

BOARD OF DIRECTORS MEETING

Date: Wednesday, November 7, 2018

Time: 8:30 a.m. – 11:00 a.m.

Location: North Tahoe Event Center,
8318 N. Lake Blvd., Kings Beach

NLTRA Mission

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

Board of Directors:

Chair: Adam Wilson, Vail Resorts | **Vice Chair:** Samir Tuma, Tahoe City Lodge

Treasurer: Christy Beck, Squaw Alpine | **Secretary:** Brett Williams, Agate Bay Realty

Aaron Rudnick, Sierra Tahoe Recreation | **Andre Priemer**, Resort at Squaw Creek | **Bruce Seigel**, Ritz-Carlton, Lake Tahoe
Chris Brown, Elevation Law Firm | **Dan Tester**, Granite Peak Management | **Gary Davis**, JK Architecture Engineering | **Greg Dallas**,
Sugar Bowl Resort | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee | **Kevin Mitchell**, Homewood Mountain
Resort | **Lynn Gibson**, Keoki Gallery | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collection
Advisory Committee: **Erin Casey**, Placer County Executive Office, **Tom Lotshaw**, Tahoe Regional Planning Agency

AGENDA

TO CALL IN: 1-712-770-4010, enter code 775665#

Estimated Time

- | | |
|------------------|---|
| 8:30 a.m. | 1. Call to Order – Establish Quorum |
| 8:35 a.m. | 2. Public Forum- Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum. |
| 8:40 a.m. | 3. Agenda Amendments and Approval |
| 8:45 a.m. | 4. Consent Calendar- All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions. <ul style="list-style-type: none">A. NLTRA Board Meeting Minutes<ul style="list-style-type: none">• October 3, 2018B. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org<ul style="list-style-type: none">• Tourism Development Committee Meeting October 23, 2018 Link to online document• Finance Committee Meeting September 25, 2018 Link to online documentC. Review and approval of 2019 WinterWonderGrass Squaw event sponsorship for \$15,000D. Review and approval of an amendment to the 18.19 Event Scope of Work agreement with The Abbi Agency to contract services to cover the 2019 WinterWonderGrass Squaw event for \$4,000 |

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E. Review and approval of modifying the 2019 Broken Arrow Skyrace event sponsorship agreement to a \$20,000 sponsorship instead of a \$30,000 sponsorship

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F. Conference-Group Sales: Policy Change

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G. CEO and Staff Reports

5. Action Items

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8:50 a.m.

A. MOTION: Review and approval of the 2019 Spartan World Championships event sponsorship/host location agreement for \$250,000

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9:10 a.m.

B. MOTION: Board of Directors' approval of the June 30, 2018 Financial Statements and Independent Auditors' Report and the refund to County of Placer for excess TOT funding in fiscal year ending June 30, 2018 in the amount of \$216,432.

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

- None at this time

7. Reports/Back up-The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.

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A. Destimetrics Report October 31, 2018

Page 93

B. Conference Revenue Statistics Report October, 2018

Page 97

C. Finance Committee Supplemental Reports, October, 2018

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D. Membership Accounts Receivable Report, October, 2018

9:20 a.m.

8. Meeting Review and Staff Direction

9:25 a.m.

9. Adjourn as NLTRA Board of Directors



north lake tahoe

Chamber | CVB | Resort Association

BOARD OF DIRECTORS MEETING

Date: Wednesday, October 3, 2018

Time: 8:30 a.m. – 11 a.m.

Location: Northstar Community Services District
900 Northstar Dr., Truckee, CA 96161

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

Board of Directors:

Chair: Adam Wilson, Vail Resorts | **Vice Chair:** Samir Tuma, Tahoe City Lodge

Treasurer: Christy Beck, Squaw Alpine | **Secretary:** Brett Williams, Agate Bay Realty

Aaron Rudnick, Sierra Tahoe Recreation | **Andre Priemer**, Resort at Squaw Creek | **Bruce Seigel**, Ritz-Carlton, Lake Tahoe
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Sugar Bowl Resort | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee | **Kevin Mitchell**, Homewood Mountain
Resort | **Lynn Gibson**, Keoki Gallery | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collection
Advisory Committee: **Erin Casey**, Placer County Executive Office, **Tom Lotshaw**, Tahoe Regional Planning Agency

MINUTES

Board Members in attendance:

Adam Wilson, Samir Tuma, Christy Beck, Bruce Seigel via telephone, Dan Tester, Greg Dallas, Karen Plank, Kevin Mitchell, Stephanie Hoffman, Lynn Gibson (arrived at 8:34), Erin Casey (advisory-arrived at 8:34), Tom Turner (arrived at 8:35), Chris Brown (arrived at 8:43).

Board Members absent:

Brett Williams, Aaron Rudnick, Andre Priemer, Gary Davis, Jim Phelan, Tom Lotshaw (advisory)

Staff in attendance:

Cindy Gustafson, Daphne Lange, Amber Burke, Liz Bowling, Dawn Teran

Others:

Doug Jastrow, Steven Lamb

1. Called to Order at 8:30 a.m.

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

- No Public Forum items.

3. Agenda Amendments and Approval

- Moved item 5d up to the beginning of action items.

MOTION to approve the agenda amendments M/S/C Dan/Karen/9-0-0

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

MOTION to approve consent calendar. M/S/C Samir/Kevin 9-0-0

A. NLTRA Board Meeting Minutes

1. August 1, 2018 [Link to online preliminary document](#)
2. September 12, 2018 [Link to online preliminary document](#)

B. No Barriers Summit 2019 Sponsorship Contract (\$8,000 cash)

C. The Abbi Agency Attachment B to Event Scope of Work – Cover No Barriers Summit (\$4,000)

- D. Broken Arrow Skyrace 2019 Sponsorship Contract (\$30,000)
- E. 2019 NTBA and TCDA Fireworks Sponsorships contracts (\$20,000)
- F. Restructure of the Business Association & Chamber Collaborative (BACC) Committee
- G. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org
 - Business Association and Chamber Collaborative Committee Meeting September 13, 2018 [Link to online preliminary document](#)
 - Tourism Development Committee Meeting August 22, 2018 [Link to online document](#) (September will be posted online when available)
 - Finance Committee Meeting August, 2018 [Link to online document](#) (September will be posted online when available)

5. D. (Item moved to first motion on agenda; noted in Item 3.) MOTION: Board of Directors Support for Out of Bounds IMAX Film-NLTRA Partnership
- Greg expressed concern over the implications of a dangerous “out of bounds” message. Daphne and Cindy concurred their concern with the film name and who will control the message. Daphne said there is a safety message and an environmental segment in the film. She will meet with the producer/director regarding a possible name change and use of a script that we can help craft.
 - Bruce asked if the Association is underwriting this as a private movie and if there is royalty free usage. Daphne said that any profit goes to producers, not the sponsors. The NLTRA profit gained from the partnership is the footage use, advertising, and film credit. They are doing a give back to Protect Our Winters (POW) and she will find out what the exact percentage will be.
 - Bruce asked if there is a return on investment. Daphne answered that the return is the exposure and advertising value.
 - Adam asked if the film, being IMAX, is compatible digitally for our use. Daphne answered that we will have compatible digital components for web, social, and TV; and it will be cut down. It will be available at no additional cost.
 - Discussion about the UC Davis Environmental Science Center being included. Daphne said the director can talk with them and that there is an environmental aspect in the film message. Funds will come out of the Coop budget.
 - Tom requested an ongoing list be provided to Board members at each Board meeting with a tally of what has been approved/fiscal impact/Budget status.
 - Lynn-Launchees are “everywhere” depending on the theaters, and will be out of market including the Bay Area.
 - Samir asked what the Squaw contribution is. Daphne reported that they are contributing approx. \$200,000 over the two years.
 - Dan T. asked how the impressions are estimated. Daphne said the calculations are done based on the previously released Ultimate Wave Tahiti Film and Starquest Mediavest a company which generates estimates. She referred to 2nd page in packet based on past film impressions.
 - Filming will occur in February 2019 and distribution in October of 2019, for widespread release. Nearly a billion impressions, 72 Mil estimated viewers in US. \$71 mil value in terms of exposure.

MOTION: Board of Directors Support for Out of Bounds IMAX Film-NLTRA. Motion subject to Marketing Cooperative approval and contingent on answers to the questions-1. Can other resorts participate? 2. What is the process and control for safety and environmental message? 3. What is the profit and total dollar giveback to POW? 4. Is there flexibility on title of film?
Greg/ Kevin/12-0-0

5. A. MOTION: Board of Directors consideration of an endorsement on Measure AA, the renewal of the “Save our Schools” parcel tax
- Discussion about whether the NLTRA/Chamber of Commerce support would be in violation with the NLTRA/Placer County Contract. Adam confirmed with Erin that Placer County contract is not specific to pursuing legislation. There is no fiscal impact and hence no violation to contract.
 - Will spell out North Lake Tahoe Resort Association/Chamber of Commerce on endorsement.

MOTION: Board of Directors consideration of an endorsement on Measure AA, the renewal of the “Save our Schools” parcel tax M/S/C Karen/Lynn/12-0-0

- B. MOTION: Board of Directors consideration of endorsements for California Propositions 1 & 2

- Discussion about how much money is used in the community seeking endorsements and financial contributions, once bonds are approved, after the drafting of programs and guidelines. Brian Dahle will be supportive in getting funding for urban areas. Each county will have an allocation of \$500,000.
- Discussion about Mountain Housing Council's role and the next steps. There is not a prioritized plan as of yet.

MOTION: Board of Directors consideration of endorsements for California Propositions 1 & 2 Samir/Dan/11-1-0 Tom Turner opposed.

C. MOTION: Board of Directors consideration of endorsements or opposition for any other State-wide Propositions

- Cindy informed that the Board can follow all of Cal Chamber recommendations on all the measures or only support specific measures.
- Proposition 6 is pulled out for specific discussion. The other Cal Chamber recommendations are not under consideration by Board for support of opposition at this time.
- Tom expressed concern about supporting the highest gas tax, and it is not convinced that the .13 will go to road maintenance.
- Samir motion to oppose Proposition 6.

MOTION: Board of Directors opposition of Proposition 6. Samir/Chris/11/0/1 Tom Turner abstained.

7. Informational Updates/Verbal Reports

A. Update from Placer County on TOT Enforcement and Proposed Ordinance Revision Workshop

- Samir requested red-lined version of the ordinance from Doug Jastrow
- (Tot PowerPoint not working due to encryption error. Doug Jastrow reviewed presentation orally.)
- Tahoe City Oct. 11 Workshop 2-4 Cedar Bldg., Tahoe City. Call or email if you aren't available on 10/11 call or email feedback.
- Themes of feedback received by Placer County: What is Taxable? Interpretations and communications, outside entities, certificate numbers in advertisements and the Good Neighbor fact sheet feedback, noise ordinance enforcement.
- Lynn suggested to make it easy for people to know who has to comply, and the procedure.
- Doug explained that certificates will be designated via individual parcel numbers. Spreadsheet for prop mgmt. organizations where they call list all parcel numbers.

*Bruce left meeting at 10am.

- Erin stated that a Handbook may be developed.
- Submit feedback on Oct. 11th.
- Will tentatively go to BOS on 10/23. Depending on readiness to proceed working in partnership with the NLTRA. If other knowledge or experience with other jurisdictions of how this is handled can be recommended, please present it on the 11th.
- Lynn recommended looking at Jackson Hole who bundles airline tickets and lodging.
- Samir pointed out that if you have website with multiple listings it may be a challenge on reservation pages.
- An outside hearing officer with expertise in the lodging industry not only in accounting industry is recommended by Samir. Procedure for appeals: to BOS after hearing officer.
- Suggestion to have an outside expert in TOT ordinances at the Oct, 11 meeting.

B. Follow up discussion from Board Retreat

- Successful meeting. Cindy will follow up with Executive Committee regarding Vision and Mission Statements and will follow up with those who were not able to attend.

C. Staff Presentations on Events, Sales and Membership

- NLTRA Events-Amber
 - Spartan stats preliminary approx. 12,000 participated/attended. Will present more statistics at next Board meeting.
 - Partnership Funding App due on Nov 2nd
 - Tom commented regarding Autumn Food and Wine Festival, does not think it is a summer event. He recommends holding it the first week of October since it is very difficult for restaurants to participate at current date. Amber said this is being discussed will update on progress.
 - Discussion about driving business to local businesses during large events. Address the event layouts if public is not able to access businesses while participants are in town. Itineraries can include shopping, dining and other activities available.
- Chamber events/Communications-Liz
 - Candidates forums upcoming
 - Sierra Nevada Collage mixer had close to 100 attendees. Upcoming mixer at Granite Peak Management.

- Housing will be the topic at the Membership Luncheon
- Meeks Bay Trail opening
- Holiday Fair November 30 & December 1
- Website launch
- Online presence, distribution lists
- Winter Visitor Guide
- Membership drive

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

- A. Destimetrics Report
- B. Conference Revenue Statistics Report
- C. Finance Committee Supplemental Report-August Financials
- D. Membership Accounts Receivable Report

9. CEO and Staff Updates

- Joint board meeting with in November. Must have a quorum to review SMARI research, maybe at Nov board meeting.

10. Directors Comments

- Dan: Granite Peak mixer Oct 11th 4:30-6:30
- Erin: Upcoming: Board meeting on the 23rd will include Board resolution information related to the TBid and Group 2 CAP Committee projects being considered, Ribbon Cutting Dollar Creek Trail. AB2920 which allows for an Eastern Placer County sales tax initiative for transportation/trails was approved on Sept. 26th, which calls for appointments from organizations in community TCPUD, NTPUD and Placer County.
- Karen: thanked Amber for the Spartan walkthrough. Local kid's participation will be looked at and promoted more by us next year.

11. Meeting review and staff direction

- Follow up by Cindy
 - IMAX film concerns-1. Can other resorts participate? 2. What is the process and control for safety and environmental message? 3. What is the profit and total dollar giveback to POW? 4. Is there flexibility on title of film?
 - List of updates on budget provided to Board
 - Event impacts; broader discussion on local organizations see benefit.
 - Timing of event on Autumn Food and Wine

12. Adjourned 10:54 am



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: October 30, 2018

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 2019 WinterWonderGrass Squaw Sponsorship Contract

Action Requested:

Review and approval of an agreement with WonderGrass California to sponsor the 2019 WinterWonderGrass Squaw Music & Beer Festival taking place at Squaw Valley, March 29 – 31, 2019. NLTRA would sponsor the event with a \$15,000 cash sponsorship and in-kind support through digital, PR channels and regional advertising channels.

Background:

WinterWonderGrass Squaw has taken place at Squaw Valley for 4 years, beginning in 2015, making 2019 the 5th event. The 3-day event incorporates live music, craft beer tastings, a mountain top dinner and family activities. The NLTRA has sponsored WinterWonderGrass since its arrival to the North Tahoe region.

Sponsorship of WinterWonderGrass Squaw aligns with the NLTRA goal in the 2-Year Tourism Development Strategy Plan. The event supports NLT consumer brand pillars – cultural and culinary.

2019 will be the first year that all three resorts hosting WinterWonderGrass events (Stratton, VT/Steamboat, CO/Squaw Valley, CA) are all part of the Alterra Collection and have a shared season pass. The hope is that the event will encourage passholders at other resorts to visit Squaw Valley/North Lake Tahoe for the spring event.

The event sold 4,900 tickets in 2018 and the majority are 2/3-day tickets. The event drew 55% first time attendees, so the event continues to reach a new audience and drive new visitors to North Lake Tahoe. The producers of the event are in a multi-year agreement with Squaw Valley for 2019 and 2020.

The Tourism Development committee approved the sponsorship for \$15,000 - M/S/C (Jackson/Kline) (4/0/1 – Horvath abstained) at the October 23, 2018 meeting.

Fiscal Impact:

\$19,400

- \$15,000 – Cash Sponsorship
- \$400 – Tahoe City Banner Program
- \$4,000 – The Abbi Agency, Event Scope of Work (to assist with the in-kind obligation)

These funds are currently allocated for this event in the 18.19 Special Event Budget (Attachment A-2).

WinterWonderGrass Squaw

Event Recap

2018 Event Recap

April 6 – 8, 2018

Funded: \$15,000 cash

Economic Impact Results

Attendance:	6,000 ticket purchasers, musicians, staff, comps (4,900 tickets sold, 1,100 bands/comps/staff/etc.)
Out of Town Attendees:	4,067 (based off tickets sold)
Avg. Night Stay:	3.1 (estimate from 2017)
Avg. Economic Impact:	\$1,217,904
ROI:	81:1

Results:

Despite bad weather throughout the weekend, the festival was still a success. The producers had to spend an additional \$17,000 on infrastructure, insurance, equipment, etc. due to the rain. The numbers were similar to 2017 with approximately 4,000 in attendance on Saturday and slightly less on Friday and Sunday. Data from one question on the post-event survey, indicates that 85% of attendees would not have been in Squaw Valley the event weekend if it weren't for the festival. The event had 55% first time attendees and 45% return guests, so the event is still reaching a new audience while providing an experience that keeps guests returning to the event. The event did not include all NLT questions in their survey due to a mistake on their end/staffing changes but have guaranteed they'll be include in 2019.

The producers and Squaw Valley have entered into a multi-year agreement with Squaw Valley for 2019 and 2020. The 2019 dates will be a weekend earlier than the past year to move into March with hopes of less variable weather. The dates will be March 29 – 31, 2019.

The Village at Squaw Valley had 114 room nights booked by the event for bands and staff, all paid at rack rate. They reported they were sold out Friday/Saturday/Sunday of the weekend. They did not have a lodging code and therefore can't track revenue per ticketed attendees. Will try and track in 2019.

PlumpJack likes having the event in Squaw Valley and finds it to align from a branding and experience perspective. Given the time of year, they are already busy with FIT/Group business so don't see a major increase in revenue.

Squaw Valley Lodge sells out during the weekend but did not have a lodging code and therefore can't track revenue per ticketed attendees.

The event reported that 150 lift tickets were sold in direct connection with the event.

2017 Event Recap

Squaw Valley, March 31 – April 2, 2017

Funded: \$15,000

Attendance:	4,608
Out of Town Attendees:	3,779
Avg. Night Stay:	3.1
Avg. Economic Impact:	\$1,091,116
ROI:	73:1

Results:

The event sold out the Thursday prior (3/30). Just utilizing information from Zoomaway, they tracked 35 room nights and \$14,377 in revenue. This was the first time we used Zoomaway and will incorporate it again next year with some modifications to make the page and packages more visible. We incorporated WWG messaging into our winter search and digital efforts and had great results. Compared to our overall campaign, they performed considerably better with nearly 6x higher CTR and 3x more engagement per month. In addition, sentiments on the posts were favorable, with numerous users expressing their excitement regarding the event. A large share of users tagged their friends in the comments as well, especially on Instagram, helping to expand the overall reach of the posts. This, combined with the 234 post shares, helped the post reach users outside of North Lake Tahoe's fan network.

WinterWonderGrass Squaw

Contract Summary

Duration & Timing

- 1-Year Contract (March 2019 Event)
- Event Date: March 29 – 31, 2019
- Location: Squaw Valley

Cash Sponsorship

- \$15,000 (Payment – 100% December)

Additional Sponsorship

- \$4,000 Event specific contract with The Abbi Agency

Growth/Additional Information

- WinterWonderGrass Squaw helps fulfill the NLT commitment to have a diversified event portfolio as it contributes to the region both culturally and in the food and beverage category.
- WWG expanded their festivals in 2019 and added one in Stratton, Vermont. The event will take place December 14-16, 2018. Stratton is part of the Alterra collection.
- For the 18.19 festival series, WWG will sell a ticket valid for all three events in an attempt to drive guests to travel to all three festivals (Stratton, VT/Steamboat, CO/Squaw Valley, CA).

Key Sponsorship Terms

- NLTRA to receive
 - Name and logo on the website home page as a presenting partner.
 - NLT information included in a minimum of two (2) event emails prior to the event. Content will be created collaboratively and approved by both parties.
 - Two (2) destination specific posts via WWG social media channels. Sponsor will provide content.
 - Opportunity to incorporate into promotional events leading up to the event (including but not limited to Ojai, San Francisco and Chico events).
 - Inclusion in daily PA announcements from the stage during the Event.
 - Sponsor specific questions will be included in post-event survey to attendees.
 - Inclusion of NLT logo on limited edition commemorative eco-friendly beer mug for the Event.
 - Twenty-five (25) festival tickets for promotional purposes (value - \$5,225).
- NLTRA to provide
 - \$15,000 in cash support
 - Public Relations assistance including the following:
 - Development and management of one (1) master media list and tracking sheet
 - Development of one (1) press release in partnership with WGC
 - Pitch event to media outlets on local and regional level, tied into the NLT music scene
 - Publish event on 5-10 local/regional event listings
 - Assist in arranging guest passes and accommodations for 2-3 media (accommodations not covered by NLT)
 - One (1) staff member on-site for one (1) day of the festival for social media coverage
 - Content/Marketing assistance including the following:
 - Inclusion of WWG Squaw in 2-3 relevant North Lake Tahoe blog and trip ideas posts
 - Feature event in 1-2 North Lake Tahoe newsletters
 - Two (2) dedicated emails to North Lake Tahoe Chamber members
 - Sponsor will display WWG rack cards in NLT Visitor Center (WGC responsible for producing and delivering rack cards)
 - Distribute information on the Event to Sponsor's international offices in the UK and Australia.

- Ten (10) street banners to be hung in Tahoe City two weeks prior to event through event conclusion
- Social Media assistance including the following:
 - Series of four (4) pre-event flash giveaways to promote the event through NLT social channels
 - Two (2) pre-event social media features per channel, promoting the event and tagging/linking for more information (could include blog content promotion)
 - Coordination of one influencer takeover with feature performer (dependent on performer agreeing)
 - Real time Instagram story posting from event

WinterWonderGrass Squaw Music Festival

EVENT SPONSORSHIP AGREEMENT

THIS EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between WonderGrass California, a Colorado limited liability company ("WGC"), and the North Lake Tahoe Resort Association, LLC, a California nonprofit corporation ("Sponsor") on October 30, 2018.

1. Event. WGC is the organizer, owner and operator of "WinterWonderGrass Festival Squaw" which will take place on March 29 - 31, 2019 at a location in Squaw Valley in Olympic Valley, Placer County, California at times as determined by WGC during the term of this Agreement (the "Event"). Sponsor desires to obtain, and WGC desires to grant, sponsorship rights to the Event, all as set forth in this Agreement.

