01
Total 5998-00 · Infrastructure Projects	2,106.01
6020-00 · Programs	
6016-00 · Community Marketing Programs	2,110.67
Total 6020-00 · Programs	2,110.67

8:42 AM  
04/19/16  
Accrual Basis

North Lake Tahoe Resort Association  
**Profit & Loss**  
December 2015

	Dec 15
6420-00 · Sponsorship	
6422-00 · IronMan Lake Tahoe	-3,497.47
Total 6420-00 · Sponsorship	-3,497.47
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	500.00
6441-00 · Membership - Miscellaneous Exp	15.15
6442-00 · Public Relations/Website	0.00
6423-00 · Membership Activities - Other	1,664.58
Total 6423-00 · Membership Activities	2,179.73
6437-00 · Tuesday Morning Breakfast Club	705.00
6730-00 · Marketing Cooperative/Media	191,800.00
6742-00 · Non-NLT Co-Op Marketing Program	547.80
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	-455.00
6743-00 · BACC Marketing Programs - Other	20,000.00
Total 6743-00 · BACC Marketing Programs	19,545.00
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	103.94
59900 · POS Inventory Adjustments	221.70
8100-00 · Cost of Goods Sold - Other	2,359.26
Total 8100-00 · Cost of Goods Sold	2,684.90
8200-00 · Associate Relations	1,030.41
8300-00 · Board Functions	138.00
8500-00 · Credit Card Fees	674.27
8700-00 · Automobile Expenses	386.93
8750-00 · Meals/Meetings	859.25
8810-00 · Dues & Subscriptions	1,214.83
8910-00 · Travel	123.35
Total Expense	341,402.89
Net Ordinary Income	-55,585.70
Net Income	-55,585.70

9:09 AM

04/19/16

Accrual Basis

# North Lake Tahoe Resort Association

## Balance Sheet

### As of November 30, 2015

	Nov 30, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	572.98
1003-00 · Cash - Operations BOTW #6712	855,477.41
1007-00 · Cash - Payroll BOTW #7421	8,960.54
1071-00 · Payroll Reserves BOTW #8163	29,725.40
1080-00 · Special Events BOTW #1626	2,697.04
10950 · Cash in Drawer	371.20
Total Checking/Savings	897,804.57
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	236,129.51
Total Accounts Receivable	236,129.51
Other Current Assets	
1200-99 · AR Other	3,921.79
12000 · Undeposited Funds	1,521.94
1201-00 · WebLink Accounts Receivable	30,105.00
12100 · Inventory Asset	27,368.30
1298 · Receivable from Employees	37.46
1299 · Receivable from NLTMC	35,212.69
Total Other Current Assets	98,167.18
Total Current Assets	1,232,101.26
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-67,010.87
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-41,122.79
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-33,102.07
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,041.08
Total Fixed Assets	5,415.14
Other Assets	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	14,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	18,318.75
Total 1400-00 · Prepaid Expenses	38,619.33
1410-00 · Prepaid Insurance	1,870.77
Total Other Assets	40,490.10
<b>TOTAL ASSETS</b>	<b>1,278,006.50</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	156,161.24
Total Accounts Payable	156,161.24



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04/19/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of November 30, 2015

	Nov 30, 15
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	503.63
2080-02 · MC_8366_Jason	2,301.77
2080-03 · MC_5950_Judy	526.09
2080-04 · MC_5968_Ronald	45.00
2080-05 · MC_5976_Greg	360.71
2080-06 · MC_0375_Emily	1,030.08
2080-07 · MC_6850_Ginger	1,417.85
2080-08 · MC_5755_John	182.45
2080-09 · MC_0319_Sarah	5,449.98
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>11,817.56</b>
<b>Total Credit Cards</b>	<b>11,817.56</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	665.28
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>665.28</b>
2250-00 · Accrued Expenses	13,884.98
2400-60 · Deferred Revenue- Member Dues	29,265.00
2800-00 · Suspense	2,292.41
<b>Total Other Current Liabilities</b>	<b>171,010.38</b>
<b>Total Current Liabilities</b>	<b>338,989.18</b>
<b>Total Liabilities</b>	<b>338,989.18</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	556,590.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	65,732.61
<b>Total Equity</b>	<b>939,017.32</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,278,006.50</b>