2. Obligations of WGC to Sponsor:

Sponsor will be incorporated into the Event marketing and receive the following benefits:

- a. Inclusion of Sponsor's name and logo on the website home page as a presenting partner.
- b. Sponsor information included in a minimum of two (2) event emails prior to the event. Content will be created collaboratively and approved by both parties.
- c. Two (2) destination specific posts via WGC social media channels. Sponsor will provide content.
- d. Sponsor shall be granted the opportunity to incorporate into promotional events leading up to the event (including but not limited to Ojai, San Francisco and Chico events).
- e. Sponsor shall be included in daily PA announcements from the stage during the Event.
- f. Sponsor specific questions will be included in post-event survey to attendees.
- g. Sponsor is granted ability to use the official WGC trademarks and logos in promotions, marketing material, website and the like.
- h. Inclusion of Sponsor's name and logo on limited edition commemorative eco-friendly beer mug for the Event.
- i. Sponsor shall receive (10) VIP 3-day tickets (Value - \$2,390) and (15) GA 3-day festival passes (Value - \$2,835).

3. Obligations of Sponsor to WGC:

- a. Sponsor shall contribute \$15,000 in cash support for the Event, payable as follows: 100% due 30 days following signing of this Agreement.
- b. Public Relations assistance including the following:
 - Development and management of one (1) master media list and tracking sheet
 - Development of one (1) press release in partnership with WGC
 - Pitch event to media outlets on local and regional level, tied into the NLT music scene
 - Publish event on 5-10 local/regional event listings
 - Assist in arranging guest passes and accommodations for 2-3 media (accommodations not covered by NLT)
 - One (1) staff member on-site for one (1) day of the festival for social media coverage
- c. Content/Marketing assistance including the following:
 - Inclusion of WWG Squaw in 2-3 relevant North Lake Tahoe blog and trip ideas posts
 - Feature event in 1-2 North Lake Tahoe newsletters

- Two (2) dedicated emails to North Lake Tahoe Chamber members
 - Sponsor will display WWG rack cards in NLT Visitor Center (WGC responsible for producing and delivering rack cards)
 - Distribute information on the Event to Sponsor's international offices in the UK and Australia.
 - Ten (10) street banners to be hung in Tahoe City two weeks prior to event through event conclusion
- d. Social Media assistance including the following:
- Series of four (4) pre-event flash giveaways to promote the event through NLT social channels
 - Two (2) pre-event social media features per channel, promoting the event and tagging/linking for more information (could include blog content promotion)
 - Coordination of one influencer takeover with feature performer (dependent on performer agreeing)
 - Real time Instagram story posting from event

If it is impossible or impracticable to provide one or more of the listed benefits, WGC and Sponsor shall consult regarding a substitute therefore, and agree on a substitute promotional or other benefit having value not materially less than that of the unavailable benefit.

4. Economic Impact Assessment. WGC and Sponsor shall work together to share available information and data to develop an economic impact analysis of the Event.

5. Use of Intellectual Property. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of WGC (collectively, "WGC Properties"), including, without limitation, the Event Marks; the Event; and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorialization or other information concerning or in connection with the Event, belongs exclusively to WGC, (ii) Sponsor may use WGC Properties only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Sponsor to use such WGC Properties shall immediately cease, (iii) Sponsor will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to WGC Properties, (iv) all uses of WGC Properties by Sponsor, and all goodwill therefrom, inure to the benefit of WGC, (v) any permitted use of WGC Properties may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by WGC, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

6. Relationship of the Parties. The relationship of Sponsor and WGC hereunder shall be solely that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, partnership or any relationship other than that of independent contractors. Sponsor and WGC acknowledge and agree that each of them is engaged in a separate and independent business and neither shall state, represent or imply any interest in or control over the business of the other.

7. Attorney Fees. In any proceeding or other attempt to enforce, construe or to determine the validity of this Agreement, the non-prevailing party shall pay the reasonable expenses of the prevailing party, including reasonable attorney fees and costs, expert witness fees, fees of consultants and court costs incurred in connection therewith.

8. Counterparts; Scan/Facsimile. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. This Agreement may be executed and delivered by exchange of scanned or facsimile copies showing the signatures of the parties hereto. Such copies showing the signatures of all Parties hereto shall constitute originally signed copies of the same Agreement requiring no further execution. This Agreement may be enforced by any of the Parties upon scanned or facsimile signatures.

IN WITNESS WHEREOF, the parties have caused this document to be executed on the date indicated by their signatures below.

North Lake Tahoe Resort Association, LLC

By: _____
Name: Cindy Gustafson
Title: Chief Executive Officer
Date: _____

WonderGrass California, LLC

By: _____
Name: Scott Stoughton
Title: Owner
Date: _____



MEMORANDUM

Date: October 30, 2018

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: The Abbi Agency Event Scope of Work Amendment – WinterWonderGrass Squaw Support

Action Requested:

Review and approval of an amendment to the 18.19 Event Scope of Work Agreement with The Abbi Agency, to contract services to cover the 2019 WinterWonderGrass Squaw event. The cost would be \$4,000. This is contingent on the sponsorship contract with WinterWonderGrass being approved.

Background:

Assuming the 2019 WinterWonderGrass sponsorship is approved, staff would like to contract The Abbi Agency to assist with marketing and PR services for this event.

WinterWonderGrass is a unique cultural event in the region and takes place during an ideal time. The event brings top music talent and the NLTRA would like to capitalize on opportunities to partner with them. WWG has proven to be a message the NLT audience is extremely receptive to so we'd like to incorporate messaging on the event through the NLT social, blogs, trip ideas, etc.

The Tourism Development committee approved the amendment to the Scope of Work with The Abbi Agency to cover WinterWonderGrass - M/S/C (Moore/Kline) (5/0) – at the October 23, 2018 meeting.

Fiscal Impact:

\$4,000

These funds are currently allocated for this event in the 18.19 Special Event Budget (Attachment A-2).

North Lake Tahoe + WinterWonderGrass

December 2017 - April 2018

Recap of Efforts: Public Relations, Social Media, Content

Strategy & Approach: The Abbi Agency worked to promote WinterWonderGrass through North Lake Tahoe's PR, social and content channels with a primary goal of driving ticket sales and celebrating the arts and culture aspect of the region. Key messages for the 2018 event included: 1. Family-friendliness

2. Sustainability
3. Craft Beer Experiences
4. Accessibility
5. Creating a longer winter trip around WWG

Public Relations

Overview of Efforts

The Abbi Agency focused on the “experiential” elements of WinterWonderGrass, emphasizing the use of both traditional and nontraditional stages. From mainstage entertainment to intimate tram band settings, media messaging leveraged the unique aspect of hosting a mainstream music festival in the middle of winter (not summer, like most competitors), among North Lake Tahoe's diverse terrain. The Agency conducted media relations within drive markets (SF / Sac / Oakland) and direct fly markets (Southern California, Austin) around three key themes—music, family and beer. Outreach garnered stories in publications that directly speak to North Lake Tahoe's overall pillars.

Pre-Event Coverage

The Abbi Agency secured pre-event coverage in the following publications.

- Red Tricycle, SF: Family focused
- OC Register, Orange County: Luxe, high-net worth travelers
- NBC Bay Area: Drive-market travelers
- Lodi News: Drive-market travelers
- Fox 11, Reno: Interview with Amber Burke, week of festival
- Tahoe Quarterly, local: Contributed blog post, focusing on Jenni Charles and the festival's history
- Tahoe Tribune: local

- Tahoe Weekly: local

Hosted Journalists:

- Michael Gravagno, OC Register, Coast Magazine
- Clayton Humphries, Tahoe Quarterly
- Priya Hutner, Tahoe Weekly

Summary of Placements Tahoe

Quarterly

- [WinterWonderGrass brings together artists, luminaries, beer connoisseurs, families](#) Tahoe Weekly
- [Miracle March just keeps on giving](#)
- [Spring blooms in Tahoe](#)
- [Tahoe Music Festivals Spring Edition Apr. 5 - June 17](#)
- [WinterWonderGrass: what makes bluegrass wonderful](#)

Bliss Babe

- *Upcoming feature on Jenni Charles and WinterWonderGrass - run date May/June*
- *Social Media Posts - upcoming*

Coast Magazine + OC Register

- [Lake Tahoe Hills are alive with WinterWonderGrass](#) (pre-coverage)
- *Upcoming post-event story in Coast Mag*

SF Weekly

- The Bay's favorite [bluegrass band returns home](#) Red Tricycle
- [10 Things to know about WinterWonderGrass Tahoe](#)
- [7 Reasons to visit North Lake Tahoe Now](#) Fox 11 Reno
- [WinterWonderGrass at Squaw Valley happening Apr. 6-8](#)

Tahoe Daily Tribune

- [WinterWonderGrass returns to Squaw, leads north shore fun](#) NBC Bay Area
- [WinterWonderGrass festival tickets on sale](#)
- [First-Ever Truckee Craw Thaw Music Festival](#) OC Weekly
- [Snow Dumps Make North Lake Tahoe's Northstar a Worthy Spring Skiing Spot](#) Lodi

News

- [WinterWonderGrass Music and Brew Festival returns to Sierra ski resort](#)

FOX 11 KXII
 NEWS WEATHER SPORTS FEATURES STATION TRAFFIC MY21 CIRCUS

CRUSH MONTEREY JUNE 9 **SPARTAN SIGN UP NOW**

WinterWonderGrass at Squaw Valley happening April 6-8

by Shannon Kelly | Wednesday, April 4th 2018



WinterWonderGrass at Squaw Valley happening April 6-8

WinterWonderGrass Music and Brew Festival returns to Sierra ski resort

Story

Print Font Size: [icon] [icon]

Posted: Saturday, March 31, 2018 2:30 pm

Special to the News-Sentinel



WinterWonderGrass Music and Brew Festival is returning to Tahoe on April 6 to 8. (Dylan Langille/Courtesy photograph)

With its four stages silhouetted against the snowy Sierra Nevada, the WinterWonderGrass Music and Brew Festival will bring bluegrass back to Squaw Valley Alpine Meadows from April 6 to 8.

Headlining artists The Devil Makes Three, Railroad Earth, The Infamous Stringdusters and Elephant Revival will brave the snowy landscape for the wintry music fest.

"There is really nowhere on earth like Squaw Valley, a space where we are instantly reminded of our place in time and within Mother Nature," founder Scott Stoughton said. "The entire WinterWonderGrass team humbly appreciates the opportunity to light up the existing magic, layering in waves of

If you go

When: 2 to 10 p.m., April 6 to 8

Where: Squaw Valley Alpine Meadows, 1960 Squaw Valley Road, Olympic Valley

THE OCR In Lake Tahoe, the hills are alive with...

THINGS TO DO COAST MAGAZINE

In Lake Tahoe, the hills are alive with WinterWonderGrass

Micro brews, bluegrass and beautiful skies at WinterWonderGrass Music and Brew Festival

f t y e



Dylan Langille

WinterWonderGrass at Lake Tahoe happens this weekend, April 6-8.

By COASTMAG | April 3, 2018 at 11:28 am

0 COMMENTS

Social Media

Total Number of Posts: 28 Total Impressions: 185,775 Total Social Media Engagements: 5,228

Facebook

[Facebook Live](#), 4/5

Reach: 7,957

Views: 2,415

Engagement: 105

Facebook Posts

12 posts were shared on the North Lake Tahoe Facebook page to promote WinterWonderGrass between 1/8 and 4/5.

Instagram

3 posts were shared on the North Lake Tahoe Instagram account to promote WinterWonderGrass, as well as several Instagram stories prior to and during the event.

- Impressions: 107,486
- Engagement: 2,259

Twitter

48 posts were shared on the North Lake Tahoe Twitter account to promote WinterWonderGrass between 8/24 and 9/15:

Twitter Performance:

- Impressions: 16,633
- Engagement: 113


Giveaways

- Total Number of Giveaways: 5
- Total Impressions: 66,268
- Total Engagements: 1,865
- Total Entries: 295



Social Media Post Highlights

tahoenorth • Following



GIVEAWAY

4,721 views

tahoenorth In the spirit of this giving season, we will be giving away 2 GA tickets to @winterwondergrass 2018! Here's how you enter!

1. Like this post.
2. Tag a friend who you want to take.
3. Make sure both of you are following @TahoeNorth and @winterwondergrass

North Lake Tahoe was live — attending 2018 WinterWonderGrass Tahoe at Squaw Valley Alpine Meadows.


Published by Obi Taa [?] · April 5 · Squaw Valley ·

We are live today at the WinterWonderGrass Festival kickoff event! This three-day festival of bluegrass, brews and mountain views will be jamming all through the weekend at Squaw Valley Alpine Meadows, and you don't want to miss it! Get your tickets: <http://bit.ly/2qactVG>



-8:49

tahoenorth • Following
Squaw Valley Alpine Meadows



tahoenorth What's better than bluegrass, brews, and brisk mountain air? How about all three of those things all at once?

April 6th is just around the corner! Have you grabbed your tickets to @winterwondergrass yet?

jalvarado8 We should go @will_barber_8 runninwild4life @moncheese1987 ... here's the event for you ... they have beer 🍺 if that's what you're looking for 🤔

940 likes

MARCH 27

Add a comment...

Content Features

Number of Blog Features: 1 Number of Newsletter Features: 2

Blog Post: [Six Reasons You Can't Miss WinterWonderGrass 2018](#)

- Post Views: 390
- Social Shares: 145

Newsletter Feature: 3/2: 5 Feet of Fresh Powder = Winter in March

- Email Views: 3.14K
- WinterWonderGrass Click-throughs: 34

2. The Venue is Breathtaking



Nestled in Olympic Valley and silhouetted against the snowy Sierra Nevada, Squaw Valley | Alpine Meadows makes for the perfect backdrop to experience bluegrass tunes all day long. As event founder Scott Stoughton says, Squaw Valley is magical —“a space where we are instantly reminded of our place in time and within Mother Nature.”

Better yet, festival goers can stay in North Lake Tahoe a few days longer and turn their festival experience into a winter getaway! Squaw Valley will be offering a three-day lift ticket valid with the purchase of the three day festival ticket, starting at \$199 - the perfect opportunity to go from the stage to the slopes.

Attachment C – Scope of Work
WinterWonderGrass – Winter 2019

Note: The following attachment is a revised scope of work designating the specific scope for Event #5, WinterWonderGrass.

Public Relations and Promotions for Marquee Events

North Lake Tahoe is home to a multitude of marquee events. Well-known festivals and competitions have selected the North Shore as their venue, attracting worldwide attention in niche markets that attract our key audience personas (the Wanderlust festival attracts our wellness segment; the Spartan Race appeals to our adventure market; the WinterWonderGrass festival appeals to the experiential family segment).

In turn, The Abbi Agency has dedicated resources to promote each of these events as part of the greater North Lake Tahoe brand story. The Abbi Agency will provide public relations, social media and content services for each event listed below, creating awareness and enthusiasm for each event in the public eye. As each event is different, the promotional objective and scope of services executed for each will vary, as defined below.

Frequency

The Abbi Agency will assist with promotion for five marquee events per Fiscal Year. This will include the following:

- Spartan World Championship (2018)
- Autumn Food & Wine Festival (2018)
- Wanderlust (2019)
- No Barriers Summit (2019)
- WinterWonderGrass (2019)

For each event, The Abbi Agency will execute individual scopes, outlined below. In addition, The Abbi Agency will provide:

- 2-3 pre-event calls with the event team
- 1 recap of features and coverage, to be provided one month after the event.

Specific Event Tactics & Deliverables

5: WinterWonderGrass (2019)

Goal & Strategy: Promote North Lake Tahoe as a year-round music & culture destination; promote ticket sales and unique event offerings; encourage event attendees to explore the North Lake Tahoe region and extend their stay; engage WWG audiences in other locations (Stratton and Steamboat) to introduce them to North Lake Tahoe.

Tactics & Deliverables

Public Relations

- Develop and manage of 1 master media list and tracking sheet

- Develop of 1 event press release, in partnership with WinterWonderGrass team
- Pitch the event on local and regional level, tying in North Lake Tahoe music
- Publish event on 5-10 local/regional event listings
- Assist in arranging guest passes and accommodations for 2-3 media
- 1 staff member for 1 day of on-site event support (*Event or NLTRA to provide ticket to event)

Content

- Refresh WinterWonderGrass post from previous year
- Include WinterWonderGrass in 1-2 relevant blog and “trip ideas” posts, including one “Music in Tahoe” post
- Feature event in 1-2 newsletters

Social Media

- Series of 4 pre-event flash giveaways
- 2 pre-event social media features per channel, promoting the event and tagging/linking for more information (could include blog content promotion)
- Coordination of one influencer takeover with featured performer (TBD)
- Real-time Instagram story posting from event
- Provide WWG team with bi-weekly updates of post features

Total Budget: \$4,000

- This budget is an additional \$4,000 to the original \$12,000 highlighted in Attachment A. A total amount of \$20,000 is included within this contract.

Payment Schedule

Invoices are sent on the 1st of each month. The Abbi Agency requests invoices are please paid with 7 days of their receipt. Invoices are officially due 30 days from their receipt.

All prices may vary +/- 10%. Any deviation from the original project Scope as described in the overview in the document may result in a change in price. Should this occur, Client will be made aware of change as soon as possible. Any alterations by the Client of project specifications may result in prices changes. All additional costs exceeding the original estimate will be quoted to and approved by Client before costs are incurred.

Potential Additional Costs

- Should the client require additional services outside this Scope of Work, The Abbi Agency will provide an estimate of services for the client’s approval.
- NLTRA will cover any hard costs requested by journalists

"Consultant"

The Abbi Agency
1385 Haskell Street
Reno, Nevada 89509

"Client"

North Lake Tahoe Resort Association
PO Box 1757
Tahoe City, California 96145

These addresses and facsimile numbers may be changed by written notice to the other party, provided that no notice of a change of address shall be effective unless given according to the terms of this Section.

IN WITNESS WHEREOF, the parties agree to be bound by the terms and conditions of this Agreement as set forth herein:

"CONSULTANT"

"CLIENT"

The Abbi Agency
1385 Haskell Street
Reno, Nevada 89509

North Lake Tahoe Resort Association
PO Box 1757
Tahoe City, California 96145

By: _____

By: _____

Ty Whitaker, COO

Cindy Gustafson

Date: _____

Date: _____



MEMORANDUM

Date: October 31, 2018

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 2019 Broken Arrow Skyrace – Sponsorship Reduction

Action Requested:

Review and approval of reducing the 2019 Broken Arrow Skyrace sponsorship from \$30,000 to \$20,000 due to the event no longer being associated with the Skyrunner World Tour.

Background:

In October the Board of Directors approved a \$30,000 sponsorship with Alpenglow Mountain Racing, LLC to support the 2019 Broken Arrow Skyrace taking place at Squaw Valley, June 21 – 23, 2019.

Staff's original intention was to support the race at the \$20,000 level however we recommended utilizing an additional \$10,000 out of opportunistic funds to support the event's efforts to be a stop on the Skyrunner World Tour which would draw an international contingent. Shortly after the sponsorship was approved, the event producer let staff know he was unable solidify a place on the World Tour. (The World Tour producers hadn't realized the 52k race was a 2-loop course and they require a single loop course.)

The Tourism Development committee recommended reducing the sponsorship to \$20,000 since the event is no longer a part of the World Tour – M/S/C (Kline/Moore) (4/0/1 – Horvath abstained) at the October 23, 2018 meeting.

Fiscal Impact:

\$20,000

- \$20,000 – Cash Sponsorship

These funds are currently allocated for this event in the 18.19 Special Event Budget (Attachment A-2).

The Opportunistic Funds/New Event Development line item in the budget will return to \$33,000, the starting amount.



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2019 Broken Arrow Skyrace

Contract Summary Revised

Items in blue will be removed

Duration & Timing

- 1-Year Contract
- Event Date: June 21 – 23, 2019
- Location: Squaw Valley

Cash Sponsorship

- Currently Allocated: \$20,000 (Payment – 100% March 2019)
- Requested: \$30,000
 - Includes subsidizing the licensing fee from ISF and T&E for five (5) ISF officials

Sponsorship History

- 2018: \$15,000
- 2017: \$20,000
 - Originally a \$10,000 sponsorship and an additional \$10,000 was added to assist with a large video project and additional advertising.
- 2016: \$10,000

Growth Prospects

- Added a 10k distance and a kid's race to appeal to a wider audience and make the event more approachable to diverse ability levels.
- Requesting funding to specifically help cover a license agreement with the Skyrunner World Tour through the International Skyrunning Federation (ISF). To be an official race in the 2019 World Tour, each stop has to pay a \$9,000 licensing fee. The World Tour is a points-driven series attracting athletes from across the world to travel to each stop for qualifications purposes.
 - The Rut, another US Skyrunner World Tour stop in Montana, saw their participation grow by 100% and included runners from 40 different countries after joining the tour.
- 2018 race saw a 43% increase over 2017 (772p to 1,106p)
- 2017 race saw a 110% increase over 2016 (368p to 772p)
- Goal for 2019 is 1,500 participants (35% growth)
- Continued relationship with Solomon who had their global social team covering the 2018 race.
- Skyrunning is a rapidly growing sport and according to ISF, below are current stats of the discipline:
 - 202 official races in 18 countries
 - 50,000+ athletes participate in the official races annually
 - 65 countries represented in competitions

Key Sponsorship Terms (based on \$30,000 funding)

- NLTRA to receive
 - Prominent logo inclusion on all branding and communications
 - Brand specific social post announcing NLTRA as a premier sponsor
 - Five (5) race entries (any distance)
 - 100+ mentions over all social media outlets to highlight sponsorship (FB, Twitter, Instagram) during 10 months leading to the event

- FB: 3,108 Broken Arrow Skyrace followers/8,285 Alpenglow Sports followers
- Instagram: 3,636 Broken Arrow Skyrace followers/3,868 Alpenglow Sports followers
- Twitter: 257 Broken Arrow Skyrace followers/1,172 Alpenglow Sports followers
- 25+ Public address recognition at start/finish during pre-race meeting, race announcements, awards ceremony and after party
- Presence within Vendor Village during the 3-day event expo in The Village at Squaw Valley
- Inclusion of NLTRA logo in the Broken Arrow annual video
- Dedicated email to non-Western US states and international registrants with NLTRA desired messaging
- Logo/link on event website in a prominent location

2018 Event Recap

June 15 – 17, 2018

Funded: \$15,000

Attendance:	1,106 (participants), 1,500 – 2,000 additional attendees
Out of Town Participants:	940
Average Night Stay:	2.4
Average Economic Impact:	\$129,734
ROI:	9:1

Results:

The 2018 Broken Arrow Skyrace saw a 43% increase to participant number over 2017. New in 2018 was the 10k event and the kids race. Within the original distances (VK/26/52) they saw 32% growth in the VK category and 79% growth in the 26k category. The event had a 3-day vendor village, celebrity appearances and book signings, and the Trails in Motion Film Festival.

Stats:

- Over 1100 registered runners (1020 online, 100+ day-of)
- 64% male 36% female
- 104 10k runners
- 159 VK runners (32% growth)
- 450 26k runners (79% growth)
- 333 52k runners
- 60 youth runners
- 309 runners from 32 states (does not include CA, which was nearly 700)
- All 58 California counties represented
- 21 international runners from 12 countries
- Net promoter score of 88 (from post event survey)

2017 Event Recap

June 16 & 17, 2017

Funded: \$20,000

Attendance:	772 (participants), 1,500 – 2,000 additional attendees
Out of Town Participants:	730
Average Night Stay:	2.5
Average Economic Impact:	\$94,329
ROI:	5:1

Results:

The 2017 Broken Arrow Skyrace, part of the 2017 Altra US Skyrunning Series, saw triple digit growth in its second year with participation increasing from 368 to 772. The event collaborated with Salomon and Outside Magazine to generate

international media coverage via the online magazine and Salomon's global social team being onsite during the event. UltraRunning Magazine also published a feature article on the event in their September 2017 issue.

The majority of race participants came from California (62%) although they represented 140+ individual cities. There was also representation from 30 states with Oregon (39p), Colorado (33p), Nevada (31p), Utah (19p) and Texas (19p) being the most common. There were also international participants primarily from Mexico (13p) and Canada (12p) however New Zealand, France, Italy, Peru, and Switzerland were also represented.

The event utilized a portion of the sponsorship funds to create a video with Louder Than 11, an adventure media house to tell the story of locals Adrian Ballinger and Emily Harrington as they participated in the race. The video premiered on Outside Magazine Online on August 10, 2017, a media outlet that has over 1.8 million followers between Facebook, Instagram and Twitter.



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Conference/Group Sales Policy Update

Date: 11/7/18

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Update to Policy on South Lake Tahoe Properties within the Conference/Group Sales Program

Action Requested:

Review of policy update to the North Lake Tahoe Marketing Coop Conference/Group Sales Program

Background:

Staff has been reviewing various elements of the Conference/Group Sales program over the last quarter. This has included meeting with partner hotels and staff to understand how to best serve the needs of our partners. The outcomes of these meetings will result in recommendations to the Conference/Group Sales program at a later date, however a more immediate policy update has been identified in regard to representing South Lake Tahoe properties.

As the LTVA does not have any conference staff, North Lake Tahoe acted in good faith of the client to serve the entire region if requested by that client. However, given the rise of new properties in South Lake Tahoe such as Edgewood, it has become clear this is now impacting business in North Lake Tahoe. Staff is implementing the following policy to change this process going forward and will be making further recommendations based upon the outcomes of the meetings noted above.

Policy Update:

As of November 1st, 2018, North Lake Tahoe Marketing Coop Conference sales will no longer represent South Lake Tahoe properties in providing services of showcasing properties to groups and/or conference leads.

- Groups already booked will not be reflected in bookings nor revenue, however the current sales staff commission structure will remain in place for the groups already booked in 2018/19 as of November 1st, 2018.
- Groups/Conferences that are on the books as of November 1st, 2018 for the years 2019 and beyond will be commissionable to sales staff only if the lead is one that has come directly from North Lake Tahoe. 3rd party bookings (CVENT, HPN) or direct contact bookings that do not include a commission being paid by the South Lake Tahoe property to North Lake Tahoe will not be included in commissions to sales staff.

Fiscal Impact:

None



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MEMORANDUM

Date: 10.31.18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: October Updates

Report on Activities:

In addition to working with staff on their activities, projects and programs, I participated in the following:

- Organized and provided Local Candidates Forum
- Attended Mountain Housing Council meetings including: Advocacy Committee, ADU, STR, Vail Housing meeting
- Reviewed, requested feedback and attended TOT Ordinance Review meetings and provided testimony at Board of Supervisors meeting
- Organized dinner with George Ruther, Supervisors Uhler & Montgomery, Ron Cohen, Jennifer Merchant, Samir Tuma
- Supported Peter Greenberg video shoot
- Supported photo/video shoot with local businesses
- Attended Placer County Chaplaincy Event – 4 Supervisors and other County officials
- Met with Rob Haswell, CEO Visit Placer County
- Supported and presented at Chamber Membership Luncheon
- Attended Tahoe Prosperity Center Tahoe Economic Summit
- Attended Truckee Chamber Awards Dinner
- Reviewed materials and presented at CAP Committee Meeting
- Attended Board of Supervisors meeting in Tahoe
- Attended TMA meeting & mixer
- Attended and spoke at North Shore Trail opening
- Attended and spoke at Truckee River Trail re-opening event
- Met with Auditors and Finance Committee
- Participated in Marketing Coop and Tourism Development Committee meeting
- Attended NTBA meeting
- Participated in calls with Civitas, and Mammoth TBID CEO



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Tourism Development Report on Activities September/October 2018

PR Highlights

- 73 Media Placements = \$1,813,505 advertising value; 196,054,649 impressions
 - Travel & Leisure Mexico, USA Today, Travel & Leisure.com
- Hosted:
 - India Journalist Ashwin Rajagopalan, joint effort with South Lake Tahoe, September 2-11th
 - Australia Journalist from Body + Soul Magazine, End of September – Jaime Hooper
 - Demarco Williams – Forbes Travel Guide

Content Review

- 5 Blogs Posted
- 2 Newsletter Distributed
- Tahoe Treasures Social Media Content Campaign Launched – Monkey Rock and the Tahoe Rum Trail

Social Media Update

- 957 New followers across FB, Instagram and Twitter
- 3.6 million impressions
- 82.2k engagements

Paid Media Update

- Fall creative launched targeting families, millennials and boomers
- 3.2 million impressions
- 8,500 website visits
- 356 Book Now Conversions
- 2,642 Time on Site Conversions
- Searches related to “camping” were most likely to result in a site visit, while “horseback riding” and “boating” were strong drivers to book now clicks.

Leisure Sales Efforts

- Three co-marketing campaigns launched
 - SKIUSA + SKIBrasil
 - Expedia:
 - CANUSA, Germany
- Working with Nanhu International Travel in China on (3) itineraries
- Hosted: SkiTops Networking Mixer: North Lake Tahoe, Squaw Valley and SkiTops are teaming up to offer a networking opportunity in North Lake Tahoe. September 20th.
- Hosted: Expedia Forum: Hyatt, Incline Village. Expedia conducted a joint South Lake Tahoe & North Lake Tahoe training.
- FAMs in town:
 - Visit California UK Super FAM in October 6-8
 - RSCVA & Brand USA China Mega FAM - October 27-30th
 - Virgin Holidays, UK: November 2-3rd
 - North Lake Tahoe Winter FAM – January

VISAVUE DATA Q2:

- International Statistics Q2 (April-June)
 - \$1,190,105
 - 24.7% growth
 - Average cardholder spend: \$236.65

Top Country By Spend (\$)	Top Country by Cardholder Count (# of people)
Canada	Canada
Australia	United Kingdom
United Kingdom	Australia
China	Germany
France	China
Germany	France
Japan	Mexico
India	India
Mexico	Japan
Singapore	Switzerland

- Domestic Statistics Q2 (April-June)
 - \$97,462,918
 - 3.8% growth
 - Average cardholder spend: \$222.84

Top Markets By Spend (\$)	Top Markets by Cardholder Count (# of people)
San Francisco – Oakland	San Francisco – Oakland
Sacramento – Yolo	Sacramento – Yolo
Reno, NV	Reno, NV
Los Angeles, Riverside, CA	Los Angeles, Riverside, CA
San Diego, CA	San Diego, CA
Phoenix, AZ	Chico, CA
New York, Northern New Jersey	Stockton Lodi
Chico, CA	Seattle, Tacoma, Bremerton
Seattle, Tacoma, Bremerton	New York & Northern New Jersey
Stockton, Lodi	Las Vegas

Conference Sales

Definite Bookings:

- Verizon Wireless - September 10-12, 2018. 30 room nights and \$5,970 in room revenue at the Hyatt Lake Tahoe
- Board Game Convention - October 4-8, 2018. 24 room nights and \$5,016 in room revenue and at the Hyatt Lake Tahoe
- Prestige Global Meeting – Symposia Medicus #1497. 500 room nights and \$110,000 in room revenue at the Village at Squaw Valley
- United Healthcare Group – September 18-19, 2018. 16 room nights and 3,000 of room revenue at PlumpJack.

Events/Trade Shows Attended

- Attended the CalSAE Association Management Company Retreat at the Resort at Squaw Creek.
- Hosted 4 clients at the Autumn Food & Wine Festival at Northstar.
- Hosted the quarterly Conference Sales Committee Meeting and bi-annual Hospitality Sales Mixer at Za's Lakefront Restaurant. Roughly 25 hotel sales and marketing professionals attended.

Site Visits/Contacts

- In the month of September, staff made over 400 contacts with prospective clients.
- Arrowhead Conferences/LifeWay Christian Resources
- Institute of Makers of Explosives

Sponsored Events

- Autumn Food and Wine Festival
- Northstar Freeride Festival – 1,500 ticketed
- Tahoe Adventure Van Expo – 700 ticketed
- Tahoe City Oktoberfest – 3,000 ticketed
- Spartan World Championships – 13,265 participants and spectators

North Lake Tahoe Resort Association/Chamber of Commerce Board Report: September-October 2018

Communications Update

Website (NLTRA.org): Final stages of development and design are underway via SDBX Studios; content will be finalized week of Nov. 5. Estimated launch date: Dec. 1.

Digital Newsletter: A weekly newsletter is sent to a database of over 900 local business subscribers in California and Nevada. Content is focused on Chamber Events, Tourism Insights and Business Resources. The open rate varies between 29-32%, industry standard is 25%.

- Opportunity: continuing to organize and segment distribution lists for more targeted communications.

Social Media: Facebook is the main social media source for the NLTRA/Chamber. Content focuses on Member Events and Profiles, Chamber Events, Community Information (road advisories, fire warnings), NLTRA Awareness (what we do, departmental highlights), Hot Topics (housing, transportation) and Informational Business Resources.

- Opportunities: Winter acquisition campaign to gain more followers; re-establish the NLTRA Instagram page with a content focus on Member profiles.
- Facebook Growth: 93 new likes since May 2018 with \$0 spent towards follower acquisition.
- Facebook "Live" brings content to life, demonstrates added value to Members, and provides real-time updates for better post engagements:
 - Fire Aid Benefit Concert, Sept. 9: showcasing community collaboration. Results: Reach: 589; Engagements: 130; Views: 287.
 - Visitor Center Highlight, Oct. 4: artist of the month feature, encouraging visitation to the Tahoe City Visitor Center. Results: Reach: 672, Engagements: 122; Views: 290.
 - Candidates Forum, Oct. 8: live-stream of Candidate speeches. Results: Reach: 1,807; Engagements: 248; Views: 817.
 - IVGID Job Fair, Oct. 10: behind the scenes at the IVGID/Diamond Peak Resort Winter Job Fair. Results: Reach: 319; Engagements: 28; Views: 150.
 - Truckee River Multi-Use Trail Re-Opening, Oct. 30: highlighting a ribbon cutting and local efforts to complete the trail for visitors and locals alike. Results: Reach: 716; Engagements: 160; Views: 349.

TOT Ordinance: The NLTRA/Chamber issued multiple emails and personal calls to Lodging Partners about TOT Ordinance Revisions being made by Placer County. This was an effort to educate lodging partners on changes and provide an opportunity to give feedback.

Media Placements:

- *First Tuesday Breakfast Club in Tahoe City spotlights education*, Sierra Sun (print + digital): Aug. 31
- *NLTRA Funding and Scope of Work Approved*, Moonshine Ink (print): Sept. 12
- *North Lake Tahoe Chamber hosts candidate forum ahead of November Election*, Sierra Sun (print + digital): Oct. 3
- Photo Section, Sierra Sun (print): Oct. 26
- *North Lake Tahoe Resort Association/Chamber of Commerce Presents: Annual Membership Luncheon*, Moonshine Ink (print + digital): Oct. 11
- *What Vail Can Teach Us About Housing*, Moonshine Ink (digital): Oct. 18
- *Don Rogers: Careful what you call crisis*, Sierra Sun (print + digital): Oct. 18
- *Don Rogers: Building a full community*, Sierra Sun (print + digital): Oct. 26

Pending Placements:

- My Shot - Alexandra Schwartz, Moonshine Ink (print + digital): Nov. 8 issue
- Local Luminaries, Business Edition: ongoing column with Moonshine Ink to highlight local business leaders. The first column will be in print Nov. 8. The column is themed around Staying Power and will feature businesses that are celebrating longevity and success in North Lake Tahoe.

Membership Report

Membership Base: 391

New Members (since January 2018): 21

New Member Revenue: \$4,190

New Member Leads:

- Jim Morrison Construction
- Truckee-Tahoe Lumber
- Truckee Craft Ventures
- Sierra Insurance Associates, Inc.
- Shane Thompson, Sierra Nevada Properties

Chamber of Commerce Events & Partnerships

- Sept. 6 - Business Speaks with Jessica Morse: 17 business members and community leaders were in attendance.
- Sept. 7-8 - Autumn Food & Wine Ticket Giveaway to the Wine & Brew Walk via NLTRA Facebook Page: Excellence in Education and Pioneer Cocktail Club joined the Chamber Booth as added value to their Membership.
- Sept. 10-28 - BACC Shopping Video Production: 14 local businesses were highlighted and each of North Tahoe's business districts were featured.
- Sept. 20 – Chamber Mixer with Sierra Nevada College: over 120 people were in attendance, the goal was to connect business leaders with local students for employment and internship opportunities.
- Oct. 2 & Oct. 8 – Candidates Forum at First Tuesday Breakfast Club and North Tahoe High School: 60 people were in attendance at First Tuesday Breakfast Club; the evening forum resulted in 817 live-stream views via NLTRA/Chamber Facebook and Vimeo.
- Oct. 11 – Chamber Mixer with Granite Peak Management to celebrate 20 years in North Lake Tahoe. Over 90 people were in attendance, including 6 NLTRA Board Members.
- Oct. 17 – Membership Luncheon: focusing on achievable housing solutions for North Lake Tahoe. The Chamber facilitated travel arrangements for keynote speaker, George Ruther; worked with community partners including Moonshine Ink and Mountain Housing Council to promote the event and publicized extensively through grass roots tactics. Results:
 - Media Placements: 5
 - Ticket Sales: 79 tickets were sold (\$2,622.30 in revenue)
 - Facebook Reach: 3,872; Facebook Engagements: 198
 - Newsletter Inclusion: 13 Issues

Looking ahead:

- Nov. 15, 5-7pm – Joint Chamber Mixer with Truckee at Northstar California (bring non-perishable food items!)
- Nov. 24, 12-6pm – Welcome to Winter at Squaw Valley
- Nov. 30, 5-9pm – Holiday Faire at North Tahoe Event Center
- Dec. 1, 10am-2pm – Holiday Faire at North Tahoe Event Center
- Dec. 7, 5-7pm – Joint Chamber Mixer with Incline Village at Raley's Shopping Center (accepting Toys for Tots donations!)
- Dec. 10, 9am-12pm – Business Seminar in conjunction with Sierra Nevada College

North Lake Tahoe Visitor Information Center Visitor Report: September 2018

VISITORS SERVED:

Aug. 2018

Total TC Walk-ins: 6,420
Total Phone Calls: 312
Kings Beach: 4,585

Sept. 2017

Total TC Walk-ins: 5,012
Total Phone Calls: 188
Kings Beach: 979

Sept. 2018

Total TC Walk-ins: 4,293
Total Phone Calls: 173
Kings Beach: 795

VISITOR REFERRALS:

Restaurants 784	Lodging 207	Historic / Museum 313	Events 247
Tours 242	Surrounding Towns (SLT / Truckee) 192	Shopping 257	Transportation 118
Real Estate 12	Activities Mountain/Trails 733	Activities – Lake 644	Maps / Directions 1,441

TOTAL: 5,190 = 173 referrals per day

Visitor Surveys Gathered: 13

Guest Book Signatures – Total Collected: 140

- Domestic Visitation: MI, TX, FL, VA, CA, NY, IN, AL, NC, NE, TN, NV, NJ, ID, OR, WI, AK, RI, WA, MN, NM, PA, IL, KY, OK, AZ, SC, MA, MO, GA, KS, HI, LA
- International Visitation included: Armenia, Albania, Edmonton Canada, New Zealand, Norfolk England, Switzerland, Jakarta Indonesia, Spain, Taipei Taiwan, Norway, Slovakia, Scotland, Alberta Canada, Ottawa Canada and Poland

September 2018 Highlights:

- Sales Report: Visitor Center sales are up 38.57% over September 2017
- Special Events attended: Farmers Market in Tahoe City, Autumn Food and Wine, Freeride Festival and Spartan World Championships



north lake tahoe

Chamber | CVB | Resort Association

North Lake Tahoe Visitor Information Center

Visitor Report: October 2018

VISITORS SERVED:

Sept. 2018

Total TC Walk-ins: 4,293

Total Phone Calls: 173

Kings Beach: 795

Oct. 2017

Total TC Walk-ins: 3,317

Total Phone Calls: 154

Kings Beach: N/A

Oct. 2018

Total TC Walk-ins: 3,077

Total Phone Calls: 172

Kings Beach: N/A

VISITORS REFERRALS:

Restaurants	Lodging	Historic / Museum	Events
526	93	175	34
Tours	Surrounding Towns (SLT / Truckee)	Shopping	Transportation
87	112	93	21
Real Estate	Activities Mountain/Trails	Activities – Lake	Maps / Directions
7	542	157	740

TOTAL: 2,587 = 83 referrals per day

Visitor Surveys Gathered: 0

Guest Book Signatures – Total Collected: 127

- Domestic Visitation: MO, CA, NC, NJ, FL, SC, OR, TX, RI, ME, KY, NV, IL, MD, NY, OH, IL, NE, HI, LA, MI, AZ, WA, MN, ID, TN, PA, OK, AL, WV, KS, UT, CT
- International Visitation: Italy, Scotland, Germany, Baths England, Leek England, Israel and Poland

October 2018 Highlights:

- Sales Report: Visitor Center sales are up 42% over October 2017
- Special Events attended: Farmers Market in Tahoe City, open late for Halloween Trick-or-Treaters



MEMORANDUM

Date: October 31, 2018

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 2019 Spartan World Championships Sponsorship Contract

Action Requested:

Review and approval of a 2019 Spartan World Championships sponsorship taking place at Squaw Valley September 28 – 29, 2019. The NLTRA would sponsor the event with a \$250,000 sponsorship to be the official host of the 2019 Spartan Race World Championships.

Background:

In the 2018 Spartan World Championship sponsorship contract, North Lake Tahoe was guaranteed exclusive right of first refusal regarding sponsorship for the 2019 event. The NLTRA has sponsored this event for two years – 2017 and 2018. Squaw Valley is currently in a multi-year agreement with Spartan through 2019 which is contingent on the NLTRA sponsorship.

To comply with the contractual timelines, the Tourism Development Committee would need to approve a 2019 sponsorship no later than the October 2018 meeting to allow time for it to be approved by the Board of Directors at the November 2018 meeting.

The Tourism Development committee approved the sponsorship for \$250,000 - M/S/C (Moore/Kline) (3/0/2 – Horvath & Jackson abstained) at the October 23, 2018 meeting.

Fiscal Impact:

World Championship Sponsorship

- \$250,000 - Cash Sponsorship
- \$4,000 – The Abbi Agency, Event Scope of Work

These funds will come out of the 19.20 fiscal year budget. In the event of reduced funding from Placer County for the 19.20 fiscal year, the designated marketing reserve currently has a balance of \$275,754.74.

2018 Spartan World Championships

Event Recap

Squaw Valley, September 20 & 30, 2018

Funded: \$250,000

Participant ROI

Attendance:	13,995 (includes racers, kids, registered spectators, volunteers)
Participants:	10,265 (9,348 adults, 917 kids)
Out of Town Participants:	7,085 (adult racers that came from 200+ miles away) <i>* Note: An additional 752 racers came from 100-200 miles away)</i>
Average Night Stay:	2.3
Average Economic Impact:	\$2,197,596
ROI:	9:1

Event Results

- 2,600 people attended the Friday night activities
- 971 kid racers (25% increase from 2017)

Marketing & PR Results

Pre-Race Marketing

- 420,000 Unique Event Page Views
- 1,060,681 Digital Advertising Impressions
- 19,900,000 Social Advertising Impressions

Event Weekend Reach

- 66,000,000 Social Media Reach
- 733,000 Interactions
- 4,791 Mentions
- 4,900,000 PR Impressions
- Most Active Locations on Social Media
 - USA (#1) – 5.2M social media reach
 - Canada (#2) – 10,939 social media reach
 - Mexico (#3) – 29,107 social media reach
 - Australia (#7) – 4,368 social media reach
 - United Kingdom (#8) – 7,022 social media reach

Live Stream

- Over 12.7M live stream viewers within a week of the event
 - Individual Race
 - Live: 1.9M impressions, 362k views, 27k engagements
 - 9/29 – 10/6: 9M impressions, 6.1M views
 - 160% increase in viewership over the North American Championships in West Virginia
 - Team Race
 - Live: 323k impressions, 79k views, 7k engagements
 - 9/30 – 10/7: 10.2M impressions, 6.6M views

Television

- Two (2) 1-hour Spartan shows will air on ESPN – Individual World Championships & Team World Championships
 - ESPN Viewership – 215,000 VPM
 - Air Times: December 2018

Public Relations

- 60 placements, 4.59M circulation (print/online), 3.9M impressions (print/online)

Growth Prospects

- The event will always be limited by course capacity
- 2019 will feature a trail run component
 - Cap would be at 1,000 participants the first year
- Spartan is continuing to expand their international markets which would feed into the World Championship event
- Spartan is in discussions regarding making OCR and Olympic event in 2020
- Exploring possibility of having the Elite racers run on Sunday vs. Saturday
 - Would move amateur racers to Saturday to create private course for the elite athletes
 - Hope is this would encourage spectators to stay on Sunday to watch

Spartan Comments

- Squaw Valley | Alpine Meadows is in a multi-year agreement with Spartan through 2019
 - Contingent on the NLTRA Sponsorship