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04/19/16

Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### November 2015

	Nov 15
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	271,350.00
4200-00 · Membership Ann/Conf Dues	5,760.00
4250-00 · Revenues-Membership Activities	4,125.00
4251-00 · Revenue-Tue AM Breakfast Club	45.00
4502-00 · Non-retail VIC Income	0.00
4600-00 · Commissions	3,935.60
46000 · Merchandise Sales	2,742.93
Total Income	287,958.53
Gross Profit	287,958.53
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	369.60
5020-00 · P/R - Tax Expense	5,315.97
5030-00 · P/R - Health Insurance Expense	8,720.12
5040-00 · P/R - Workmans Comp	1,152.76
5060-00 · 401 (k)	2,221.47
5070-00 · Other Benefits and Expenses	760.04
5000-00 · Salaries & Wages - Other	73,872.22
Total 5000-00 · Salaries & Wages	92,412.18
5100-00 · Rent	
5110-00 · Utilities	762.91
5150-00 · Office - Cleaning	700.00
5100-00 · Rent - Other	11,421.39
Total 5100-00 · Rent	12,884.30
5310-00 · Telephone	
5320-00 · Telephone	2,376.63
Total 5310-00 · Telephone	2,376.63
5420-00 · Mail - USPS	
5470-00 · Mail - UPS	284.55
5480-00 · Mail - Fed Ex	29.11
5420-00 · Mail - USPS - Other	274.00
Total 5420-00 · Mail - USPS	587.66
5510-00 · Insurance/Bonding	576.64
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	1,894.56
5520-00 · Supplies - Other	613.41
Total 5520-00 · Supplies	2,507.97
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	810.00
5710-00 · Taxes, Licenses & Fees	740.96
5740-00 · Equipment Rental/Leasing	1,812.58
5800-00 · Training Seminars	15.00
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	80.00
5920-00 · Professional Fees - Accountant	14,074.14
Total 5900-00 · Professional Fees	14,154.14
5941-00 · Research & Planning	6,235.00
6023-00 · Autumn Food & Wine	117,410.01
6420-00 · Sponsorship	
6420-01 · WinterWonderGrass_Tahoe	7,500.00
6422-00 · IronMan Lake Tahoe	-18,500.00
6420-00 · Sponsorship - Other	5,000.00
Total 6420-00 · Sponsorship	-6,000.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### November 2015

	Nov 15
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	353.81
6442-00 · Public Relations/Website	0.00
6423-00 · Membership Activities - Other	928.66
Total 6423-00 · Membership Activities	1,282.47
6701-00 · Market Study Reports/Research	42.46
6730-00 · Marketing Cooperative/Media	97,015.00
6742-00 · Non-NLT Co-Op Marketing Program	261.26
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	1,328.28
6743-00 · BACC Marketing Programs - Other	324.16
Total 6743-00 · BACC Marketing Programs	1,652.44
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	41.55
59900 · POS Inventory Adjustments	15.91
8100-00 · Cost of Goods Sold - Other	2,807.12
Total 8100-00 · Cost of Goods Sold	2,864.58
8200-00 · Associate Relations	528.13
8300-00 · Board Functions	68.75
8500-00 · Credit Card Fees	537.77
8700-00 · Automobile Expenses	407.76
8750-00 · Meals/Meetings	716.78
8810-00 · Dues & Subscriptions	276.96
8910-00 · Travel	240.96
Total Expense	352,937.19
Net Ordinary Income	-64,978.66
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	77.75
Total Other Income	77.75
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	77.75
Net Income	-64,900.91