WORLD CHAMPIONSHIP POST EVENT RECAP





REGISTRATION

WORLD CHAMPIONSHIP SPARTAN RACE ATTRACTED

9,348 Adult racers

917 Kid racers

3,000 Spectators

730 Volunteers

TOURISM HIGHLIGHTS

5,731 racers traveled over 100 miles

2,190 racers traveled over 200 miles

1,967 racers traveled over 300 miles

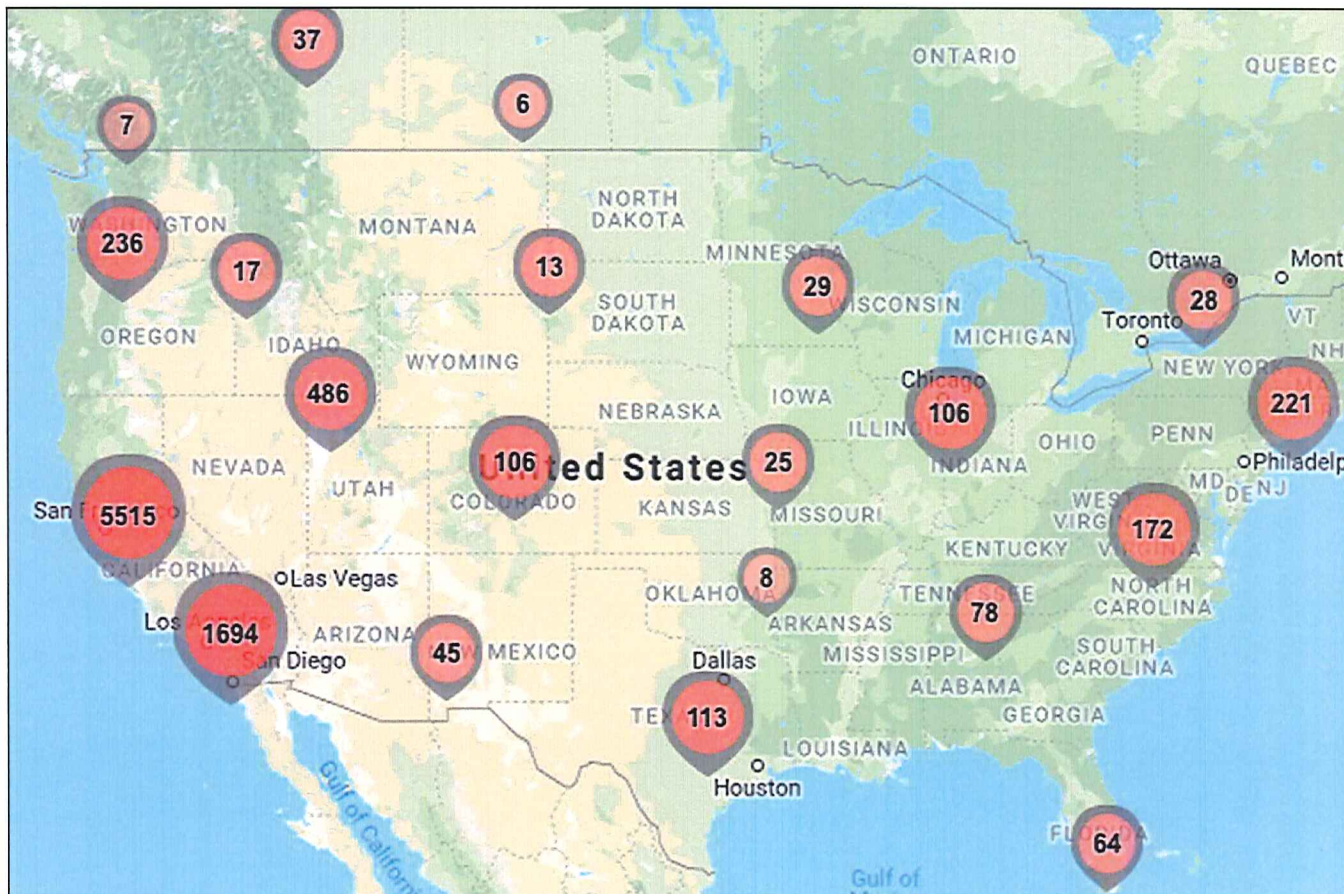
1,354 racers traveled over 500 miles

** These stats DO NOT account for spectators/Kids

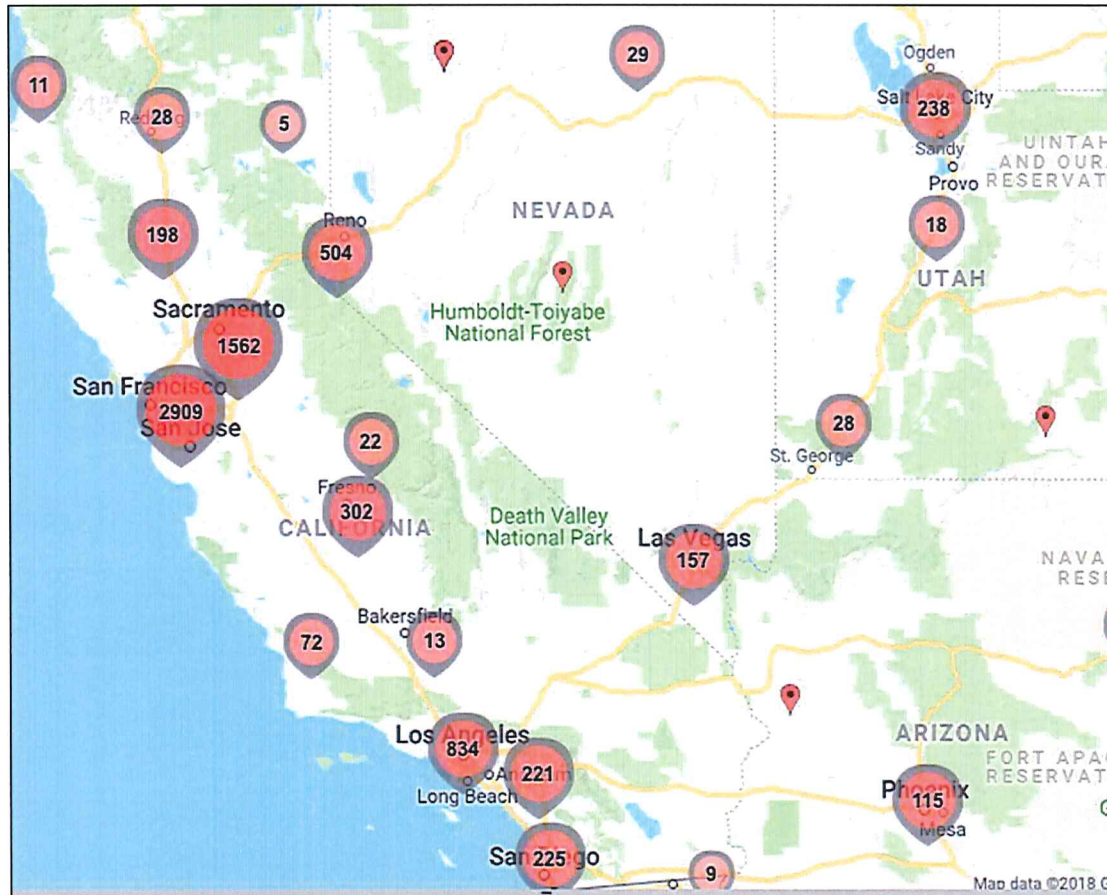
FRIDAY NIGHT OPEN HOUSE

2,600 Attended Friday night activities

Category	Sub-Category	Lake Tahoe Spartan Beast 2018	Lake Tahoe Spartan Ultra Beast 2018
Miles Traveled	25 Miles	163	1
	50 Miles	380	16
	75 Miles	583	21
	100 Miles	731	21
	200 Miles	3,397	144
	300 Miles	209	14
	400 Miles	1,031	172
	500 Miles	658	106
	Over 500 Miles	1,176	178
	Int/Error	325	22
Age Groups	20<	910	7
	20-24	558	25
	25-29	1,412	124
	30-34	1,635	133
	35-39	1,626	175
	40-44	1,190	117
	45-49	749	76
	50-54	351	28
	55-59	170	9
	60-64	36	0
	65-70	12	1
	70>	4	0
	Error	0	0
Gender	M	5,779	576
	F	2,874	119
Grand Total		8,653	695



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#SPARTANTWC STATS

SOCIAL MEDIA REACH EVENT WEEKEND

66,000,000 REACH 733,000 INTERACTIONS 4791 MENTIONS

4 791 RESULTS	4 768 SOCIAL MEDIA RESULTS	23 RESULTS BEYOND SOCIAL MEDIA
65 758 707 ESTIMATED SOCIAL MEDIA REACH	733 132 SOCIAL MEDIA INTERACTIONS	445 SOCIAL MEDIA SHARES
707 508 SOCIAL MEDIA LIKES	25 179 SOCIAL MEDIA COMMENTS	2 725 ^(94.0) POSITIVE MENTIONS

The most influential profiles			The most influential sites		
	Spartan	★ 78.7% VOICE SHARE		51 M INFLUENCE	
	spartan	★ 9.5% VOICE SHARE		6.2 M INFLUENCE	
	SpartanRace	★ 2.0% VOICE SHARE		1.3 M INFLUENCE	
	spartanproteam	★ 1.3% VOICE SHARE		823 K INFLUENCE	
	24hourfitness	★ 0.7% VOICE SHARE		476 K INFLUENCE	

Most active locations			
1	United States		2402 TOTAL RESULTS 5.2 M SOCIAL MEDIA REACH
2	Canada		62 TOTAL RESULTS 10939 SOCIAL MEDIA REACH
3	Mexico		50 TOTAL RESULTS 29107 SOCIAL MEDIA REACH
4	Spain		18 TOTAL RESULTS 15158 SOCIAL MEDIA REACH
5	United Arab Emirates		16 TOTAL RESULTS 20157 SOCIAL MEDIA REACH
6	Italy		14 TOTAL RESULTS 31721 SOCIAL MEDIA REACH
7	Australia		14 TOTAL RESULTS 4368 SOCIAL MEDIA REACH
8	United Kingdom		14 TOTAL RESULTS 7022 SOCIAL MEDIA REACH

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TAHOE INDIVIDUAL WORLD CHAMPIONSHIP (9/29)

	Live Race	Compared to N. America Champ	Live Award Show
Reach	1,573,036	+89%	2,997
Views	362,591	+160%	1,538
Peak Live Views	5,599	+99%	154
Hours Watched	16,844	+198%	47
AVG Time Watched SRL Page	:57	+16%	1:04
Engagement	27,634	+255%	136

← Peak Live Viewers ▾ **5,599**

03:48:00 Broadcast

Viewers During Live Broadcast ⓘ



7:00a PT 7:57a PT 8:45a PT 9:51a PT 10:48a PT

	Live	Weekend	Week
Race Impressions	1,959,349	7,197,989	9,076,187
Race Views	362,591	1,279,955	6,117,076
Award Show Impressions	4,172	13,434	14,417
Award Show Views	1,538	5,076	10,314

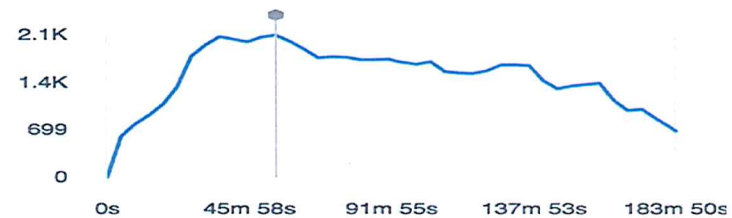
TAHOE TEAM WORLD CHAMPIONSHIP (9/30)

	Live Race	Compared to N. American Champ	Live Award Show
Reach	292,714	N/A	3,854
Views	79,060	N/A	1,531
Peak Live Views	2,098	N/A	91
Hours Watched	4,955	N/A	38
AVG Time Watched SRL Page	1:00	N/A	0:48
Engagement	7,659	N/A	119

← Peak Live Viewers ▾ **2,098**

03:03:50 Broadcast

Viewers During Live Broadcast



7:00a PT 7:46a PT 8:32a PT 9:14a PT 10:04a PT

	Live	Weekend	Week
Race Impressions	323,167	5,903,926	10,273,528
Race Views	79,060	694,829	6,646,583
Award Show Impressions	4,793	11,761	12,277
Award Show Views	1,531	3,961	8,625

PRE-RACE MARKETING

420,000 Unique Event Page View
1,060,681 Digital Advertising Impressions
19,900,000 Social Advertising Impressions

EVENT WEEKEND REACH

66,000,000 Social Media Reach
733,000 Interactions
4,900,000 PR Impressions

Total **93,013,681** Reach/Impressions





Please describe your accommodations for this event.

Answered: 557 Skipped: 7

ANSWER CHOICES	RESPONSES	
Did not stay overnight	10.41%	58
Hotel / motel	37.88%	211
Condo	5.39%	30
Bed & Breakfast	0.36%	2
Vacation home rental (Air B&B, VRBO, Homeaway, etc.)	31.42%	175
In a second home / vacation unit	2.87%	16
With friends / family who live in the area	5.57%	31
Tent / RV / camping	3.05%	17
Other (please specify)	3.05%	17
TOTAL		557



How many nights in total did you stay in the area on your trip?

Answered: 553 Skipped: 11

ANSWER CHOICES	RESPONSES	
None	11.03%	61
1	11.75%	65
2	41.05%	227
3	20.61%	114
4	9.22%	51
5	3.25%	18
6 or more	3.07%	17
TOTAL		553



How many people were with you in your immediate travel party (including yourself)?

Answered: 554 Skipped: 10

ANSWER CHOICES	RESPONSES	
1 (by myself)	15.52%	86
2	26.35%	146
3	18.59%	103
4	13.54%	75
5	6.86%	38
6 or more	19.13%	106
TOTAL		554

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THANK YOU

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Spartan Race World Championship Lake Tahoe | Event Comm Report | as of October 9, 2018

Date	Medium	Outlet	Market	Headline	Circ.	Imp.
1/24	Online	Mud Run Guide	U.S.	Spartan Returns to Tahoe for 2018 Spartan World Championships	0	52,353
1/25	Online	Lake Tahoe News	U.S.	Snippets about Lake Tahoe	0	48,797
2/4	National	Weekly Online	Tahoe City, Ca	Tahoe hosts Spartan World Championship	0	10,644
3/7	Online	Weekly Online	Tahoe City, Ca	Outdoor Events	0	10,644
3/21	Online	Weekly Online	Tahoe City, Ca	Outdoor Events	0	10,644
4/4	Online	Weekly Online	Tahoe City, Ca	Outdoor Events	0	10,644
5/1	Online	Travel + Leisure Online	New York, NY	These Adventures Runs Are the Best Way to See the World on Foot	0	3,164,163
5/21	Online	Mud Run Guide	U.S.	Spartan Mixes it up for 2018 Team World Championship	0	52,353
8/8	Online	BAYSIDE BULLETIN/REDLAND TIMES	Intl. - Australia	Alex Hills woman does burpees to raise money to get to Spartan championships	0	13,642
8/21	None	Geelong Advertiser Online	Intl. - Australia	Tough mother's Spartan quest	0	168,671
8/23	Online	www.dzone.nl	Intl. - Netherlands	The Journey from ITSM to DevOps Begins With Willingness to Fail	0	280,935
8/25	None	www.dzone.nl	Intl. - Netherlands	The Journey from ITSM to DevOps Begins With Willingness to Fail	0	280,935
8/29	Online	Weekly Online	Tahoe City, Ca	Aug 30 to Sept. 5 Tahoe summer is far from over	0	10,644
9/14	Online	Mud Run Guide	U.S.	September 7 - 13, 2018	0	52,353
9/23	Online	AVA 360	Intl.	'Fox & Friends' takes on the Spartan Race	0	
9/23	Online	Att net	U.S.	'Fox & Friends' takes on the Spartan Race	0	
9/23	Online	Centralcharts (ES)	Intl.	'Fox & Friends' takes on the Spartan Race	0	
9/23	Broadcast	FOX and Friends Sunday - FOX News Channel	New York, NY	FOX and Friends Sunday	1,178,326	
9/23	Broadcast	FOX and Friends Sunday - FOX News Channel	New York, NY	FOX and Friends Sunday	1,178,326	
9/23	Broadcast	FOX and Friends Sunday - FOX News Channel	New York, NY	FOX and Friends Sunday	1,178,326	
9/23	Broadcast	FOX and Friends Sunday - FOX News Channel	New York, NY	FOX and Friends Sunday	1,051,029	
9/25	Online	Praticante Online	Intl. - Portugal	Antevisão do Campeonato do Mundo Spartan Race	0	
9/26	Online	Weekly Online	Tahoe City, Ca	These races are not spartan	0	10,644
9/26	Online	Obstacle Racing Media	U.S.	2018 Spartan Race World Championship Predictions - Women	0	25,698
9/26	Online	Obstacle Racing Media	U.S.	2018 Spartan Race World Championship Predictions - Men	0	25,698
9/27	Online	Various Outlets including Vancouver Sun	Intl. - Canada	Two Canadians plan to lock themselves in dark shipping containers and run as far as they can in 24 hours	0	10,481,779
9/27	Online	Southside Times Online	Indianapolis, IN	Running on faith - Southside Times	0	12,073
9/27	Online	South China Morning Post	Intl. - China	What's in store for Hong Kong at Spartan World Championship	0	2,987,229
9/28	Online	Nación	Intl. - Costa Rica	Tico correr durante 24 horas con obstáculos	0	
9/28	Online	Weekly Online	Tahoe City, Ca	These races are not spartan	0	10,644
9/28	Online	Nación	Intl. - Costa Rica	Correr con obstáculos durante 24 horas es el desafío de un tico en Islandia	0	
9/28	Online	Mud Run Guide	U.S.	Spartan Kicks off 2018 World Championship Events in Tahoe	0	52,353
9/28	Online	Hungry Runner Girl, The	San Jose, CA	That Was Weird, Something New I'm Trying & Friday Favorites!	0	129,488
9/28	Online	Hungry Runner Girl, The	San Jose, CA	That Was Weird, Something New I'm Trying & Friday Favorites!	0	129,488
9/28	Online	USA Shafaqa	U.S.	what obstacles must competitors face in Lake Tahoe?	0	2,783,787
9/28	Online	South China Morning Post	Intl. - China	What obstacles will be at the Spartan World Championship 2018?	0	2,987,229
9/29	Online	Sierra Sun - Online	Truckee, CA	Spartan World Championship brings world's best to Squaw	0	151,272
9/29	Online	Traficomagazine	Intl. - Spain	North Lake Tahoe destino sorprendente las cuatro	0	
9/29	Online	Tahoe Daily Tribune Online	South Lake Tahoe, CA	Spartan World Championship brings world's best to Squaw	0	72,615
9/30	Broadcast	Channel 3 Eyewitness News Weekend - KIDK-TV	Idaho Falls, ID	Channel 3 Eyewitness News	2,358	
9/30	Broadcast	Local News at 10pm Sunday - KIFI-TV	Idaho Falls, ID	Local News 8 at 10	5,147	
9/30	Online	Mud Run Guide	U.S.	Albon and Webster Crowned 2018 Spartan World Champions	0	52,353
10/1	Online	Various Outlets including TheStreet	U.S.	2018 Spartan World Championship Powered By Rakuten Drew The Best Endurance Athletes In The World To North Lake Tahoe, CA	0	51,790,685
10/1	Online	Various Outlets including MSN Canada	Canada	De son lit d'hôpital au Championnat du monde de Spartan Race : la course de Nicolas Villeneuve	0	21,539
10/1	Online	Various Outlets including Tahoo News Taiwan	Taiwan	鐘磑跑》斯巴達陣磑跑世磑賽 台灣勇士讓全世界都看見台灣精神 運動 - Yahoo奇摩行動版	0	297,868
10/1	Online	Mud Run Guide	U.S.	Canada Dominates on Day 2 of the Spartan World Championship Weekend	0	52,353
10/2	Online	Various Outlets including Tahoo News Taiwan	Taiwan	斯巴達陣磑跑世磑賽落幕 台灣勇士展現超猛意志力 蘋果日報	0	0
10/2	Online	ICI Radio-Canada Première - En ligne	Montreal, Canada	le parcours de Nicolas Villeneuve	0	21,536
10/2	Online	Canadian Running Online	Toronto, Canada	Canadians run 24 hours in sensory deprivation on Spartan Worlds site - Canadian Running Magazine	0	170,278
10/2	Online	Various Outlets including AZ Republic	Toronto	2018 Spartan World Championship Powered by Rakuten Drew the Best Endurance Athletes in the World to North Lake Tahoe, CA	0	16,391,540
10/2	Online	Billings Gazette Online	Billings, MT	Billings athlete wins age group at Spartan World Championship	0	854,409
10/2	Online	Obstacle Racing Media	U.S.	Spartan Race - Lake Tahoe - World Championships 2018	0	25,698
10/3	Online	Various Outlets	Taiwan	斯巴達陣磑跑世磑賽 林沿佐披國旗讓台灣被世界看見 ETtoday運動雲	0	10,889,134
10/3	Online	Mud Run Guide	U.S.	2018 Spartan World Championships - Lake Tahoe, CA	0	52,353
10/3	Online	Shape Online	New York, NY	Spina Bifida Hasn't Stopped This Woman from Running Half Marathons and Crushing Spartan Races	0	3,513,336
10/3	Online	Bravo Online	New York, NY	Eddie Judge Just Set a New Goal For Himself In the Wake of His Health Issues	0	8,955,678
10/5	Online	Mud Run Guide	U.S.	Sept. 28 - Oct. 4	0	52,353
10/6	Online	Obstacle Racing Media	U.S.	Spartan Race - Lake Tahoe - World Championships 2018	0	25,698
10/8	Online	Various Outlets	Germany	Ostthüringer Zeitung - Saalfeld	0	1,433
10/8	Online	La Petite Nation	Canada	Le spartiate de Saint-Sixte	0	28,046
TOTAL CIRCULATION (PRINT/ONLINE)					4,593,512	
TOTAL IMPRESSIONS (PRINT/ONLINE)					3,907,457	

2017 Spartan World Championships

Event Recap

Squaw Valley, September 30 & October 1, 2017

Funded: \$250,000

Participant ROI

Attendance: 10,656 racers (does not include staff, VIP, media, etc.)
Out of Town Participants: 8,625 (racers that came from 200+ miles away)
Average Night Stay: 2.2

Average Economic Impact: \$2,279,711
ROI: 9:1

Spartan Organization Economic Impact

Staff/VIP Lodging: \$232,516
Staff/VIP Hospitality/Meals: \$72,000
Hired Services: \$9,000
Rentals: \$114,000
Build Supplies: \$33,000
TOTAL Organizational Spend: \$460,516

Results

- Over 1.5M views tuned into the Live Stream
- Earned Media Metrics: 100 total placements, 6.8M media impressions, 3.5M social impressions
- Organic Social: 4,373 avg. social engagement/post, 89,287 avg. social reach/post, 7,875 avg. social video views/post
 - Shared NLT posts/blogs/luminaries videos throughout months leading up to event
- Racers by Location/Zip Code
 - California: 7,524
 - Bay Area: 4,653
 - Southern California: 1,710
 - Texas: 173
 - Dallas: 62
 - San Antonio/Austin: 55
 - Houston: 40
 - Washington: 155
 - Oregon: 89
 - Tristate Region (NYC): 148
 - Atlanta: 21
- Survey Results:
 - 68% said they'd do this Spartan Race again
 - 54% said they were extremely likely to return to North Lake Tahoe
 - 31% said they were likely to return to North Lake Tahoe
- 82% of WC participants were new to the race, 18% were returning

North Lake Tahoe Resort Association - Sponsored Events
ROI Calculator

16.17 FY

17.18 FY

Event	Date	Total Participants	Avg. Per Party	Total Attendance	Out of Town Visitors	Lodged in Houses/ Hotels/Etc.	Placer County	Visitors Contributing to TOT	Average Night Stay	Room Nights Generated	Avg. Spend/ Person/Day	Avg. EI - Participants	Sponsorship/ Grant Funding	Economic Impact ROI on Funding	Media Coverage/ Reach
2016															
Experience Our State Parks Events	Jan - March	205			40%	50%	50%	21	1.5		\$230	\$7,073	\$3,000	2	R
Tough Mudder	6/9 - 6/10	11,630	4.5		78%	82%	36%	2,678	2.8		\$230	\$1,724,553	\$50,000	34	N
NLT Summit Lacrosse	6/17 - 6/19	2,400	2.0		100%	70%	50%	840	2.5		\$230	\$483,000	\$5,000	97	N
Lake Tahoe Music Festival	9/16	943			3%	50%	50%	14	2		\$230	\$6,507	\$3,000	2	R
Copa de las Sierras	9/1 - 9/3	6,360			92%	70%	70%	4,096	3	300	\$230	\$2,826,130	\$3,000	942	R
Tahoe Vista Paddlefest	September	1,200	2.0		17%	70%	70%	143	2		\$230	\$65,688	\$4,000	16	R
Lake Tahoe Autumn Food & Wine Festival	9/9 - 9/11	2,500	3.6		67%	47%	70%	792	3.1		\$230	\$564,773	\$30,000	19	R
Tahoe City Oktoberfest	10/1	2,000			76%	54%		812	2		\$230	\$373,494	\$1,500	249	R
Spartan World Champs	10/1 - 10/2	11,104	3.4		83%	73%	50%	3,359	2.3		\$230	\$1,776,930	\$210,000	8	I
Lake Tahoe Dance Collective		1,139			58%	50%	50%	165	1.5		\$230	\$56,978	\$5,000	11	
Lake Tahoe Women's Wellness Weekend	November	75						39	1	39	\$230	\$8,970	\$4,000	2	R
2017															
Audi FIS Ski World Cup Women's Race	3/9 - 3/11	18,000	3.2		57%	62%	78%	4,962	3.1		\$230	\$3,537,718	\$30,000	118	I
WinterWonderGrass Tahoe	3/31 - 4/2	4,608	4.6		82%	54%	75%	1,530	3.1	990	\$230	\$1,091,116	\$15,000	73	N
Squaw Valley Half & 8 Miler (BBA)	6/11	400			48%	31%	50%	62	1.7		\$230	\$24,242	\$10,500	2	R
No Barriers	June	825	1.0		80%	80%	80%	422	3	997	\$230	\$291,456	\$8,000	36	I
North Lake Tahoe Summit Classic	6/14 - 6/16	4,747	3.0		100%	70%	50%	1,661	2.5		\$230	\$955,334	\$5,000	191	N
Broken Arrow Skyrace	6/16 - 6/17	772	2.5		85%	50%	50%	164	2.5		\$230	\$94,329	\$20,000	5	I
Tahoe City Wine Walk	6/17	780	2.0		37%	67%	41%	80	1		\$230	\$18,323	\$2,000	9	R
Burton Creek Trail Running Festival	6/18	201	2.0		71%	50%	50%	36	1.5		\$230	\$12,309	\$6,500	2	R - West Coast
XTERRA Tahoe City Triathlon	6/24	240	2.0		85%	50%	50%	51	1.5		\$230	\$17,595	\$8,500	2	R - West Coast
Tahoe Trail 100	7/13							0			\$230	\$0	\$5,000	0	
Wanderlust Squaw Valley	7/20 - 7/24	11,421			70%	66%	50%	2,638	2.5		\$230	\$1,516,994	\$30,000	51	N
Squaw Mountain Run	7/29	400			57%	33%	50%	37	2.6		\$230	\$22,302	\$2,500	9	R
Lake Tahoe Music Festival	8/15 - 8/20	1,200						0			\$230	\$0	\$5,000	0	
Tahoe City Oktoberfest	9/30	2,800	2.0		34%	52%	48%	238	1.5		\$230	\$82,136	\$2,000	41	R
Lake Tahoe Autumn Food & Wine Festival	9/8 - 9/10	2,200	3.6	2,200	67%	47%	70%	489	3.1		\$230	\$348,496	\$30,000	12	R
Tahoe Vista Paddlefest	9/9 - 9/10	725			68%	50%	70%	173	2		\$230	\$79,373	\$10,000	8	I
Spartan World Champs - Participants	9/30 - 10/1	10,656	3.4	36,444	81%	73%	71%	4,505	2.2		\$230	\$2,279,711	\$250,000	9	I
Spartan World Champs - Participants/Staff	9/30 - 10/1											\$2,740,227	\$250,000	11	I
The Great Trail Race	10/8	280			61%	50%	50%	43	1.5		\$230	\$14,732	\$12,500	1	R
Copa de las Sierras											\$230				
Lake Tahoe Dance Collective								0			\$230	\$0	\$5,000	0	
2018															
NASTAR National Championships	3/21 - 3/25	900	2.8	2,520	96%	91%	84%	660	4.9		\$230	\$744,318	\$5,000	149	N
WinterWonderGrass Tahoe	4/6 - 4/8	4,900		2,152	83%	56%	75%	1,708	3.1		\$230	\$1,217,904	\$15,000	81	N
Tahoe Cup Paddle Series	5/26, 7/21, 8/25, 9/15	250	1.5	375	40%	50%	70%	35	1.5		\$230	\$12,075	\$4,000	3	R
Hot August Nights Show-N-Shine	6/9	500	1.5	750	40%	50%	50%	50	1.5		\$230	\$17,250	\$10,000	2	R
Tough Mudder	6/9 - 6/10	6,993	4.6	32,168	87%	74%	33%	1,486	2.6	125	\$230	\$888,443	\$40,000	22	N
Broken Arrow Skyrace	6/15 - 6/17	1,106	1.5	1,659	85%	50%	50%	235	2.4		\$230	\$129,734	\$15,000	9	I
Lake Tahoe Summit Classic Lacrosse	6/15 - 6/17	4,858		4,858	87%	70%	50%	1,479	2.5		\$230	\$850,575	\$5,000	170	N

Tahoe City Food & Wine Classic - Ticketed	6/16	970	3.9		27%	41%	71%	76	2.8		\$230	\$49,098	\$5,000	10	R
Tahoe City Food & Wine Classic - Attendees	6/16	1,200		1,200	27%	41%	71%	94	2.8		\$230	\$60,740	\$5,000	12	R
Kids Adventure Games - Participants	6/22 - 6/24	650	3.7	2,405	30%	70%	50%	68	2	358	\$230	\$31,395	\$5,000	6	R
Wanderlust Squaw Valley	7/19 - 7/22	9,131	1.2	10,957	70%	66%	50%	2,109	2.5		\$230	\$1,212,825	\$30,000	40	N
Big Bluegrass	7/27	279	1.0	279	64%	50%	50%	45	1.5		\$230	\$15,401	\$1,000	15	R
Lake Tahoe Music Festival	8/22 - 8/26	1,030	1.0	1,030	54%	22%	50%	61	2		\$230	\$28,144	\$5,750	5	R
Northstar Free-Ride Festival	9/13 - 9/17	1,500	1.2	1,800	50%	70%	50%	263	2		\$230	\$120,750	\$15,000	8	N
Tahoe Adventure Van Expo	9/15	700	1.0	700	50%	70%	50%	123	2		\$230	\$56,350	\$2,000	28	R
Tahoe City Oktoberfest	9/29	3,000	1.0	3,000	34%	52%	48%	255	1.5		\$230	\$87,834	\$2,000	44	R
Big Blue Adventure Race Series	Summer 2018	2,500		0	60%	50%	50%	375	1.5		\$230	\$129,375	\$35,000	4	R
Spartan World Champs - Participants	9/29 - 9/30	10,265	3.3		76%	75%	71%	4,154	2.3		\$230	\$2,197,596	\$250,000	9	I
Spartan World Champs - Part/Spectator	9/29 - 9/30	13,265	3.3		76%	75%	71%	5,386	2.3		\$230	\$2,849,454	\$250,000	11	I
Spartan World Champs - including vol	9/29 - 9/30	13,995													I

Estimates

Formulas

Visitors Contributing to TOT
Average Economic Impact
ROI

= (((Total Attendance * OOT Visitors) * Lodged in Hotels) * Placer County)
= (Visitors Contributing to TOT * Average Night Stay) * Avg. Spend
= Avg Economic Impact/Sponsorship Funds

Media Coverage Key

- (I) International
- (N) National
- (R) Regional
- (L) Local

2019 Spartan World Championships

Contract Summary

Duration & Timing

- 1-Year Contract (September 2019 Event)
- Event Date: September 28 & 29, 2019
- Location: Squaw Valley

Cash Sponsorship

- \$250,000 (Payment – 100% July 2019 – 19.20 FY)
 - 49% of annual NLTRA event sponsorship budget (at current level of \$513,225)

Key Sponsorship Terms

- NLTRA to receive
 - Designation as host of the “Spartan Race World Championship”
 - Email marketing to entire Spartan database, social media posts, website and collateral
 - Online/Social Media Promotion
 - Inclusion in social media posts, email blasts and blog posts relating to the event.
 - Collaborative efforts to promote NLT and NLT activities via
 - Event course map inclusion
 - Social media promotion (at least):
 - 5 destination specific posts, 10 likes, 10 shares, 10 re-tweets, 10 reposts
 - At least one (1) event-related email blast
 - Distribution of travel guides and “things to do” collateral
 - TV Promotion – ESPN
 - One (1) 15-second spot during original broadcast of five (5) US Championship Race broadcasts (Dates & Locations TBD)
 - Two (2) 15-second spots during event broadcast (December 2019)
 - One (1) 30-second organic segment highlighting destination during event broadcast
 - Live Stream Promotion
 - Pre-Show “brought to you by”
 - Race Clock logo/destination integration
 - Lodging Promotion
 - Direct link from Spartan site to participating NLT lodging properties via microsite.
 - On-Site Promotion
 - Inclusion in step and repeat media wall
 - 20’x20’ booth space
 - Four (4) to eight (8) barrier jackets onsite
 - Thirty (30) race entries

Additional Information

- Our 2019 contract states:

Spartan hereby grants to NLTRA an exclusive right of first refusal regarding sponsorship of the 2020 Event. Spartan shall provide NLTRA with a 2019 Event recap and 2020 Event sponsorship proposal by October 16, 2019. NLTRA shall, in good faith, entertain such sponsorship proposals from Spartan. Should NLTRA and Spartan agree to any such renewal of the sponsorship relationship, such renewal proposal shall be accepted by NLTRA by November 16, 2019.
- Squaw Valley is currently in a 3-year contract with Spartan through the 2019 Event.

Special Event/Sponsorship Budget
July 2018 - June 2019

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Forecast Month	Actual Month	Remaining	Notes	Account Code
Sponsorships								
2018 Spartan World Championships	\$254,500	\$254,000	\$0			\$500	Approved	6421-06
Cash Sponsorship	\$250,000	\$250,000		July	July		7/1 check request submitted	
The Abbi Agency	\$4,000	\$4,000		October	October		10/2 check request submitted	
Booth Staffing	\$500		\$500	September				
2020 Mountain Travel Symposium	\$5,000	\$0	\$5,000			\$0	Approved	6421-08
Sponsorship/Operation Costs	\$5,000		\$5,000				2019 Farewell Party Sponsorship	
2019 Tough Mudder	\$35,550	\$0	\$0			\$35,550		6421-08
Cash Sponsorship Deposit	\$17,500							
Cash Sponsorship Balance	\$17,500							
Booth Staffing	\$550							
2019 No Barriers Summit	\$12,400	\$8,000	\$4,000			\$400	Approved	6421-08
Cash Sponsorship Deposit	\$8,000	\$8,000			October		10/31 check request submitted	
The Abbi Agency	\$4,000		\$4,000					
Tahoe City Banners	\$400		\$400					
2019 WinterWonderGrass Tahoe	\$19,400	\$47	\$0			\$19,353	Presenting at November BOD Meeting for Approval	6421-10
Cash Sponsorship	\$15,000							
Tahoe City Banners	\$400							
The Abbi Agency	\$4,000							
Lunch with Ariel		\$47			August		Lunch meeting with new CMO, Ariel - me & Daphne	
2018 Autumn Food & Wine Festival	\$37,375	\$34,337	\$0			\$3,038	Approved: 2017 - 2019 Contract	6023-00
Cash Sponsorship	\$30,000	\$30,000		July	October		10/31 check request submitted	
The Abbi Agency	\$4,000	\$4,000		October	October		10/2 check request submitted	
Swag	\$3,000	\$0		August				
NLTRA Liquor Liability Insurance				August				
ABC Special Event License	\$250	\$200		August	August		8/10 check request submitted	
Placer County Sheriff Processing Fee		\$120			August		8/9 check request submitted	
FedEX	\$25	\$17		August	August		Mailed on 8/13	
Booth Staffing	\$100			September				
2019 Broken Arrow Skyrace	\$20,000	\$0	\$30,000			(\$10,000)	Approved	6421-04
Cash Sponsorship	\$20,000		\$30,000				Awarded \$10k over original allocation for World Tour stop	
2019 Tahoe Lacrosse Tournament	\$5,000	\$0	\$0			\$5,000	Presenting at December BOD Meeting for Approval	6421-07
Cash Sponsorship	\$5,000							
4th of July Fireworks Sponsorship	\$20,300	\$0	\$20,000			\$300	Approved: 2018 & 2019 Contract	6421-01
2019 Tahoe City Fireworks	\$10,000		\$10,000	February				
Booth Staffing (2018)	\$150		\$0	July				
2019 Kings Beach Fireworks	\$10,000		\$10,000	February				
Booth Staffing (2018)	\$150		\$150	July				
2019 Wanderlust	\$37,700	\$0	\$37,000			\$700	Approved: 2017 - 2019 Contract	6421-09
Cash Sponsorship	\$30,000		\$30,000	February				
Swag - Essential Oils	\$3,000		\$3,000	June				
The Abbi Agency (2018)	\$4,000		\$4,000	June				
Booth Staffing (2018)	\$700		\$700	July				
2019 Free-Ride Festival	\$15,000	\$0	\$0			\$15,000		6421-13
Cash Sponsorship	\$15,000							
2019 Hot August Nights	\$10,000	\$0	\$0			\$10,000		6421-03
Cash Sponsorship	\$10,000							
New Event Development	\$33,000	\$0	\$0			\$33,000		6421-00

Miscellaneous	\$33,000							
Sponsorship Totals	\$505,225	\$296,384	\$96,000			\$112,841		
Operations								
Operations	\$8,000	\$610	\$0			\$7,390		6424-00
Swag	\$8,000			May				
Cornhole Boards		\$257			September		Amber's CC	
Branding Stickers - Cornhole Sets		\$133			October		Printart - 10/16 check request submitted	
Ladderball Game		\$220			September		Amber's CC	
Operations Totals	\$8,000	\$610	\$0			\$7,390		
Total Spend	\$513,225	\$296,995	\$96,000			\$120,230		

Approved Budget
Spent
Allocated (Not Yet Paid)
Remaining Budget

\$513,225
\$296,995
\$96,000
\$120,230

Agreement for Sponsorship and Advertising

This Agreement for Sponsorship and Advertising ("Agreement"), dated this _____ Day of October, 2018 ("Effective Date"), and is by and between **Spartan Race, Inc.**, a Delaware corporation with a principal business address of 234 Congress street, 5th Fl., Boston, MA 02110 ("Spartan") and **North Lake Tahoe Resort Association, Inc.** with a principal business address of 100 North Lake Blvd, Tahoe City, CA 96145 ("NLTRA" or "Sponsor"). (Spartan and NLTRA are each a "Party" and together, the "Parties").

Spartan organizes an annual series ("Season") of timed obstacle course races for adults known as the Spartan Sprint, Spartan Super or Spartan Beast" (each a "Race"), each featuring a variety of exhibitions, displays and related marketing and promotional elements. A "Season" shall commence with the first Race of a calendar year and conclude on the last Race of that calendar year. Through this Agreement, the Parties desire to establish a sponsorship and advertising relationship in connection with the Race hosted at **1960 Squaw Valley Rd, Olympic Valley, CA 96146 on September 28 & 29, 2019** which shall be advertised as the **Spartan World Championship**. The Parties also agree to the terms and conditions contained herein in connection with the 2019 Race of the same nature and of similar dates and location (each of the 2019 and 2020 events, an "Event"). Furthermore, Spartan is in partnership with the ESPN and its affiliated networks ("ESPN") in connection with exhibiting the Race (each such exhibition, a "Program").

The Parties therefore agree as follows:

1. **Term.** The term of this Agreement shall begin on the Effective Date and expire on December 31, 2019, unless terminated earlier as provided herein (the "Term").
 - a. **Right of First Refusal.** Spartan hereby grants to NLTRA an exclusive right of first refusal regarding sponsorship of the 2020 Event:
 - i. Spartan shall provide NLTRA with a 2019 Event recap and 2020 Event sponsorship proposal by October 16, 2019. NLTRA shall, in good faith, entertain such sponsorship proposals from Spartan. Should NLTRA and Spartan agree to any such renewal of the sponsorship relationship, such renewal proposal shall be accepted by NLTRA by November 16, 2019. Should NLTRA and Spartan agree to any renewal, the parties shall enter into a new sponsorship agreement with terms substantially similar to this Agreement, and with terms that are no less favorable to Spartan or NLTRA as those provided herein, provided that the parties may reallocate or repurpose the benefits to allow for increased Spartan and/or NLTRA exposure.
 - ii. The parties hereby agree:
 1. that Spartan has the right, but not the obligation, to host the 2020 World Championship Event in North Lake Tahoe, CA;
 2. to act in good faith with respect to the application of the foregoing right of first refusal; and

3. that it will not engage in any activity designed to circumvent or otherwise frustrate the purpose of this Section.

2. **Sponsorship Benefits.**

a. Commencing at the beginning of the Term, and subject to the performance of NLTRA's obligations under this Agreement, Spartan is to provide (or cause to be provided, as the case may be) the sponsorship and promotional benefits described in "Exhibit A" attached hereto for each Event (collectively, the "Sponsorship Benefits").

b. Sponsor shall be solely responsible for all production costs, clearances, and licenses related to any commercial units provided hereunder. Furthermore, all activation costs and other expenses related to any exhibition of a Sponsor's products and services at the Event shall be the sole responsibility of that Sponsor, including the cost of tents, signage, personnel to set up staff-designated activation areas, flyers, transportation costs and product costs (for samples or otherwise).

c. The form, content, and presentation of all Sponsorship Benefits (including, without limitation, advertising creative or any material to be designed, constructed, distributed, exhibited, or otherwise published or displayed) is subject to the prior written approval of Spartan, the standard terms and conditions of the platforms on which they are exhibited, the rules and regulations of any relevant governing body or regulatory agency having jurisdiction over the activities or sporting events referenced in this Agreement, Spartan's brand standards and guidelines, and all laws and governmental rules and regulations of any nature as they presently exist or as they will exist in the future, including any modifications or amendments. Approval of the form, content, and presentation of the Sponsorship Benefits will be rendered by Spartan no later than ten (10) days after submission by a Sponsor. Failure by Spartan to communicate disapproval within that 10-day period shall constitute approval.

d. During the Term of this Agreement, Sponsor will provide (or cause to be provided, as the case may be) to Spartan the marketing and trade support labeled as "Co-Marketing & Trade Support" set forth in Exhibit A attached hereto for each Event.

3. **Sponsorship Fees.** Sponsor shall pay to Spartan the following cash incentive fees ("Sponsorship Fees"), to be paid as set forth below. Sponsorship Fees will be paid to Spartan without deduction or setoff of any kind whatsoever, including, without limitation, deductions for advertising agency fees or commissions.

Total Sponsorship Fees	Payment Schedule
\$250,000	Total Sponsorship Fee to be paid within 30 days of invoice date which shall be on or around July 1, 2019, from Spartan, or no later than August 25, 2019.

4. **Unavailable Benefits.** Due to events or circumstances beyond the control of a Party, or due to the rules, regulations, or laws of any city, state, country, or other relevant governing body or regulatory agency having jurisdiction over the activities, sporting events, or media platforms referenced in this Agreement, it may be or become impossible or impractical for Spartan to provide a Sponsor with all of the rights and benefits contemplated herein ("Unavailable Benefit"). The occurrence of an Unavailable Benefit will not be deemed a breach of this Agreement and, as Sponsor's sole remedy, the Parties will cooperate, in good faith, to ensure that their respective rights and obligations will be fulfilled by rescheduling, substitution, alternative performance or similar means of comparable value.