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Accrual Basis

# North Lake Tahoe Resort Association

## Balance Sheet

### As of October 31, 2015

	Oct 31, 15
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1001-00 · Petty Cash	616.86
1003-00 · Cash - Operations BOTW #6712	924,882.88
1007-00 · Cash - Payroll BOTW #7421	7,495.24
1071-00 · Payroll Reserves BOTW #8163	29,725.40
1080-00 · Special Events BOTW #1626	120,107.05
10950 · Cash in Drawer	184.67
<b>Total Checking/Savings</b>	1,083,012.10
<b>Accounts Receivable</b>	
1200-00 · Quickbooks Accounts Receivable	219,459.21
<b>Total Accounts Receivable</b>	219,459.21
<b>Other Current Assets</b>	
1200-99 · AR Other	3,921.79
12000 · Undeposited Funds	1,584.36
1201-00 · WebLink Accounts Receivable	24,360.00
12100 · Inventory Asset	26,311.29
1298 · Receivable from Employees	37.46
1299 · Receivable from NLTMC	29,015.25
<b>Total Other Current Assets</b>	85,230.15
<b>Total Current Assets</b>	1,387,701.46
<b>Fixed Assets</b>	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-66,759.89
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-40,966.25
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-33,025.54
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-24,006.33
<b>Total Fixed Assets</b>	5,933.94
<b>Other Assets</b>	
1400-00 · Prepaid Expenses	
1401-00 · Recruitment Fees	16,000.00
1430-00 · Prepaid 1st Class Postage	6,300.58
1400-00 · Prepaid Expenses - Other	16,832.50
<b>Total 1400-00 · Prepaid Expenses</b>	39,133.08
1410-00 · Prepaid Insurance	11,929.29
<b>Total Other Assets</b>	51,062.37
<b>TOTAL ASSETS</b>	<b>1,444,697.77</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2000-00 · Accounts Payable	267,028.82
<b>Total Accounts Payable</b>	267,028.82

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Accrual Basis

# North Lake Tahoe Resort Association

## Balance Sheet

### As of October 31, 2015

	Oct 31, 15
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-03 · MC_5950_Judy	21.50
2080-05 · MC_5976_Greg	45.00
2080-06 · MC_0375_Emily	30.10
2080-07 · MC_6850_Ginger	112.36
2080-09 · MC_0319_Sarah	100.86
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>309.82</b>
<b>Total Credit Cards</b>	<b>309.82</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	459.48
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>459.48</b>
2250-00 · Accrued Expenses	13,515.38
2400-00 · Intra-Company Borrowings	5,603.33
2400-60 · Deferred Revenue- Member Dues	28,960.00
<b>Total Other Current Liabilities</b>	<b>173,440.90</b>
<b>Total Current Liabilities</b>	<b>440,779.54</b>
<b>Total Liabilities</b>	<b>440,779.54</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	556,590.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	130,633.52
<b>Total Equity</b>	<b>1,003,918.23</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,444,697.77</b>

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04/19/16  
Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### October 2015

	Oct 15
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	1,085,360.00
4200-00 · Membership Ann/Conf Dues	1,535.00
4201-00 · New Member Fees	75.00
4250-00 · Revenues-Membership Activities	1,860.00
4251-00 · Revenue-Tue AM Breakfast Club	1,260.00
4350-00 · Special Events (Marketing)	35,555.20
4502-00 · Non-retail VIC income	250.00
4600-00 · Commissions	
4601-00 · Commissions - South Shore	1,560.84
4600-00 · Commissions - Other	47,348.78
Total 4600-00 · Commissions	48,909.62
46000 · Merchandise Sales	6,167.70
4720-00 · Miscellaneous	420.00
Total Income	1,181,392.52
Gross Profit	1,181,392.52
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	217.60
5020-00 · P/R - Tax Expense	10,606.87
5030-00 · P/R - Health Insurance Expense	7,785.22
5040-00 · P/R - Workmans Comp	1,793.08
5060-00 · 401 (k)	3,365.05
5070-00 · Other Benefits and Expenses	177.37
5000-00 · Salaries & Wages - Other	136,787.15
Total 5000-00 · Salaries & Wages	160,732.34
5100-00 · Rent	
5110-00 · Utilities	611.65
5140-00 · Repairs & Maintenance	59.89
5150-00 · Office - Cleaning	550.00
5100-00 · Rent - Other	11,196.39
Total 5100-00 · Rent	12,417.93
5310-00 · Telephone	
5320-00 · Telephone	2,177.83
5310-00 · Telephone - Other	35.34
Total 5310-00 · Telephone	2,213.17
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	30.48
Total 5420-00 · Mail - USPS	30.48
5510-00 · Insurance/Bonding	549.47
5520-00 · Supplies	1,003.86
5530-00 · Visitor Communications - Other	35.44
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	272.99
5710-00 · Taxes, Licenses & Fees	1,219.97
5740-00 · Equipment Rental/Leasing	519.39
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	80.00
5920-00 · Professional Fees - Accountant	11,505.37
Total 5900-00 · Professional Fees	11,585.37
5941-00 · Research & Planning	17,701.20
6020-00 · Programs	
6016-00 · Community Marketing Programs	-5.10
Total 6020-00 · Programs	-5.10
6023-00 · Autumn Food & Wine	-35,923.93