5. **Intellectual Property.**

a. Sponsor hereby grants to Spartan a limited, non-exclusive, non-transferable, non- sub-licensable license to use any service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, indicia provided by Sponsor ("Sponsor Marks") to Spartan solely for the purpose of exercising its rights or carrying out its obligations set forth herein or any other purpose expressly approved by Sponsor. Spartan shall not acquire any proprietary or other right, title, or interest in or to the Sponsor Marks, or any goodwill associated with the Sponsor Marks, except the right to use the Sponsor Marks as provided hereunder. The Sponsor Marks shall be used only in the form, size and type prescribed and approved by Sponsor without deviation from Sponsor's style guide. Spartan's use of any trade names, logos, trademarks, service marks and other marks of Sponsor are subject to Sponsor's prior written approval. Sponsor will communicate a decision to Spartan no later than ten (10) days after Spartan's request. Failure by the Sponsor to communicate disapproval within that 10-day period shall constitute approval. Any goodwill arising out of the use thereof shall inure to the benefit of the Sponsor.

b. Spartan, in its sole discretion, may re-exhibit or authorize the re-exhibition (via any and means and forms of media distribution (now known or hereafter devised) and via any and all devices (now known or hereafter devised)) of any Sponsorship Benefits in any replay, photograph, or video footage of any sporting event or other programming or content in which such Sponsorship Benefits appear. Sponsor acknowledges and agrees that nothing in this Agreement shall preclude the appearance of the Sponsor Marks in photographs, video footage, or programs of the Races, in perpetuity, when used for any reason in any and all forms of media whether now or hereafter developed so long as such use does not, denigrate, tarnish or reflect adversely on Sponsor, or its businesses, officers, directors, executives, employees, events, activities, suppliers and/or the North Lake Tahoe region.

c. As between Spartan on the one hand and Sponsor on the other hand, the copyrights, service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, indicia, uniforms, identifications, and other intellectual property of Spartan, (collectively, the "Spartan Marks") (the Spartan Marks together with the Sponsor Marks, collectively referred to as "Marks") are the property of Spartan and nothing in this Agreement is intended to convey to Sponsor any ownership rights or, except for the limited license granted in this Section 5(c), other interest in or to the Spartan Marks, whether by implication, estoppel or otherwise, even if such Spartan Marks are included in or on items owned or produced by Sponsor. Subject to the terms and conditions set forth in this Agreement, Spartan hereby grants Sponsor a non-exclusive, non- transferable, non-sub-licensable license

to use the Spartan Marks and related designations as provided to Sponsor by Spartan solely in connection with the pre-approved Sponsorship Benefits set forth in Exhibit A or as otherwise agreed amongst the parties. Sponsor shall not display or otherwise use such Spartan Marks or related designations under any circumstances without the prior written consent of Spartan in each instance. The Spartan Marks shall be used only in the exact form, size, style and type prescribed and approved by Spartan without deviation. Sponsor shall not, nor shall Sponsor permit others to, use the Spartan Marks in combination with any other trademark, service mark, logo, prefix, suffix or other modifying words, designs, or symbols without the prior written approval of Spartan. Email notification (as it relates to Spartan, from an officer having an Executive Vice President title or higher) shall suffice for any written consents or approvals required under this subsection. Sponsor agrees that (i) any use of the Spartan Marks shall be in accordance with the approvals provided by Spartan without change, (ii) each use of the Spartan Marks will not disparage, denigrate, tarnish or reflect adversely on the Spartan, or its businesses, officers, directors, executives, employees, events, activities, suppliers and/or products, and (iii) Sponsor shall not use, nor shall Sponsor authorize others to use, the Spartan Marks or any marks confusingly similar thereto for any unauthorized use or in any unauthorized manner. Sponsor shall not transfer, assign or sublicense any of the rights granted under this Section without Spartan's express prior written consent. Sponsor agrees not to apply for any state, federal or foreign trademark or service mark registration pertaining to or including any Spartan Marks or any confusingly similar trademarks. Unless Sponsor receives Spartan's prior written approval, Sponsor shall not depict Spartan, and/or the Spartan Marks in any manner that would suggest and/or indicate endorsement of any product or services by Spartan or any of their affiliated or related entities. Sponsor warrants and represents that Sponsor will not infringe Spartan's right, title or interest in or to the Sponsor Marks or any other of their intellectual property.

d. Sponsor shall not be permitted to use Program footage or images unless Spartan provides its prior written consent which may be withheld in its sole discretion. If such consent is granted, Sponsor shall be solely responsible for obtaining any third-party licenses, consents, and/or releases that are required at any time in connection with Sponsor's use of such footage or images; provided, however Spartan shall provide reasonable assistance to obtain such third-party consents. Additionally, any permitted use of footage or images by Sponsor pursuant to this Agreement is subject to the standard usage and duration guidelines of ESPN as they currently exist or may be modified from time to time. Spartan, in its sole discretion, may require execution of a separate Footage Agreement between ESPN and Sponsor, with the understanding that Sponsor will not have to pay any additional monetary consideration to ESPN under such Footage Agreement. Notwithstanding the foregoing, Sponsor specifically acknowledges that (i) any use of the names, likenesses or other intellectual property of athletes, musicians, broadcast announcers or spectators which might be construed to constitute an endorsement of Sponsor's products (either express or implied) will require Sponsor to negotiate for such rights separately with each such party or their agent, and that payment for any such negotiated rights will be the sole responsibility of Sponsor, and (ii) any reuse of music incorporated into the television broadcasts of the Programs will require Sponsor to obtain clearance for the use of such music in the context and media contemplated by Sponsor and payment for such usage will be the sole responsibility of Sponsor.

6. Territory; Local and Re-Exhibition Commercial Inventory; Athletes; Non-Compete.

a. The Sponsorship Benefits shall be provided solely in the Territory. For purposes hereof, the "Territory" (x) as it relates to Media Benefits shall mean the United States, its possessions, and territories and (y) as it relates to any other Sponsorship Benefits shall mean the continental United States. The appearance of any signage, content, features, and other Sponsorship Benefits in any exhibition of the Programs shall be limited to the exhibition of such Programs in the Territory, and Sponsorship Benefits may be removed, obscured covered over or replaced during distribution of the Programs outside the Territory, at the sole discretion of Spartan or its Media Partner.

b. Any exclusivity provided herein shall apply only within the Territory and shall not apply to (i) any contractually allotted advertising inventory allocated to distribution and/or broadcast affiliates (the "Local Commercial Inventory") of any network or other platform on which the sporting events or other activities referenced this Agreement may be exhibited or re-exhibited, or (ii) advertising inventory during any re-exhibition of or any Program following the initial exhibition ("Re-Exhibition Commercial Inventory"). Spartan shall have no liability to Sponsor as a result of the sale of Local or Re-Exhibition Commercial Inventory even if sold to advertisers that compete with Sponsor and such occurrence shall not be deemed an Unavailable Benefit.

c. Spartan is not granting Sponsor any right to use the names, signatures, photographs, footage, or likenesses of any athlete or other Race participants in connection with any Sponsorship Benefit, and any use by Sponsor must be approved by the individual athlete or Race participant in each instance. Sponsor expressly understands and agrees that any athlete or other Race participant has the right to use, accept, or endorse any product from anyone in competition with Sponsor.

d. During the Term, Sponsor shall not enter into any agreement with Tough Mudder or Warrior Dash (or any of their respective affiliate races) to partner with, sponsor, or promote 45 days prior or 45 days after the Spartan Race. Furthermore, Sponsor shall not enter into an agreement to receive onsite activation benefits with any obstacle course racing event that is 45 days prior or 45 days after the Event.

7. Termination. In addition to any other rights and remedies which may be available to the Parties, this Agreement may be terminated by Spartan or NLTRA if the other Party materially breaches this Agreement. If such a breach occurs, the non-breaching Party shall provide the breaching Party with written notice of the breach, including specific details regarding the nature of the breach. The non-breaching Party's obligations under this Agreement may be suspended when such notice is provided and will not be resumed until the breach is cured; provided, however, that all payments under this Agreement which were due before or on the date of receipt of the written notice of breach, shall be made. If the breaching Party does not cure the breach within 30 days of receipt of notice of the breach, then the non-breaching Party may provide the breaching Party with written notice of the immediate termination of this Agreement. In the event that Sponsor terminates this Agreement in accordance with this Section 7, the Parties agree to enter into good faith discussions to determine which obligations under this Agreement were fulfilled prior to the termination date and assess if any pro-rated portions of the Sponsorship Fees paid to Spartan under the Agreement should be returned to Sponsor accordingly.

8. **LIMITATION OF DAMAGES.** EACH PARTY AND THEIR AFFILIATED AND RELATED ENTITIES WILL NOT BE LIABLE UNDER ANY CIRCUMSTANCES FOR CONSEQUENTIAL (INCLUDING WITHOUT LIMITATION, ANY PAYMENT FOR LOST BUSINESS, FUTURE PROFITS, LOSS OF GOODWILL, REIMBURSEMENT FOR EXPENDITURES OR INVESTMENTS MADE OR COMMITMENTS ENTERED INTO, TERMINATION OF EMPLOYEES OR EMPLOYEE SALARIES, OR OVERHEAD OR COSTS INCURRED OR ANTICIPATED UNDER THIS AGREEMENT, WHETHER FORESEEABLE OR NOT), INCIDENTAL, SPECIAL OR PUNITIVE DAMAGES IN CONNECTION WITH THE PERFORMANCE OR FAILURE TO PERFORM THIS AGREEMENT REGARDLESS OF WHETHER SUCH LIABILITY ARISES FROM BREACH OF CONTRACT, TORT, OR ANY OTHER THEORY OF LIABILITY. THE AGGREGATE AMOUNT OF DAMAGES RECOVERABLE BY EITHER PARTY WITH RESPECT TO ANY AND ALL BREACHES, PERFORMANCE, NONPERFORMANCE, ACTS OR OMISSIONS HEREUNDER WILL NOT EXCEED THE CASH AMOUNTS ACTUALLY PAID TO SPARTAN BY SPONSOR UNDER THIS AGREEMENT. THE PARTIES ACKNOWLEDGE THAT ANY MONETARY VALUE ASSIGNED TO PROMOTIONAL CONSIDERATIONS PROVIDED HEREIN IS NOT INTENDED TO BE USED AS A MEASURE OF DAMAGES IN CONNECTION WITH THIS AGREEMENT. NOTWITHSTANDING THE FOREGOING, NOTHING IN THE AGREEMENT SHALL LIMIT THE LIABILITY OF THE PARTIES FOR (I) THE INDEMNIFICATION OBLIGATIONS SET OUT UNDER SECTION 9, (II) BREACHES OF CONFIDENTIALITY, (III) DEATH OR PERSONAL INJURY RESULTING FROM NEGLIGENCE, (IV) GROSS AND WILLFUL MISCONDUCT OF DIRECTORS AND OFFICES, (V) FRAUD OR FRAUDULENT MISREPRESENTATION, AND (VI) ANY OTHER LIABILITY WHICH CANNOT BE EXCLUDED BY LAW.

9. **Indemnification.** Each Party (the "Indemnifying Party") will at all times indemnify and hold the other Parties and each of their respective affiliates, owners, members, directors, shareholders, officers, employees, servants, agents, sponsors, contractors and media partners (specifically with ESPN and its respective affiliates, and licensors) together with each of the foregoing's heirs, successors and assigns the "Indemnified Parties", harmless from and against any and all third-party claims, controversies, damages, causes of action, judgments, liens, losses, costs, fines, penalties, and liabilities including, without limitation, attorneys' fees, consulting fees, and other dispute resolution expenses (collectively "Claims and Losses") arising out of or related to: (a) any breach or alleged breach by the Indemnifying Party of any warranty, representation, covenant, obligation or agreement made by the Indemnifying Party hereunder, (b) any acts, omissions, or intentional misconduct by the Indemnifying Party (or the Indemnifying Party's employees, representatives, agents, contractors, or volunteers), (c) any use of the Indemnified Party's service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, content, or other materials supplied by or on behalf of the Indemnified Parties in a manner inconsistent with this Agreement, or (d) any claim by a third party that the Indemnifying Party's performance hereunder or the Indemnified Party's use of the Indemnifying Party's service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, content or other materials infringes upon, misappropriates or otherwise violates the intellectual property rights or other proprietary rights of such third party. Notwithstanding anything herein to the contrary, Sponsor further specifically agrees to indemnify and hold Spartan and its Indemnified Parties, harmless from and against all Claims and Losses arising out of or related to (x) the exhibition or display of Sponsor Content, Sponsor's commercial units, or other material provided by or on behalf of Sponsor and (y) Sponsor's administration of any sweepstakes or contest held in connection with this Agreement and the awarding by Sponsor, or use by any prize winner, of any prize in connection therewith. Notwithstanding anything herein to the contrary, Spartan further specifically agrees to indemnify and hold Sponsor and its Indemnified Parties, harmless from and against all Claims and Losses arising out of the negligent or willful acts or omissions of Spartan or its directors, officers, employees,

contractors or agents related to any Race or Event. Each Party's indemnification obligations shall survive the expiration or early termination of this Agreement.

10. Insurance.

a. Each Party shall carry at all times during the Term and for two (2) years after the expiration of the Term:

i. Commercial General Liability Insurance with a minimum of \$1,000,000 per occurrence covering bodily injury, property damage, and personal, and advertising liability insurance, a \$500,000 limit per occurrence covering damage to rented premises, with a combined single limit of \$2,000,000 general aggregate and \$2,000,000 products and completed operations aggregate. Such policy shall be written on an occurrence basis

ii. Automobile Liability Insurance with a limit not less than \$500,000 per occurrence and covering all owned, non-owned, and hired vehicles operated by Sponsor and Spartan onsite;

iii. Statutory Workers' Compensation including employer's Liability Insurance, subject to limits of not less than \$500,000 affording coverage under the workers' compensation laws of the applicable state of operation with respect to employees operating on site at a Race; and

iv. Media Errors and Omissions Liability Insurance. If either Party is providing commercial units or other content for exhibition in connection with this Agreement, that party shall carry Media Errors and Omissions Liability Insurance with a minimum of \$2,000,000 per occurrence, including content liability;

b. Each Party shall deliver to the other Party satisfactory evidence of the aforementioned insurance coverage in form of a certificate of insurance and any policy endorsements as may be requested. Failure by a Party to request a certificate shall not be construed as waiver of the obligations outlined above. Each shall the other as additional insured(s), and each of their respective parents, subsidiaries, affiliates, officers, directors, employees, representative and agents and the heirs, successors and assigns of each of the foregoing. To the extent permitted by law, each required insurance policy shall provide a waiver of subrogation. All required insurance will be placed with reputable carriers licensed to do business in the applicable state. Notice of cancellation will be given in accordance with policy provisions, and each will promptly notify the other of any change to its insurance program which results in non-compliance with this Agreement. Failure by a party to request a certificate shall not be construed as waiver of the obligations outlined above.

c. In the event that any required policy is cancelled, reduced, or non-renewed during the Term of this Agreement, the party shall immediately notify the other party, and the non-insured party shall suspend participation in the Race until insurance has been placed in compliance with all insurance requirements. If Sponsor's on-site exhibition includes the use of vehicles or if other mobile equipment is driven, operated, or displayed in connection with Sponsor's presence onsite, then the required Automobile and Commercial General Liability insurance shall be increased to an amount not less than \$2,000,000 per occurrence

and \$5,000,000 aggregate, which may be met by any combination of primary and excess insurance policies. Spartan, in its reasonable discretion and upon written notice to Sponsor, reserves the right to increase or decrease the amount of insurance required by Sponsor or require additional coverages based on the nature of Sponsor's activities in or around each Event, or as may be required by any local venue or authority having jurisdiction over each Event.

11. Dispute Resolution.

a. This Agreement shall be governed by and construed in accordance with the internal laws of the State of Delaware, without regard to the conflicts of law principles thereof. The Parties shall resolve any dispute, controversy or claim arising out of or relating to the Agreement, or the breach, termination or invalidity hereof (each, a "Dispute"), under the provisions of this section 11. The procedures in this section shall be the exclusive mechanism for resolving any Dispute that may arise from time to time.

b. The Parties shall first attempt in good faith to resolve any Dispute by negotiation and consultation between themselves. In the event that such dispute is not resolved on an informal basis within fourteen days after one party provides notice to the other party of such Dispute ("Dispute Notice"), either party may, by written notice to the other party ("Escalation to Executive Notice"), refer such dispute to the executives of each party. If the executives cannot resolve any Dispute during the time period ending fourteen days after the date of the Escalation to Executive Notice (the last day of such time period, the "Mediation Escalation Date"), either party may initiate mediation.

c. The Parties may, at any time after the Mediation Escalation Date, submit the Dispute to any mutually agreed to mediation service for mediation by providing the mediation service a joint, written request for mediation, setting forth the subject matter of the dispute and the relief requested. The Parties shall cooperate with the mediation service and with one another in selecting a neutral mediator and in scheduling the mediation proceedings. The Parties covenant that they will use commercially reasonable efforts in participating in the mediation. The Parties agree that the mediator's fees and expenses and the costs incidental to the mediation will be shared equally between the Parties.

d. The Parties further agree that all offers, promises, conduct and statements, whether oral or written, made in the course of the mediation by any of the Parties, their agents, employees, experts and attorneys, and by the mediator and any employees of the mediation service are confidential, privileged and inadmissible for any purpose, including impeachment, in any litigation, arbitration or other proceeding involving the Parties, provided that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the mediation.

e. If the Parties cannot resolve for any reason, including but not limited to, the failure of either party to agree to enter into mediation or agree to any settlement proposed by the mediator, any Dispute within thirty days after the Mediation Escalation Date, either party may commence arbitration.

f. The Parties hereby agree that any arbitration will be conducted in Sacramento, CA pursuant to the Commercial Arbitration Rules of the American Arbitration

Association by an arbitrator agreed upon by the Parties or, in the absence of such agreement, selected in accordance with such rules. The Parties acknowledge that any monetary value assigned to promotional considerations provided herein is not intended to be used as a measure of damages in connection with this Agreement. Neither the Parties nor the arbitrator shall disclose, describe, or characterize any proceeding hereunder, including, without limitation, any demand, discovery, testimony, evidence, settlement, or award therein, to any other person or entity, except as may be required in any judicial proceeding brought to enforce this paragraph or any award rendered in a proceeding hereunder. The record of any proceeding shall be sealed.

12. Entire Agreement; Amendment; Conflict Assignment.

a. This Agreement constitutes the entire agreement between the Parties and supersedes all prior agreements, understandings and representations relating to the subject matter hereof, whether written or oral. All exhibits attached hereto are incorporated into this Agreement by reference. This Agreement may only be amended, modified or supplemented by a written agreement duly executed by the Parties. To the extent that any of the terms and conditions of Spartan's agreement(s) with, or related to, a Race, (the "Venue Contracts") conflict or are otherwise incompatible with the terms and conditions of this Agreement, Spartan shall uphold the terms and conditions of the applicable Venue Contracts, and such Venue Contracts' applicable terms and conditions shall supersede the conflicting terms and conditions of this Agreement without any liability owing to Sponsor.

b. This Agreement will be binding upon and inure to the benefit of the Parties and their respective successors and permitted assigns. A Party may not assign this Agreement or any part hereof or any benefit or interest therein without the prior written consent of the other Parties; provided, that (i) a Spartan may assign its rights and obligations under this Agreement to any successor to substantially all of the business of such Spartan, and (ii) a Spartan may assign its rights and obligations under this Agreement to any of its affiliates.

13. Relationship of the Parties. The relationship of the Parties under this Agreement is that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, joint venture, partnership or any other relationship other than that of independent contractors. The Parties acknowledge and agree that each is engaged in a separate and independent business and neither will state, represent or imply any interest in or control over the business of the other.

14. Force Majeure. A Party will not be in breach of this Agreement if any performance required under this Agreement, or the presentation or exhibition of the any Race is prevented or preempted because of an act of God, natural disaster, inclement weather, catastrophe, accident, fire, labor dispute, lockout, strike, riot or civil commotion, act of public enemy, governmental act, regulation or rule, failure of technical facilities, a day of national mourning, emergency or other circumstance or event beyond the control of such Party. If any event of the type described in the preceding sentence constitutes an Unavailable Benefit, then the provisions of Section 4 hereof shall apply.

15. Confidentiality. The Parties agree that the terms of this Agreement shall be kept confidential (except as may be required by law, rule or regulation of any governmental authority) and will not be disclosed to any individual or entity, except that a Party may disclose such terms as

are reasonably necessary to their respective affiliates, members, lenders, officers, directors, employees, accountants, counsel and agents with a reasonable need to know such information in their representative capacities, and all persons-acting by, through, under or in concert with any of them. Spartan understands and agrees that Sponsor's board meetings and agendas are public and any discussion of this Agreement including the terms and conditions herein may be disclosed in a board meeting and/or agenda in which case such disclosure shall not be a breach of the confidentiality obligations set forth herein.

16. **Remedies.** All rights and remedies of the Parties under this Agreement are cumulative, and none shall exclude any other right or remedy available at law or in equity and such rights or remedies may be exercised and enforced concurrently. The Parties may seek emergency relief (including injunctive relief) in a court of competent jurisdiction seated in Sacramento, CA, without first resorting to the appointment of an arbitrator; provided, however, that no monetary relief of any kind may be sought or awarded through such proceedings.

17. **Waiver.** The waiver of any breach of this Agreement shall not constitute a waiver of any other prior or subsequent breach of this Agreement. No waiver is effective unless made in writing and signed by the Parties. The failure of any Party hereto to insist upon strict compliance with this Agreement, or any of the terms and conditions hereof, shall not be deemed a waiver of any rights or remedies that such Party may have.

18. **Severability.** In the event that any provision of this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect.

19. **Notices.** Unless otherwise expressly provided, any notice, request, demand, waiver or other communication required or permitted to be given under this Agreement shall be by (a) PDF with confirmation of transmission, (b) registered or certified mail, or (c) overnight courier to the receiving Party at the address set forth below:

To Spartan:	Spartan Race, Inc. 234 Congress Street, 5 th Floor Boston, MA 02110 Attn: General Counsel Email: darrenb@spartan.com
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To NLTRA:	North Lake Tahoe Resort Association, Inc. 100 North Lake Blvd Tahoe City, CA 96145 Attn: Cindy Gustafson Email: cindy@gotahoenorth.com
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Any Party may change the address to which notices are required to be sent by giving notice of such change in accordance with this Section to the other Parties.

20. **No Construction against Drafting Party.** The Parties and their respective counsel have had the opportunity to review this Agreement, and this Agreement will not be construed against any Party merely because any provisions of the Agreement were prepared by a particular Party.

21. **Agency Representation.** If this Agreement is executed by an agent on behalf of Sponsor ("Agency"), Agency represents and warrants that it is the duly authorized agent of Sponsor for the purposes of this Agreement and the matters contemplated hereby and that its arrangements with Sponsor specifically contemplate the placement of the Sponsorship Benefits herein. Agency and Spartan acknowledges that all Sponsorship Benefits provided hereunder are exercisable by Agency, acting as agent on behalf of its principal Sponsor. Sponsor and Agency shall be jointly and severally liable for all liabilities and obligations hereunder.

22. **Survival.** The terms of the Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of the Agreement survive the Agreement and will continue to be enforceable.

23. **Representations and Warranties.**

a. Each Party represents and warrants to the others that it (i) is duly incorporated or organized and validly existing under the laws of its jurisdiction of incorporation or organization and it has the legal capacity to enter into this Agreement and to perform each of its obligations hereunder, (ii) has duly authorized, executed and delivered this Agreement and this Agreement constitutes a legally valid and binding obligation of it enforceable against it in accordance with its terms, and (iii) shall comply with all applicable federal, state and local laws, rules and regulations in connection with its performance hereunder.

b. Sponsor represents and warrants to Spartan that (i) the Sponsor Marks, Sponsor Content, Sponsor's commercial units, or other material provided by or on behalf of Sponsor (collectively, "Sponsor Materials"), shall not infringe upon, misappropriate or otherwise violate the intellectual property rights or other proprietary rights of Spartan or any third party, (ii) Sponsor has obtained all licenses, agreements, permits, waivers, releases, registrations, approvals, authorizations and clearances necessary in connection with the Sponsor Materials, and that such licenses, agreements, permits, waivers, releases, registrations, approvals and/or authorizations will be valid and sufficient for the performance of its obligations hereunder and (iii) there are no additional costs, royalties, residuals, license fees, or other third party expenses associated with the use of the Sponsor Materials.

24. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which will be deemed to be an original copy of this Agreement and all of which, when taken together, will be deemed to constitute one and the same agreement. Signatures of the Parties transmitted by PDF shall be deemed to be their original signatures for all purposes.

[signature page follows]

The Parties are signing this Agreement on the Effective Date stated in the introductory clause.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

By: _____

Name: _____

Title: _____

SPARTAN RACE, INC.