8:42 AM  
04/19/16  
Accrual Basis

North Lake Tahoe Resort Association  
**Profit & Loss**  
October 2015

	Oct 15
6420-00 · Sponsorship	
6421-00 · New Event Development	1,155.15
6422-00 · IronMan Lake Tahoe	171,610.59
6420-00 · Sponsorship - Other	3,100.00
Total 6420-00 · Sponsorship	175,865.74
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	353.75
6423-00 · Membership Activities - Other	2,884.70
Total 6423-00 · Membership Activities	3,238.45
6742-00 · Non-NLT Co-Op Marketing Program	3,250.00
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	706.60
Total 6743-00 · BACC Marketing Programs	706.60
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	261.94
59900 · POS Inventory Adjustments	-376.33
8100-00 · Cost of Goods Sold - Other	2,951.14
Total 8100-00 · Cost of Goods Sold	2,836.75
8200-00 · Associate Relations	1,066.50
8300-00 · Board Functions	68.30
8500-00 · Credit Card Fees	605.58
8700-00 · Automobile Expenses	195.68
8750-00 · Meals/Meetings	340.46
8810-00 · Dues & Subscriptions	238.89
8910-00 · Travel	1,613.51
Total Expense	362,897.84
Net Ordinary Income	818,494.68
Net Income	818,494.68

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04/19/16

Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of September 30, 2015

	Sep 30, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	636.63
1003-00 · Cash - Operations BOTW #6712	-55,705.67
1007-00 · Cash - Payroll BOTW #7421	65,957.96
1071-00 · Payroll Reserves BOTW #8163	49,725.40
1080-00 · Special Events BOTW #1626	54,183.12
10950 · Cash in Drawer	291.28
Total Checking/Savings	115,088.72
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	124,679.93
Total Accounts Receivable	124,679.93
Other Current Assets	
1200-99 · AR Other	4,766.45
12000 · Undeposited Funds	1,177.10
1201-00 · WebLink Accounts Receivable	21,355.00
12100 · Inventory Asset	27,035.45
1298 · Receivable from Employees	160.84
1299 · Receivable from NLTCM	27,510.44
Total Other Current Assets	82,005.28
Total Current Assets	321,773.93
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-66,508.91
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-40,809.71
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-32,949.01
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-23,971.58
Total Fixed Assets	6,452.74
Other Assets	
1400-00 · Prepaid Expenses	
1430-00 · Prepaid 1st Class Postage	6,200.58
1400-00 · Prepaid Expenses - Other	13,337.50
Total 1400-00 · Prepaid Expenses	19,538.08
1410-00 · Prepaid Insurance	4,602.38
Total Other Assets	24,140.46
<b>TOTAL ASSETS</b>	<b>352,367.13</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	12,672.25
Total Accounts Payable	12,672.25
Credit Cards	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	200.00
2080-07 · MC_6850_Ginger	133.84
Total 2080-00 · Bank of the West - Master Cards	333.84
Total Credit Cards	333.84

9:09 AM  
04/19/16  
Accrual Basis

North Lake Tahoe Resort Association  
**Balance Sheet**  
As of September 30, 2015

	Sep 30, 15
Other Current Liabilities	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
Total 2100-00 · Salaries / Wages Payable	68,414.42
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	2,553.66
Total 2190-00 · Sales and Use Tax Payable	2,553.66
2250-00 · Accrued Expenses	26,015.38
2400-00 · Intra-Company Borrowings	-22,694.73
2400-01 · AFW Suspense Account	-2,960.00
2400-60 · Deferred Revenue- Member Dues	26,910.00
24000 · Payroll Liabilities	
24100 · Wage Garnishment Payable	-789.53
Total 24000 · Payroll Liabilities	-789.53
Total Other Current Liabilities	153,937.49
Total Current Liabilities	166,943.58
Total Liabilities	166,943.58
Equity	
32000 · Unrestricted Net Assets	556,590.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	-687,861.16
Total Equity	185,423.55
TOTAL LIABILITIES & EQUITY	352,367.13

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Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss  
September 2015

	Sep 15
Ordinary Income/Expense	
Income	
4201-00 · New Member Fees	75.00
4250-00 · Revenues-Membership Activities	1,135.00
4251-00 · Revenue-Tue AM Breakfast Club	630.00
4252-00 · Revenue - Sponsorships	500.00
4502-00 · Non-retail VIC income	575.00
4600-00 · Commissions	57,213.27
46000 · Merchandise Sales	9,053.81
Total Income	69,182.08
Gross Profit	69,182.08
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	1,319.54
5020-00 · P/R - Tax Expense	6,304.55
5030-00 · P/R - Health Insurance Expense	10,689.51
5040-00 · P/R - Workmans Comp	507.44
5060-00 · 401 (k)	1,995.28
5070-00 · Other Benefits and Expenses	352.37
5000-00 · Salaries & Wages - Other	73,940.65
Total 5000-00 · Salaries & Wages	95,109.34
5100-00 · Rent	
5110-00 · Utilities	1,205.45
5150-00 · Office - Cleaning	1,220.00
5100-00 · Rent - Other	11,653.14
Total 5100-00 · Rent	14,078.59
5310-00 · Telephone	
5320-00 · Telephone	2,480.37
5350-00 · Internet	145.00
5310-00 · Telephone - Other	70.44
Total 5310-00 · Telephone	2,695.81
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	138.42
5420-00 · Mail - USPS - Other	42.14
Total 5420-00 · Mail - USPS	180.56
5520-00 · Supplies	1,462.42
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	1,071.99
5710-00 · Taxes, Licenses & Fees	460.16
5740-00 · Equipment Rental/Leasing	1,368.31
5800-00 · Training Seminars	200.00
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	2,100.00
5920-00 · Professional Fees - Accountant	1,000.00
Total 5900-00 · Professional Fees	3,100.00
5941-00 · Research & Planning	6,809.00
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	-9,482.45
Total 5948-00 · Transportation Projects	-9,482.45
5998-00 · Infrastructure Projects	
5974-00 · Visitors Centers Exhibits	48.75
Total 5998-00 · Infrastructure Projects	48.75
6020-00 · Programs	
6016-00 · Community Marketing Programs	500.00
Total 6020-00 · Programs	500.00

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### September 2015

	Sep 15
6023-00 · Autumn Food & Wine	
6025-00 · AFW- Postage	17.69
6023-00 · Autumn Food & Wine - Other	-50,951.18
Total 6023-00 · Autumn Food & Wine	-50,933.49
6420-00 · Sponsorship	
6422-00 · IronMan Lake Tahoe	152,567.35
6420-00 · Sponsorship - Other	85,000.00
Total 6420-00 · Sponsorship	237,567.35
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	475.00
6436-00 · Membership - Wnt/Sum Rec Lunch	64.83
6441-00 · Membership - Miscellaneous Exp	54.09
6423-00 · Membership Activities - Other	2,701.38
Total 6423-00 · Membership Activities	3,295.30
6730-00 · Marketing Cooperative/Media	97,000.00
6741-00 · Productions	850.00
6742-00 · Non-NLT Co-Op Marketing Program	150.00
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	2,680.00
Total 6743-00 · BACC Marketing Programs	2,680.00
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	32.83
59900 · POS Inventory Adjustments	-58.72
8100-00 · Cost of Goods Sold - Other	4,638.57
Total 8100-00 · Cost of Goods Sold	4,612.68
8200-00 · Associate Relations	57.00
8300-00 · Board Functions	133.85
8500-00 · Credit Card Fees	578.89
8700-00 · Automobile Expenses	1,960.51
8750-00 · Meals/Meetings	445.53
8810-00 · Dues & Subscriptions	149.97
8910-00 · Travel	-278.88
Total Expense	416,389.99
Net Ordinary Income	-347,207.91
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	0.02
Total Other Income	0.02
Net Other Income	0.02
Net Income	-347,207.89

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
 As of August 31, 2015

	Aug 31, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	646.11
1003-00 · Cash - Operations BOTW #6712	377,841.49
1007-00 · Cash - Payroll BOTW #7421	3,573.85
1008-00 · Marketing Reserve - Plumas	50,000.00
1071-00 · Payroll Reserves BOTW #8163	99,825.40
10950 · Cash in Drawer	824.96
Total Checking/Savings	532,711.81
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	73,731.05
Total Accounts Receivable	73,731.05
Other Current Assets	
1200-99 · AR Other	1,014.75
12000 · Undeposited Funds	1,515.12
1201-00 · WebLink Accounts Receivable	17,085.00
12100 · Inventory Asset	28,667.99
1298 · Receivable from Employees	152.47
1299 · Receivable from NLTMC	9,933.30
Total Other Current Assets	58,368.63
Total Current Assets	664,811.49
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-66,257.93
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-40,653.17
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-32,872.48
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-23,936.83
Total Fixed Assets	6,971.54
Other Assets	
1400-00 · Prepaid Expenses	
1430-00 · Prepaid 1st Class Postage	6,200.58
1400-00 · Prepaid Expenses - Other	122,183.44
Total 1400-00 · Prepaid Expenses	128,384.02
1410-00 · Prepaid Insurance	2,366.38
Total Other Assets	130,750.40
<b>TOTAL ASSETS</b>	<b>802,533.43</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	15,455.37
Total Accounts Payable	15,455.37