By: _____

Name: Jeffrey Connor

Title: COO

EXHIBIT A
CO-MARKETING AND TRADE SUPPORT, SPONSORSHIP BENEFITS

1. **CO-MARKETING AND TRADE SUPPORT.** NLTRA agrees that it will provide to Spartan or will ensure that the applicable local Sponsor provides to Spartan, for each of the 2019 and 2020 events, at no additional cost to Spartan (unless otherwise specified below) co-marketing and trade support.
2. **SPONSORSHIP BENEFITS.** Spartan will provide for each Event, at no additional cost to NLTRA (unless otherwise specified below):
 - a. **Host Destination Media Rights.** Spartan shall designate NLTRA as the host of the “Spartan Race World Championship” in applicable media and mentions, including, but not limited to:
 1. E-mail marketing of the Event to all emails recipients in Spartan’s marketing database;
 2. The Spartan Race World Championship Race page on www.spartan.com
 3. Facebook posts promoting the Event; and
 4. Co-branded marketing collateral which promote the Event.
 - b. **Logo.** Display of destination name, as provided by Sponsor, in or around official Spartan Race World Championship logo lock-up.
 1. Sponsor-approved logo/destination name to appear on Spartan website for the World Championship page, marketing and advertising materials and other collateral where other World Championship sponsors receive mentions.
 - c. **Online/Social Media Promotion.**
 1. Spartan will mention, tag or incorporate Sponsor in applicable social media posts, email blasts, and blog posts relating to the Event.
 2. Spartan will collaborate with NLTRA to promote North Lake Tahoe, as well as activities located near the Event, including but not limited to:
 - i. Inclusion in Event course map
 - ii. Social media promotion; including at least:
 1. 5 destination specific posts (NLTRA must provide content)
 2. 10 likes;
 3. 10 shares;
 4. 10 re-tweets; and

5. 10 reposts;
 - iii. Distribution of travel guide(s); and
 - iv. Distribution including vacation options/"things to do" in the identified regions during the week leading up to the Event and during Event weekend.
- d. **TV/Media Promotion.** Spartan will provide NLTRA with the following television benefits with the same or equal coverage to ESPN, highlighting North Lake Tahoe as the host of the Spartan Race World Championship Series and as a travel destination. The television/media benefits may include:
1. One (1) 15-second television/media spot to be aired during the original broadcast of each of the Races in the Spartan Race U.S. Championship Series;
 2. Two (2) 15-second television spots/highlights during the Event broadcast;
 3. One (1) 30-second organic segment highlighting the destination during the Event broadcast;
 4. Pre-show "brought to you by" designation if applicable ; in the Race Live Stream
 5. Race Clock logo/destination integration if applicable in the Race Live Stream
- If ESPN chooses to re-air episode(s), the television spot(s) aired in the original episode(s) will be included in the re-air. Segment creative shall be developed by Spartan and ESPN production, with the goal of being naturally integrated into the respective episode theme.
- e. **Lodging Promotion:** Spartan will provide a direct link from the Spartan website to participating North Lake Tahoe lodging properties via a microsite. Links and discount codes must be provided to Spartan at least three (3) months prior to the Event.
- f. **E-mail Promotion.** A least one (1) Event-related email blast to the e-mail recipients in Spartan's Event specific marketing database to promote North Lake Tahoe, with content to be mutually approved by the parties
- g. **Post-Event Survey.** Spartan will include demographic, geographic, spending patterns and lodging questions into the post-race survey in order to gain an accurate ROI analysis of the annual Event. Sponsor will develop survey questions in coordination with Spartan and tailor subsequent annual marketing plans accordingly. Spartan agrees to provide the response data to NLTRA to such questions, however NLTRA understands and agrees that such response data shall be aggregated and anonymized in compliance with all applicable consumer protection and data privacy laws before Spartan provides the data to Sponsor. Sponsor acknowledges and agrees that Spartan shall own such data provided to Sponsor and in no instance shall Sponsor license, sell, or otherwise make such data available to any third party unless approved by Spartan in writing.

- h. **Media Wall.** Spartan will incorporate Sponsor logo and destination identifier in StepnRepeat media wall and other locations to be mutually agreed upon by the parties at least sixty (60) days out from Event.
- i. **Exhibit Space.** Spartan will grant NLTRA one 20 foot x 20 foot exhibit space in a high traffic area at the festival associated with each Event for NLTRA's use (the "Tent"). NLTRA will keep exhibit open and staffed at all times during Event hours. NLTRA acknowledges that set-up hours are on Friday between 8:00 AM - 3:00 PM. Furthermore, set up before Friday is by appointment only and set up on Saturday is prohibited. Event hours will be Saturday from 7:00 AM - 7:00 PM and Sunday from 7:00 AM - 7:00 PM, or until last racer exits the Event. Depending on the number of participants at the Event, the Event may end as early as 4pm on Sunday. Event tear down begins on the last day of the Event as soon as the last participant exits the Event. Early tear down is not allowed.
- j. **Barrier Jackets.** NLTRA shall provide a minimum of four (4) and up to eight (8) 6x3 barrier jackets banners to be installed in the festival area at the Event and/or on the race course. Content and design to be reasonably approved by Spartan. Except as otherwise provided in this Agreement, NLTRA shall be responsible for the initial production of on-site barrier jackets and comparable signage. Any changes or alterations desired by NLTRA during the Term following initial production, including, without limitation, logo or slogan changes, shall be at the sole cost and expense of NLTRA.
- k. **Race Entries.** Spartan will provide NLTRA with up to thirty (30) complimentary Event race entries to use for promotional purposes. The start times for such race entries shall be determined in Spartan's sole discretion. The race entries shall be provided at Spartan's sole expense; provided, that any person registering for the race using such race entries shall be responsible for the cost and purchase of the individual supplemental race insurance offered through the race registration platform.



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 11.6.18

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta, CFO

RE: NLTRA Auditors' Report

Action Requested

Board of Directors' approval of the June 30, 2018 Financial Statements and Independent Auditors' Report and the refund to County of Placer for excess TOT funding in fiscal year ending June 30, 2018 in the amount of \$216,432.

Background

McClintock Accountancy Corporation performed an audit of the financial statements of North Lake Tahoe Resort Association, Inc. for the year ending June 30, 2018. Their opinion, dated October 22, 2018, stated the financial statements present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association, Inc. in accordance with accounting principles generally accepted in the United States of America. They issued an unmodified or clean opinion on the financial statements.

There were 13 audit adjustments proposed as a result of the audit compared to 28 in prior year. All were accepted. Three deficiencies in internal controls identified in the 2016/17 audit were being addressed in varying states during the year, but have not yet been closed. They included Financial Close process which was completed on time for year end, but had not been timely for all months during the fiscal year, Property and Equipment inventory which was not completed during the fiscal year, and IT Back-ups that have been put into place, but not yet tested. Staff will implement these recommendations in the 2018/19 fiscal year. Two internal control recommendations were added for 2017/18. The first recommendation was to perform monthly balance sheet reconciliations and present them quarterly to the Finance Committee. The second was to develop a formal capitalization policy. Management is in agreement with and will implement both recommendations. Three internal control matters from 2015/16 were closed.

County of Placer TOT funding for fiscal year ending June 30, 2018 exceeded actual expenditures by \$229,432. The County has agreed to NTLRA retaining \$13,000 of that balance to fund Phase 1 of the TBID analysis in fiscal year 2018/19. The resulting balance due to the County is \$216,432.

Fiscal Impact:

Reduction to cash in the amount of \$216,432.

Attachments:

Report to the Finance Committee and Board of Directors for Year Ended June 30, 2018 and the North Lake Tahoe Resort Association, Inc. Financial Statements and Independent Auditors' Report June 30, 2018 and 2017.

North Lake Tahoe Resort Association, Inc.

***REPORT TO THE FINANCE COMMITTEE
AND BOARD OF DIRECTORS***

For the Year Ended June 30, 2018

- A. Introduction of firm.
- B. Unmodified or clean opinion on financial statements.
- C. Questions and answers regarding financial statements.
- D. Matters to be Communicated
 - Auditor Responsibility – An audit conducted under U.S. generally accepted auditing standards is designed to obtain reasonable, rather than absolute, assurance about the financial statements.
 - Accounting Policies/Accounting Estimates – Significant accounting policies are described in Note 2 to the financial statements. Significant estimates include an allowance for doubtful accounts.
 - Significant adjustments – There were thirteen audit adjustments proposed as a result of the current year audit, including six by management, compared to twenty-eight in prior year, twenty of which were proposed by management. All adjustments were accepted after final review by NLTRA staff. The adjustments related primarily to accruing liabilities, allocating admin expense, trueing up equity accounts, adjustments relating to commissions and incentives, trueing up receivable from NLTMC, and true up of Placer County related balances. There were no passed adjustments.
 - Disagreements with Management – None.
 - Difficulties encountered in performing the Audit – None
- E. Presentation of the Internal Control Report.
- F. We would like to thank management for their fine cooperation during the audit.

NORTH LAKE TAHOE
RESORT ASSOCIATION, INC.

Tahoe City, California

INTERNAL CONTROL REPORT

June 30, 2018

M^cCLINTOCK ACCOUNTANCY CORPORATION

ROBERT J. M^cCLINTOCK, CPA
MICHAEL R. GRIESMER, CPA
ALICE HAHN

SHARON FERREIRA, CPA
KENDALL GALKA, CPA

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

INTERNAL CONTROL REPORT

To the Officers and Directors
North Lake Tahoe Resort Association, Inc.

In planning and performing our audit of the financial statements of North Lake Tahoe Resort Association, Inc. as of June 30, 2018, in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

Appendix A that accompanies this letter summarizes specific deficiencies and other items identified that remained open as of June 30, 2018.

This letter does not affect our report dated October 22, 2018 on the financial statements of North Lake Tahoe Resort Association, Inc.

This communication is intended solely for the information and use of management, the board of directors, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

McClintock Accountancy Corporation

McCLINTOCK ACCOUNTANCY CORPORATION
Tahoe City, California
October 22, 2018

NORTH LAKE TAHOE RESORT ASSOCIATION
Appendix A (Summary of Internal Control Findings)
Prepared by
McClintock Accountancy Corporation
June 30, 2018

Year Identified	Audit Area	Observations in Initial Year Identified	Recommendation in Initial Year Identified	Status as of June 30, 2018	Management Comment
DEFICIENCIES IN INTERNAL CONTROL OVER FINANCIAL REPORTING					
2016/17	<u>FINANCIAL CLOSE</u>	The fiscal 2017 engagement was delayed by two weeks and 20 client adjusting entries (some of which were material to the financial statements) were provided subsequent to the start of audit work from September 25, 2017 through November 13, 2017 (our final day of fieldwork). The entries related primarily to adjustment required subsequent to completing balance sheet reconciliations and allocation of Admin expenses. A financial close checklist was utilized by the Director of Finance for the year end close, but deadlines were not conformed to and the checklist was not filled out in its entirety. Additionally, there were several instances throughout the year where financial statements were not presented to the Finance Committee in a timely manner. We understand that the data loss that occurred in January had delayed the preparation of month-end closes and financial statements.	<i>2017 Recommendation:</i> The financial close checklist was not strictly adhered to in fiscal 2017. Going forward we recommend the Association adhere to the deadlines on the checklist in order to close in a timely manner. Initials should be included within the preparer and reviewer column for each step in the financial close process.	The 2018 engagement included 6 client adjusting entries, none of which were material to the financial statements. The financial close was completed by management on time, and the engagement started on time. A financial close checklist was adhered to by management for the year end close. During the year, however, monthly financial closes were not completed on time and deadlines were not adhered to.	Both a monthly and year end close process have been developed. The time table for closing enables timely publication of financials for monthly Finance Committee and Board meetings. The year end process including the checklist enables timely close at year end.
2016/17	<u>PROPERTY AND EQUIPMENT</u>	During the 2017 fiscal year, approximately \$54,000 in fixed assets were identified during the audit to be disposed.	<i>2017 Recommendation:</i> We recommend that Management perform an inventory of fixed assets at least annually, to determine whether adjustments need to be made.	No disposals were identified in fiscal 2018. Management performed an inventory of fixed assets after year end and noted no adjustments that needed to be made to fiscal 2018. No fixed asset inventory was performed during fiscal 2018.	Fixed assets were evaluated in July 2018, after year end close, and disposals of some old computer equipment took place. An inventory will be performed prior to next year end.
2016/17	<u>IT BACKUP</u>	The Association's QuickBooks file was not being backed up regularly from July of 2015 through January of 2017. Periodic copies of the QuickBooks files were being made to an accounting hard drive, the last copy being made in September of 2016. Lack of proper backups resulted in loss of the QuickBooks file in January of 2017, when the original files were deleted. This issue stemmed from a change in servers and improper set-up by IT.	<i>2017 Recommendation:</i> We recommend that Management perform regular testing of software backups to ensure that all Association files are being backed up on a regular basis.	Quick Books is backed-up both on the server every day at 3pm and to the Staff Accountant's hard drive every week. The server is backed up to the cloud by Crashplan.	New backup procedures were implemented during the year. Management will begin testing back-ups monthly.
OTHER MATTERS					
2017/18	<u>BALANCE SHEET RECONCILIATIONS</u>	Balance sheet reconciliations were not being performed on a regular basis during the year and were not regularly provided at monthly finance meetings.	<i>2018 Recommendation:</i> We recommend that balance sheet reconciliations be performed monthly and presented quarterly at each finance meeting. A financial close checklist that includes all balance sheet reconciliations and deadlines should be completed monthly.	First year identified, see recommendation	Reconciliations are currently done on a monthly basis and management will present them to the finance committee quarterly.
2017/18	<u>CAPITALIZATION POLICY</u>	Fixed assets were capitalized in the past based on a \$1,000 capitalization policy. During the fiscal year, the Director of Finance opted to change that policy to a \$2,000 capitalization policy. No formal policy change was made.	<i>2018 recommendation:</i> We recommend that the Association implement a formal capitalization policy and adhere to that.	First year identified, see recommendation	The Director of Finance plans on making a formal change to the capitalization policy.

NORTH LAKE TAHOE RESORT ASSOCIATION
Appendix A (Summary of Internal Control Findings)
Prepared by
McClintock Accountancy Corporation
June 30, 2018

Year Identified	Audit Area	Observations in Initial Year Identified	Recommendation in Initial Year Identified	Status as of June 30, 2018	Management Comment
CLOSED MATTERS					
2015/16	<u>CODING OF EXPENSES</u>	Coding of expenses has been inconsistently applied year over year making management and understanding of the financial statements a difficult process when reviewing year over year variances.	<i>2017 Recommendation:</i> We recommend a process be put in place whereby management reviews the chart of accounts and the expectations for coding expenses going forward. This should also align with the budgeting process and accounting in accordance with the terms of the current contract.	Coding throughout the year was consistent with prior year and budget.	Matter closed
2015/16	<u>PLACER COUNTY CONTRACT</u>	The Association has been subject to complex accounting issues as a result of annual changes to the Placer County contract. Related accounting considerations are not thoroughly considered and documented until the annual audit.	<i>Recommendation:</i> We suggest the Association prepare a memo that summarizes the details of the contract and the related accounting conclusions reached for each contract year. The memo should include conclusions reached with respect to approved grant expenditures.	The most recent Placer County contract includes a paragraph that states the accounting conclusions reached for the fiscal year, including conclusions reached about approved grant expenditures for grants occurring in the subsequent fiscal year.	Matter closed
2015/16	<u>INVENTORY</u>	During the 2016 physical inventory count there was a discrepancy between actual inventory counted and the inventory sub-ledger maintained on the QuickBooks POS. This resulted in a \$2,600 book to physical adjustment prior to year-end. While not material to the Association's financial statements, the Association's investigation was unable to identify an underlying cause of the discrepancy.	<i>Recommendation:</i> In order to strengthen controls surrounding physical inventory counts, we recommend the following: 1) Develop written procedures for physical inventories to be provided to all employees involved in the count process prior to the count taking place. These procedures should include physical inventory planning prior to the count, the timing of the count, providing accounting with final count details, and allowing enough time for a representative from the accounting department to review and re-perform the counts as deemed necessary. We have provided the Association with some samples that can assist in developing a procedure document. 2) Perform full physical inventory counts after hours at least quarterly. The Association can monitor book to physical adjustments and adjust the timing of the counts as necessary.	Management performed inventory counts for each quarter, led by accounting staff. All counts performed were a blind counts and resulted in immaterial variances from the GL.	Matter closed

Recent Accounting Pronouncements

ASU 2016-14: Presentation of Financial Statements for Not-for-Profit Entities

Effective: Annual reporting periods beginning after December 15, 2017, retrospective application.

Scope: Not-for-Profit-Entities

Summarized guidance: The current three classes of net assets (i.e., unrestricted, temporarily restricted and permanently restricted) have been replaced with two new classes of net assets: (1) net assets with donor restrictions; and (2) net assets without donor restrictions. Additional disclosure requirements accompany this standard, including: governance of board designations, the composition of net assets with donor restrictions and how such restrictions affect the use of resources, management of liquidity, expenses by both their nature and function, and methods used to allocate costs among program and support functions. Implementation is required for the year ending June 30, 2019.

ASU 2014-09: Revenue from Contracts with Customer

Effective: Annual reporting periods beginning after December 15, 2018

Scope: All contracts with customers to transfer goods or services

Summarized guidance: Recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Implementation is required for the year ending March 31, 2020.

ASU 2016-02: Leases

Requires entities whom enter into a lease to record a right of use asset and a lease liability at lease inception. Effective for fiscal year ending June 30, 2021.

ASU 2018-08 Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made

Effective: Annual reporting periods beginning after December 15, 2018

Scope: Not-for-Profit-Entities

Summarized Guidance: To clarify how entities will determine whether to account for a transfer of assets (or a reduction, settlement or cancellation of a liability) as an exchange transaction or a contribution and how they will determine whether a contribution is conditional. This guidance is expected to have minimal impact on North Lake Tahoe Resort Association. Implementation is required for the year ending March 31, 2020.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Tahoe City, California

FINANCIAL STATEMENTS

AND

INDEPENDENT AUDITORS' REPORT

June 30, 2018 and 2017

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
North Lake Tahoe Resort Association, Inc.

We have audited the accompanying financial statements of North Lake Tahoe Resort Association, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2018 and 2017, and the related statements of activities and changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association, Inc. as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

McClintock Accountancy Corporation

McCLINTOCK ACCOUNTANCY CORPORATION
Tahoe City, California
October 22, 2018

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit A

STATEMENTS OF FINANCIAL POSITION

June 30, 2018 and 2017

	<u>2018</u>	<u>2017</u>
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 794,418	\$ 949,616
Restricted TOT cash reserve (Note 6)	100,449	100,249
Accounts receivable, net of allowance for doubtful accounts of \$2,500 in 2018 and \$3,343 in 2017	28,078	29,564
Prepaid expenses	27,267	14,799
Inventories	28,203	31,787
	<u>978,415</u>	<u>1,126,015</u>
Noncurrent Assets:		
Property and equipment, net of accumulated depreciation (Note 7)	3,041	5,586
	<u>3,041</u>	<u>5,586</u>
Total Assets	<u>\$ 981,456</u>	<u>\$ 1,131,601</u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities:		
Accounts payable	\$ 48,060	\$ 96,507
Accounts payable - Marketing Coop	38,046	129,000
Placer County payable	229,432	231,039
Accrued liabilities	194,701	224,477
Deferred revenue - membership dues	56,329	52,435
Deferred revenue - other	535	-0-
Total Liabilities (all current)	<u>567,103</u>	<u>733,458</u>
NET ASSETS (Note 2)		
Unrestricted		
Invested in property and equipment	3,041	5,586
Designated marketing reserve (Note 3)	325,773	306,848
Undesignated	(14,911)	(14,540)
Total Unrestricted	<u>313,904</u>	<u>297,894</u>
Temporarily Restricted (Note 6)	100,449	100,249
Total Net Assets	<u>414,353</u>	<u>398,143</u>
Total Liabilities and Net Assets	<u>\$ 981,456</u>	<u>\$ 1,131,601</u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit B

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended June 30, 2018 and 2017

	<u>2018</u>	<u>2017</u>
CHANGES IN NET ASSETS:		
Revenue and other support:		
Placer County contract revenue	\$ 3,555,227	\$ 3,544,222
Commissions and booking fees	65,176	109,912
Member dues	135,752	146,839
Member services and special events	143,526	44,892
Retail sales and other	100,343	98,454
Interest income	<u>276</u>	<u>275</u>
Total revenue and other support	<u>4,000,300</u>	<u>3,944,594</u>
Expenses and losses:		
Program services:		
Marketing	2,481,596	2,311,532
Group sales and conferences	340,080	354,440
Visitor support and transportation	26,478	158,779
Visitor information	373,701	377,489
North Lake Tahoe Chamber of Commerce	165,435	158,516
Tourism master plan implementation	10,036	-0-
Infrastructure	<u>23,575</u>	<u>117,940</u>
	<u>3,420,901</u>	<u>3,478,696</u>
Supporting services:		
General and administrative	<u>584,638</u>	<u>483,938</u>
Total expenses	<u>4,005,539</u>	<u>3,962,634</u>
Decrease in Net Assets	(5,239)	(18,040)
NET ASSETS		
Net assets distributed (to) from Placer County	<u>21,448</u>	<u>(17,359)</u>
Beginning of Year	<u>398,143</u>	<u>433,542</u>
End of Year	<u><u>\$ 414,352</u></u>	<u><u>\$ 398,143</u></u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit C

STATEMENTS OF CASH FLOWS
For the Years Ended June 30, 2018 and 2017

	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES		
Decrease in unrestricted net assets	\$ (5,239)	\$ (18,040)
Reconciliation of change in net assets to cash provided (used) by operating activities		
Depreciation	2,546	2,464
Changes in operating assets and liabilities:		
Accounts receivable	1,487	81,361
Placer County receivable/payable	(1,606)	207,099
Prepaid expenses	(12,468)	(5,923)
Inventories	3,584	621
Accounts payable	(139,404)	42,514
Accrued liabilities	(29,775)	52,951
Deferred revenue - membership dues	3,894	(17,115)
Deferred revenue - other	535	-0-
Net Cash Provided (Used) by Operating Activities	(176,446)	345,932
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	-0-	(5,086)
Net Cash Used by Investing Activities	-0-	(5,086)
CASH FLOWS FROM FINANCING ACTIVITIES		
Net assets distributed (to) from Placer County	21,448	(17,359)
Net Cash Provided (Used) by Financing Activities	21,448	(17,359)
Net Increase (Decrease) in Cash and Cash Equivalents	(154,998)	323,487
Cash and Cash Equivalents, Beginning of Year	1,049,865	726,378
Cash and Cash Equivalents, End of Year	<u>\$ 894,867</u>	<u>\$ 1,049,865</u>
Cash and Cash Equivalent Analysis:		
Cash and cash equivalents	\$ 794,418	\$ 949,616
Restricted TOT cash reserve	100,449	100,249
Net Cash and Cash Equivalents	<u>\$ 894,867</u>	<u>\$ 1,049,865</u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2018 and 2017

1. Form of Organization

North Lake Tahoe Resort Association, Inc. (the "Association") was incorporated in the State of California in 1996, upon consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The Association is organized under Section 501(c)(4) of the Internal Revenue Code as a non-profit public benefit corporation.