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
**As of August 31, 2015**

	Aug 31, 15
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-01 · MC_5901_Hall	151.33
2080-02 · MC_8366_Jason	1,645.51
2080-03 · MC_5950_Judy	39.78
2080-05 · MC_5976_Greg	5,843.95
2080-06 · MC_0375_Emily	337.46
2080-07 · MC_6850_Ginger	2,593.11
2080-08 · MC_5755_John	3,719.18
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>14,330.32</b>
<b>Total Credit Cards</b>	<b>14,330.32</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2175-00 · 401 (k) Plan	3,642.63
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	1,874.54
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,874.54</b>
2250-00 · Accrued Expenses	38,125.95
2400-00 · Intra-Company Borrowings	50,000.00
2400-60 · Deferred Revenue- Member Dues	22,360.00
24000 · Payroll Liabilities	
24100 · Wage Garnishment Payable	-789.53
<b>Total 24000 · Payroll Liabilities</b>	<b>-789.53</b>
<b>Total Other Current Liabilities</b>	<b>240,116.30</b>
<b>Total Current Liabilities</b>	<b>269,901.99</b>
<b>Total Liabilities</b>	<b>269,901.99</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	556,590.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	-340,653.27
<b>Total Equity</b>	<b>532,631.44</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>802,533.43</b>



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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### August 2015

	Aug 15
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	-8.00
4250-00 · Revenues-Membership Activities	2,720.00
4251-00 · Revenue-Tue AM Breakfast Club	345.00
4502-00 · Non-retail VIC income	1,700.00
4600-00 · Commissions	15,714.27
46000 · Merchandise Sales	12,304.76
Total Income	32,776.03
Gross Profit	32,776.03
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	31.28
5020-00 · P/R - Tax Expense	5,977.72
5030-00 · P/R - Health Insurance Expense	12,976.46
5040-00 · P/R - Workmans Comp	617.55
5060-00 · 401 (k)	2,074.27
5070-00 · Other Benefits and Expenses	100.00
5000-00 · Salaries & Wages - Other	77,480.21
Total 5000-00 · Salaries & Wages	99,257.49
5100-00 · Rent	
5110-00 · Utilities	869.14
5100-00 · Rent - Other	11,421.39
Total 5100-00 · Rent	12,290.53
5310-00 · Telephone	
5320-00 · Telephone	2,053.87
5310-00 · Telephone - Other	266.75
Total 5310-00 · Telephone	2,320.62
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	13.58
5420-00 · Mail - USPS - Other	237.89
Total 5420-00 · Mail - USPS	251.47
5510-00 · Insurance/Bonding	362.64
5520-00 · Supplies	333.55
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	381.99
5710-00 · Taxes, Licenses & Fees	352.14
5740-00 · Equipment Rental/Leasing	1,213.05
5800-00 · Training Seminars	1,049.12
5900-00 · Professional Fees	
5910-00 · Professional Fees - Attorneys	120.00
5920-00 · Professional Fees - Accountant	3,090.00
Total 5900-00 · Professional Fees	3,210.00
6420-00 · Sponsorship	3,155.00
6423-00 · Membership Activities	
6432-00 · Membership - Newsletter	300.00
6442-00 · Public Relations/Website	291.25
6443-00 · Membership - Bridal Faire	304.61
6423-00 · Membership Activities - Other	258.15
Total 6423-00 · Membership Activities	1,154.01
6437-00 · Tuesday Morning Breakfast Club	624.00
6730-00 · Marketing Cooperative/Media	97,000.00
6742-00 · Non-NLT Co-Op Marketing Program	1,645.00
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	-125.00
6743-00 · BACC Marketing Programs - Other	-45.00
Total 6743-00 · BACC Marketing Programs	-170.00

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
**August 2015**

	Aug 15
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	110.19
8100-00 · Cost of Goods Sold - Other	6,116.55
	<hr/>
Total 8100-00 · Cost of Goods Sold	6,226.74
8200-00 · Associate Relations	196.83
8300-00 · Board Functions	68.75
8500-00 · Credit Card Fees	610.34
8700-00 · Automobile Expenses	181.13
8750-00 · Meals/Meetings	319.56
8810-00 · Dues & Subscriptions	874.75
8910-00 · Travel	1,995.50
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Total Expense	235,423.01
	<hr/>
Net Ordinary Income	-202,646.98
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	7.00
	<hr/>
Total Other Income	7.00
Other Expense	
8990-00 · Allocated	0.00
	<hr/>
Total Other Expense	0.00
	<hr/>
Net Other Income	7.00
	<hr/>
Net Income	-202,639.98
	<hr/> <hr/>

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Accrual Basis

North Lake Tahoe Resort Association  
**Balance Sheet**  
As of July 31, 2015

	Jul 31, 15
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1001-00 · Petty Cash	1,000.00
1003-00 · Cash - Operations BOTW #6712	267,783.28
1007-00 · Cash - Payroll BOTW #7421	14,967.43
1071-00 · Payroll Reserves BOTW #8163	124,825.40
10950 · Cash in Drawer	674.26
Total Checking/Savings	409,250.37
Accounts Receivable	
1200-00 · Quickbooks Accounts Receivable	57,566.98
1290-00 · A/R - TOT	135,244.13
Total Accounts Receivable	192,811.11
Other Current Assets	
1200-99 · AR Other	1,014.75
12000 · Undeposited Funds	283.70
1201-00 · WebLink Accounts Receivable	15,740.00
12100 · Inventory Asset	32,471.29
1291-49 · AR TOT Transportation NLTRA	131,242.20
1291-59 · AR TOT Infrastructure County	
1292-59 · AR TOT Infra NLTRA Held	36,069.67
Total 1291-59 · AR TOT Infrastructure County	36,069.67
1299 · Receivable from NLTMC	2,390.84
Total Other Current Assets	219,212.45
Total Current Assets	821,273.93
Fixed Assets	
1700-00 · Furniture & Fixtures	68,767.95
1701-00 · Accum. Depr. - Furn & Fix	-66,006.95
1740-00 · Computer Equipment	43,766.13
1741-00 · Accum. Depr. - Computer Equip	-40,496.63
1750-00 · Computer Software	33,874.01
1751-00 · Accum. Amort. - Software	-32,795.95
1770-00 · Leasehold Improvements	24,283.86
1771-00 · Accum. Amort - Leasehold Impr	-23,902.08
Total Fixed Assets	7,490.34
Other Assets	
1400-00 · Prepaid Expenses	
1430-00 · Prepaid 1st Class Postage	6,432.94
1400-00 · Prepaid Expenses - Other	113,992.50
Total 1400-00 · Prepaid Expenses	120,425.44
1410-00 · Prepaid Insurance	2,403.02
Total Other Assets	122,828.46
<b>TOTAL ASSETS</b>	<b>951,592.73</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000-00 · Accounts Payable	22,878.73
2001-00 · Credit Card Payable	9,405.27
Total Accounts Payable	32,284.00

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
**As of July 31, 2015**

	Jul 31, 15
<b>Credit Cards</b>	
2080-00 · Bank of the West - Master Cards	
2080-07 · MC_6850_Ginger	714.43
2080-08 · MC_5755_John	64.00
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>778.43</b>
<b>Total Credit Cards</b>	<b>778.43</b>
<b>Other Current Liabilities</b>	
2100-00 · Salaries / Wages Payable	
2101-00 · Incentive Payable	36,218.90
2100-00 · Salaries / Wages Payable - Other	32,195.52
<b>Total 2100-00 · Salaries / Wages Payable</b>	<b>68,414.42</b>
2180-00 · Estimated PTO Liability	56,488.29
2190-00 · Sales and Use Tax Payable	
25500 · *Sales Tax Payable	955.22
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>955.22</b>
2250-00 · Accrued Expenses	38,125.95
2400-60 · Deferred Revenue- Member Dues	19,275.00
<b>Total Other Current Liabilities</b>	<b>183,258.88</b>
<b>Total Current Liabilities</b>	<b>216,321.31</b>
<b>Total Liabilities</b>	<b>216,321.31</b>
<b>Equity</b>	
32000 · Unrestricted Net Assets	556,590.71
3300-11 · Designated Marketing Reserve	316,694.00
Net Income	-138,013.29
<b>Total Equity</b>	<b>735,271.42</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>951,592.73</b>

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Accrual Basis

# North Lake Tahoe Resort Association

## Profit & Loss

### July 2015

	Jul 15
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	0.00
4200-00 · Membership Ann/Conf Dues	53,526.08
4201-00 · New Member Fees	225.00
4250-00 · Revenues-Membership Activities	1,923.43
4251-00 · Revenue-Tue AM Breakfast Club	585.00
4350-00 · Special Events (Marketing)	1,163.80
4502-00 · Non-retail VIC income	1,250.00
4600-00 · Commissions	
4601-00 · Commissions - South Shore	-2,265.80
4600-00 · Commissions - Other	12,441.99
Total 4600-00 · Commissions	10,176.19
46000 · Merchandise Sales	12,729.68
Total Income	81,579.18
Gross Profit	81,579.18
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	2,001.60
5020-00 · P/R - Tax Expense	5,903.14
5030-00 · P/R - Health Insurance Expense	7,374.44
5040-00 · P/R - Workmans Comp	683.10
5060-00 · 401 (k)	2,899.15
5070-00 · Other Benefits and Expenses	25.00
5000-00 · Salaries & Wages - Other	73,886.05
Total 5000-00 · Salaries & Wages	92,772.48
5100-00 · Rent	
5110-00 · Utilities	1,050.69
5140-00 · Repairs & Maintenance	400.00
5150-00 · Office - Cleaning	550.00
5100-00 · Rent - Other	11,421.39
Total 5100-00 · Rent	13,422.08
5310-00 · Telephone	
5320-00 · Telephone	2,454.44
5350-00 · Internet	25.00
Total 5310-00 · Telephone	2,479.44
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	400.45
5420-00 · Mail - USPS - Other	134.78
Total 5420-00 · Mail - USPS	535.23
5510-00 · Insurance/Bonding	518.00
5520-00 · Supplies	
5525-00 · Supplies- Computer <\$1000	2,179.64
5520-00 · Supplies - Other	1,356.68
Total 5520-00 · Supplies	3,536.32
5610-00 · Depreciation	518.80
5700-00 · Equipment Support & Maintenance	-99.74
5710-00 · Taxes, Licenses & Fees	1,649.21
5740-00 · Equipment Rental/Leasing	2,399.77
5941-00 · Research & Planning	750.00
5948-00 · Transportation Projects	
5953-00 · Summer Traffic Management (S-2)	9,482.45
Total 5948-00 · Transportation Projects	9,482.45

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Accrual Basis

North Lake Tahoe Resort Association  
**Profit & Loss**  
July 2015

	Jul 15
6420-00 · Sponsorship	
6422-00 · IronMan Lake Tahoe	4,800.00
6427-00 · USA Cycling	2,328.63
Total 6420-00 · Sponsorship	7,128.63
6423-00 · Membership Activities	
6442-00 · Public Relations/Website	1,291.25
6443-00 · Membership - Bridal Faire	937.81
6423-00 · Membership Activities - Other	1,136.99
Total 6423-00 · Membership Activities	3,366.05
6437-00 · Tuesday Morning Breakfast Club	770.00
6701-00 · Market Study Reports/Research	272.15
6730-00 · Marketing Cooperative/Media	48,500.00
6741-00 · Productions	1,500.00
6742-00 · Non-NLT Co-Op Marketing Program	604.41
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	1,721.39
6743-00 · BACC Marketing Programs - Other	16,000.00
Total 6743-00 · BACC Marketing Programs	17,721.39
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	245.77
59900 · POS Inventory Adjustments	-335.88
8100-00 · Cost of Goods Sold - Other	6,660.43
Total 8100-00 · Cost of Goods Sold	6,570.32
8200-00 · Associate Relations	560.50
8300-00 · Board Functions	68.75
8500-00 · Credit Card Fees	502.09
8700-00 · Automobile Expenses	355.12
8750-00 · Meals/Meetings	263.05
8810-00 · Dues & Subscriptions	1,449.96
8910-00 · Travel	2,518.90
8930-00 · Prior Period Adjustments	-522.69
Total Expense	219,592.67
Net Ordinary Income	-138,013.49
Other Income/Expense	
Other Income	
52500 · Purchase Discounts	0.20
Total Other Income	0.20
Other Expense	
8990-00 · Allocated	0.00
Total Other Expense	0.00
Net Other Income	0.20
Net Income	-138,013.29