The primary function of the Association is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreation and cultural climate of the North Lake Tahoe, California area. The Association provides the following services to its members and the North Lake Tahoe community: Chamber of Commerce, Visitors and Convention Bureau, marketing, conference sales and membership services. The Association also serves as a partner with Placer County in the development and funding plan for infrastructure and transportation projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region.

The majority of the Association's revenue is derived from contract grants with Placer County to administer and invest portions of transient occupancy taxes collected in the North Lake Tahoe area. Additional sources of revenue are derived from membership dues, commissions and booking fees earned from conference sales, special events, and from the sale of inventory items at its visitor centers.

2. Summary of Significant Accounting Policies

Basis of Accounting and Financial Statement Presentation

The financial statements of the Association have been prepared on the accrual basis of accounting. Financial statement presentation follows the recommendations of the Financial Accounting Standards Board in ASC 958, "*Financial Statements of Not-for-Profit Organizations*." Under ASC 958, the Association reports information regarding its financial position and activities according to three classes of net assets: Unrestricted net assets, temporarily restricted net assets (if any) and permanently restricted net assets (if any). At June 30, 2018 and 2017, there were no permanently restricted net assets, as the Association has not received these types of contributions.

Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recognition of Placer County Contract Grant Revenue

The Association's contract with Placer County is considered to be an exchange transaction. Therefore, revenues received from this contract are reported as unrestricted support.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2018 and 2017

Placer County contract grant revenues are recognized as revenue during the contract year, unless specifically restricted by the contract.

Liquidity Information

In order to provide information about liquidity, assets have been sequenced according to their nearness to conversion to cash and liabilities have been sequenced according to the nearness of their maturity and resulting use of cash.

Accounts Receivable

Accounts receivable consists of amounts due from members for membership dues, cooperative advertising costs, and commissions from group conference sales, as well as other miscellaneous receivables for services provided. The Association does not charge interest on delinquent receivables. Accounts are written off directly to bad debt expense when all attempts at collection are exhausted.

Inventories

Inventories are primarily for the sale of retail goods at the visitor centers and are stated at the lower of cost or market. Cost is determined by the first-in, first-out method.

Property, Buildings and Equipment

In general, property and equipment are capitalized on the Association's books and stated at cost when the asset has over a year of life and costs of over \$1,000. Depreciation is computed on the straight-line basis over the useful lives of the assets, which range from 3 to 7 years.

Marketing Cooperative Agreement

During the year ended June 30, 2007, the Association established the North Lake Tahoe Marketing Cooperative (NLTMC) with Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau (IVCBVCB) to cooperatively promote tourism based on shared objectives which are more effectively and efficiently accomplished collectively rather than independently. Under the terms of the agreement, the Association and the IVCBVCB are required to make annual contributions to fund marketing efforts based upon an approved pre-set formula. The Association contributed \$1,411,821 and \$1,277,371 for the years ended June 30, 2018 and 2017, respectively in connection with this marketing effort, which is included in marketing (tourism promotion) and group sales and conference expense in the statement of activities and changes in net assets. The Marketing Cooperative activities and balances are reported separately from those of the Association. At June 30, 2018 and 2017, the Association owed NLTMC \$38,046 and \$129,000, respectively.

Unrestricted Net Assets

All net asset balances are classified as unrestricted, excluding the temporarily restricted cash flow reserve at Note 6. Net assets are not subject to imposed restriction or restrictions that have expired. As reflected in the accompanying notes, the Association has designated a portion of unrestricted net assets for specific purposes.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2018 and 2017

Advertising Costs

Advertising costs are expensed as incurred.

Income Tax Status

The Association is exempt from federal income taxes under the provisions of Internal Revenue Code Section 501(c) (4), and section 23701(f) for California purposes. Unrelated business income, if any, is taxed at regular corporate tax rates.

The Association's three previous federal tax returns and four previous state tax returns are available for examination by the taxing authorities.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a function basis in the statement of activities. Accordingly, certain costs, other than general and administrative costs, have been allocated among the program and supporting services benefited.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all unrestricted cash, money market funds, and debt securities with an original maturity less than three months to be cash equivalents.

Fair Value

The carrying amount of financial instruments, including cash, accounts receivable and accounts payable approximates their fair value due to the short term maturities of these instruments.

3. Designated Net Assets

Pursuant to its contract with Placer County, the Association created a visitor support and transportation fund which designates net assets from visitor support and transportation result of activities annually. The designated visitor support and transportation net assets totaled \$-0- at June 30, 2018 and 2017. During 2017, the Association remitted to Placer County the balance of the designated visitor support and transportation net asset balance.

The Association created a marketing reserve, pursuant to the 2003-04 contract with Placer County, to be used for expenditures in key areas due to any unforeseen adverse fluctuations in collections of transient occupancy taxes. The details in the use of the reserves can be decided solely at the discretion of the Association's board of directors subject to compliance with an existing policy of maintaining the reserve level at 10% of a three year average of budgeted annual marketing, conference and visitor information center expenditures. The designated marketing reserve totaled \$325,773 and \$306,848 at June 30, 2018 and 2017 respectively.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2018 and 2017

4. Concentration of Credit Risk

The Association maintains its cash accounts at a local bank. At June 30, 2018 and 2017, the aggregate balance of these accounts exceeded the federally insured (FDIC) limits by \$578,942 and \$762,613 respectively.

5. Concentration of Revenue

Support from Placer County in the form of contract grants contributed to 89% and 90% of the Association's total revenues and support for the years ended June 30, 2018 and 2017, respectively. The Association's contract with Placer County is renewed annually. At June 30, 2018 and 2017, the Association owed Placer County \$229,432 and \$231,039, respectively.

6. Restricted Cash and Investments

Restrictions on Association cash and investment balances at June 30, 2018 and 2017, consist of the following:

	2018	2017
TOT cash reserve	\$ 100,449	\$ 100,249
	<u>\$ 100,449</u>	<u>\$ 100,249</u>

The restricted Transient Occupancy Tax (TOT) cash reserve is comprised of previous years' TOT fund balance of \$100,000. The policy restricts use of these assets to only those that achieve public benefit, as agreed to by contract between Placer County and the Association. Expenditure shall only occur following approval by the Association Board of Directors and approval by the Placer County Executive Office.

7. Property and Equipment

Property and equipment at June 30, 2018 and 2017, consists of the following:

	2018	2017
Furniture and fixtures	\$ 68,768	\$ 68,768
Computer equipment	8,436	8,436
Computer software	21,520	21,520
Leasehold improvements	24,284	24,284
	<u>123,008</u>	<u>123,008</u>
Less accumulated depreciation	(119,967)	(117,422)
Net property and equipment	<u>\$ 3,041</u>	<u>\$ 5,586</u>

Depreciation expense was \$2,545 and \$2,464 for the years ended June 30, 2018 and 2017 respectively.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2018 and 2017

8. Operating Leases

The Association leases various facilities and equipment from others under non-cancellable operating leases expiring in May, 2022. Lease rent expense, including real property taxes and common area costs, was \$149,946 in 2018 and \$148,032 in 2017. Minimum lease payments are subject to escalation clauses and options to renew. At June 30, 2018, future minimum lease payments under such leases to the end of the contract are as follows:

<u>Year Ending June 30</u>	
2019	\$ 114,000
2020	114,000
2021	114,000
2022	95,000
Total	<u>\$ 437,000</u>

9. Retirement Plan

The Association offers a 401(k) retirement plan to all full-time employees who have completed at least three months of service. The Association matches 100% of the participants first 2% of contributions and 50% of the next 4% of contributions for all participating employees. Contributions to the plan by the Association were approximately \$34,558 and \$34,643 for the years ended June 30, 2018 and 2017, respectively.

10. Subsequent Events

Subsequent events have been evaluated by management through October 22, 2018, the date that the statements were available for issuance.

Executive Summary

Data based on a sample of up to 9 properties in the North Lake Tahoe destination, representing up to 1235 Units ("DestiMetrics Census**") and 38.26% of 3229 total units in the North Lake Tahoe destination ("Destination Census***")

Last Month Performance: Current YTD vs. Previous YTD		2018/19	2017/18	Year over Year Variance
North Lake Tahoe Occupancy for last month (Sep) changed by (11.3%)	Occupancy (Sep) :	54.5%	48.9%	11.3%
North Lake Tahoe ADR for last month (Sep) changed by (-1.7%)	ADR (Sep) :	\$ 283	\$ 288	-1.7%
North Lake Tahoe RevPAR for last month (Sep) changed by (9.4%)	RevPAR (Sep) :	\$ 154	\$ 141	9.4%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Oct) changed by (-1.6%)	Occupancy (Oct) :	29.3%	29.8%	-1.6%
North Lake Tahoe ADR for next month (Oct) changed by (-4.5%)	ADR (Oct) :	\$ 208	\$ 217	-4.5%
North Lake Tahoe RevPAR for next month (Oct) changed by (-6.1%)	RevPAR (Oct) :	\$ 61	\$ 65	-6.1%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (4.0%)	Occupancy	55.0%	52.9%	4.0%
North Lake Tahoe ADR for the past 6 months changed by (0.5%)	ADR	\$ 315	\$ 313	0.5%
North Lake Tahoe RevPAR for the past 6 months changed by (4.6%)	RevPAR	\$ 173	\$ 166	4.6%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (8.0%)	Occupancy	17.8%	16.5%	8.0%
North Lake Tahoe ADR for the future 6 months changed by (-16.1%)	ADR	\$ 262	\$ 313	-16.1%
North Lake Tahoe RevPAR for the future 6 months changed by (-9.4%)	RevPAR	\$ 47	\$ 52	-9.4%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Sep 30, 2018 vs. Previous Year				
Rooms Booked during last month (Sep,18) compared to Rooms Booked during the same period last year (Sep,17) for all arrival dates has changed by (18.2%)	Booking Pace (Sep)	6.6%	5.6%	18.2%

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

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

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Monthly Report September 2018

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 18/19</u>	<u>FY 17/18</u>	<u>Variance</u>
Total Revenue Booked as of 9/31/18:	\$1,849,590	\$1,549,160	19%
Forecasted Commission for this Revenue:	\$31,815	\$47,856	-34%
Number of Room Nights:	10731	8261	30%
Number of Delegates:	8218	3002	174%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>September-18</u>	<u>September-17</u>	
<u>Number of Groups Booked:</u>	<u>4</u>	<u>5</u>	
Revenue Booked:	\$124,184	\$45,964	170%
Projected Commission:	\$0	\$2,568	-100%
Room Nights:	586	307	91%
Number of Delegates:	190	139	37%
	2 Corp, 1 Smf,	3 Corp, 1 Smf,	
Booked Group Types:	1 Semiar/Educ.	1 Film Crew	
Lost Business, # of Groups:	21	6	

<u>Arrived in the month</u>	<u>September-18</u>	<u>September-17</u>	
Number of Groups:	7	6	
Revenue Arrived:	\$221,430	\$175,816	26%
Projected Commission:	\$3,863	\$4,434	-13%
Room Nights:	1140	957	19%
Number of Delegates:	506	388	30%
	4 Corp, 3	3 Corp, 1	
Arrived Group Types:	Assoc.	Assoc., 1 Smf,	
		1 Film crew	

<u>Monthly Detail/Activity</u>	<u>August-18</u>	<u>August-17</u>	
<u>Number of Groups Booked:</u>	<u>4</u>	<u>2</u>	
Revenue Booked:	\$248,395	\$58,220	327%
Projected Commission:	\$66	\$2,560	-97%
Room Nights:	1147	409	180%
Number of Delegates:	307	165	86%
		1 Corp., 1	
Booked Group Types:	3 Corp., 1 SMF	Assoc.	
Lost Business, # of Groups:	14	6	

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$154,661	\$55,514	179%
Projected Commission:	\$66	\$1,101	-94%
Room Nights:	876	234	274%
Number of Delegates:	374	152	146%

Arrived Group Types:	5 Corp, 1 Assoc., 2 SMF	2 Corp, 1 Assoc., 1 Non- Profit
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Monthly Detail/Activity	<u>July-18</u>	<u>July-17</u>	
<u>Number of Groups Booked:</u>	6	7	
Revenue Booked:	\$755,251	\$638,565	18%
Projected Commission:	\$6,861	\$20,074	-66%
Room Nights:	3526	3689	-4%
Number of Delegates:	1075	4680	-77%
Booked Group Types:	2 Corp, 3 Assoc., 1 SMF	4 Corp, 2 Assoc., 1 SMF	
Lost Business, # of Groups:	5	1	
 <u>Arrived in the month</u>	 <u>July-18</u>	 <u>July-17</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$497,793	\$319,142	56%
Projected Commission:	\$12,999	\$13,840	-6%
Room Nights:	3963	1368	190%
Number of Delegates:	4370	645	578%
Arrived Group Types:	5 Corp, 3 Assoc.	4 Corp, 1 Assoc.	
 For 2019/20:	 <u>Current Numbers</u> \$1,085,038	 <u>Goals</u> \$750,000	
For 2020/21:	\$116,002	\$500,000	

NUMBER OF LEADS Generated as of 9/30/18:	85
YTD 9/30/17:	71
YTD 9/30/16:	65

Total Number of Leads Generated in Previous Years:

2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report September 2018

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>18/19</u>	<u>17/18</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/18:	\$569,767	\$192,069	197%
Forecasted Commission for this Revenue:	\$22,491	\$20,929	7%
Number of Room Nights:	2792	1211	131%
Number of Delegates:	1643	305	439%
Annual Commission Projection:	\$25,000	\$10,000	150%

Monthly Detail/Activity	<u>September-18</u>	<u>September-17</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$38,000	-100%
Projected Commission:	\$0	\$5,700	
Room Nights:	0	380	-100%
Number of Delegates:	0	200	-100%
Booked Group Types:		1 Assoc.	

<u>Arrived in the month</u>	<u>September-18</u>	<u>* Est.</u>	<u>September-17</u>	
Number of Groups:	3		1	
Revenue Arrived:	\$51,530		\$33,892	52%
Projected Commission:	\$2,383		\$0	#DIV/0!
Room Nights:	282		136	107%
Number of Delegates:	230		70	229%
Booked Group Types:	2 Corp, 1 Assoc.		1 Assoc.	

Monthly Detail/Activity	<u>August-18</u>	<u>August-17</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$12,005	\$50,490	-76%
Projected Commission:	\$0	\$0	
Room Nights:	78	488	-84%
Number of Delegates:	38	200	-81%
Booked Group Types:	1 Corp., 1 Govt.	1 Assoc.	

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$109,857	\$32,350	240%
Projected Commission:	\$6,034	\$1,617	273%
Room Nights:	331	82	304%
Number of Delegates:	195	20	875%
Booked Group Types:	1 Corp, 1 Assoc, 1 Smf	1 Corp.	

Monthly Detail/Activity	<u>July-18</u>	<u>July-17</u>	
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<u>Number of Groups Booked:</u>	3	0
Revenue Booked:	\$226,602	\$0
Projected Commission:	\$8,828	\$0
Room Nights:	1038	0
Number of Delegates:	500	0
Booked Group Types:	2 Assoc., 1 Corp.	

<u>Arrived in the month</u>	<u>July-18</u>	* Est.	<u>July-17</u>
Number of Groups:	3		0
Revenue Arrived:	\$135,902		\$0
Projected Commission:	\$0		\$0
Room Nights:	738		0
Number of Delegates:	510		0
Booked Group Types:	2 Assoc., 1 Corp.		



north lake tahoe

Chamber | CVB | Resort Association

Finance Committee Staff Report

Date: 10/26/18

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

From: Bonnie Bavetta, CFO

RE: Report for September 30, 2018

Summary of preliminary NLTRA financial results for September 30, 2018:

- Cash balance on 9/30/18 of \$1,235,000 was 14% or \$152,000 greater than prior year at September 30 due largely to delayed payment to NLT Marketing Coop (\$254,000), offset partially by prompt pay on other Accounts Payable. All payments to the Coop were current on October 4, and have been scheduled to be paid within each month going forward.
- Accounts receivable related to sales commissions totaled \$23,000, down 26% or \$8,000 from prior year. Sales commissions earned were higher than prior year, but payment to employees has been more prompt.
- The Accounts Receivable – TOT balance of \$306,000 reflected the County TOT funding invoice for the month of September (\$275,863) and TOT funding of events from August (\$30,000), both of which were received in October. The \$30,000 payment was delayed due to a required update to the Autumn Food & Wine agreement.
- Membership dues and other membership related accounts receivable totaled \$21,000, an increase of \$17,000 over prior year. Prior year receivables reflected adjustments for uncollected and unearned balances. Note: \$275 variance to aging being investigated.
- Retail inventory of \$23,000 was up 18% or \$4,000 from prior year.
- Accounts receivable – NLTMC of \$20,000 existed due to timing of payments; payment was received in October. NLTRA pays all credit card charges and the Coop reimburses NLTRA for their charged expenses.
- Prepaid Insurance balance of \$16,000 reflected payment at the end of the month for the subsequent month's coverage. Payment is due on the first of the month. Payment processing was changed this year to ensure timely receipt of payment. Prior year account balance was \$2,000.
- Accounts payable of \$398,000 and credit card balances of \$3,000 were \$116,000 higher than prior year due to timing of the NLT Marketing Coop payment, offset partially by prompt payment of payables.
- Wages and related liabilities of \$110,000 were \$43,000 or 28% lower than prior year. Wages payable were \$27,000 lower than the same date last year as the accrual for June 2017 payroll paid in July was not reversed until the final payroll in June 2018. Incentives Payable were \$8,000 higher than prior year due to earlier payout in prior year. PTO liability was \$26,000 less than prior year due to the lower average tenure of staff.

- Accrued expenses of \$27,000 were up \$8,000 or 42% from prior year and reflected the FY17-18 accrual of commitments for BACC programs and Special Event funding.
- Deferred Revenue-Member Dues of \$50,000 was \$11,000 greater than prior year. Prior year was reduced for unpaid and unearned dues.
- Deferred Revenue-County of \$350,000 was the prepayment of TOT funds made at the beginning of the fiscal year to assist with cash flow due to the new performance based timing of monthly payments from the County.
- Due to/from the County of Placer balance of \$224,000 represented the preliminary calculation of TOT funds due back to the County from FY17/18 operations. This was a \$19,000 increase over last presentation due to adjustments made in audit and will be discussed in the audit presentation.
- YTD consolidated net income of \$70,000 at month end September 30 represented the result of TOT funding exceeding actual expenditures year-to-date, plus Membership's positive net results YTD of \$2,800.
- Membership cash position as of September 30, 2018:
 - Membership activities resulted in a net gain of \$2,800.
 - Deferred revenues of \$50,000 less receivables of \$18,000 generated an additional \$32,000 in cash year-to-date.
 - No other funds were required to support Membership activities.
- NLTRA Commissions Revenue relationship to Sales Commissions Paid:
 - Commissions are paid as follows:
 - Fully commissionable group where NLTRA is paid 10% commission – sales staff paid 1.25% of total booking
 - Third party group booking where NLTRA receives 5% of total room revenue – sales staff paid 1.00% of total booking
 - Group contacting the booking facility directly where the sales staff then works to secure the booking, no commission paid to NLTRA – sales staff paid .5% of total booking
 - Through Sept fully commissioned:
 - Fully commissioned bookings \$82,876
 - NLTRA revenue \$8,279
 - Sales commissions paid to staff \$1,036
 - Through Sept Third party:
 - Third party bookings \$557,454
 - NLTRA revenue \$25,502
 - Sales commissions paid to staff \$5,574
 - Through Sept Direct bookings:
 - Direct bookings at facility \$479,804
 - NLTRA revenue \$0
 - Sales commissions paid to staff \$2,279
 - Note slight variance to financial statement due to timing

North Lake Tahoe Resort Association

Balance Sheet

As of September 30, 2018

Accrual Basis

	Sep 30, 18	Sep 30, 17	\$ Change	% Change	Jun 30, 18
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	441	630	(189)	(30%)	289
1003-00 · Cash - Operations BOTW #6712	862,419	725,995	136,424	19%	619,232
1007-00 · Cash - Payroll BOTW #7421	38,483	8,328	30,155	362%	6,195
1008-00 · Marketing Reserve - Plumas	50,187	50,112	75	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,500	100,299	201	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	151,539	167,258	(15,719)	(9%)	88,355
10950 · Cash in Drawer	2,349	1,266	1,083	86%	597
Total Checking/Savings	1,235,500	1,083,470	152,030	14%	894,867
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	22,629	30,381	(7,752)	(26%)	0
1210-00 · A/R - Sales Estimates	0	7,759	(7,759)	(100%)	0
1290-00 · A/R - TOT	305,863	0	305,863	100%	24,331
Total Accounts Receivable	328,492	38,140	290,352	761%	24,331
Other Current Assets					
1200-99 · AR Other	(41)	1,614	(1,655)	(103%)	(41)
1201-00 · WebLink Accounts Receivable					
1201-01 · WebLink AR - Member Dues	17,615	0	17,615	100%	3,417
1201-00 · WebLink Accounts Receivable - Other	3,350	3,878	(528)	(14%)	2,870
Total 1201-00 · WebLink Accounts Receivable	20,965	3,878	17,087	441%	6,287
1201-02 · Allowance for Doubtful Accounts	(2,775)	0	(2,775)	(100%)	(2,500)
12100 · Inventory Asset	22,840	19,303	3,537	18%	28,203
1299 · Receivable from NLTMC	19,962	0	19,962	100%	28,954
1490-00 · Security Deposits	1,250	550	700	127%	650
Total Other Current Assets	62,201	25,345	36,856	145%	61,553
Total Current Assets	1,626,193	1,146,955	479,238	42%	980,751
Fixed Assets					
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%	68,768
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%	(68,768)
1740-00 · Computer Equipment	8,436	8,436	0	0%	8,436
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(7,897)	(538)	(7%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(18,927)	(17,139)	(1,788)	(10%)	(18,480)
1770-00 · Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
Total Fixed Assets	2,594	4,920	(2,326)	(47%)	3,041
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	15,818	1,851	13,967	755%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	13,775	14,989	(1,214)	(8%)	17,116
Total 1400-00 · Prepaid Expenses	30,593	17,840	12,753	71%	27,267
Total Other Assets	30,593	17,840	12,753	71%	27,267
TOTAL ASSETS	1,659,380	1,169,715	489,665	42%	1,011,059

North Lake Tahoe Resort Association

Balance Sheet

As of September 30, 2018

Accrual Basis

	Sep 30, 18	Sep 30, 17	\$ Change	% Change	Jun 30, 18
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	398,190	282,949	115,241	41%	36,793
Total Accounts Payable	398,190	282,949	115,241	41%	36,793
Credit Cards					
2080-00 · Bank of the West - Master Cards					
2080-15 MC_2339 Liz	624	0	624	100%	0
2080-16 MC_2321 Bonnie	128	0	128	100%	0
2080-02 · MC_6765_Jason	15	15	0	0%	15
2080-04 · MC_5968_Ronald	0	0	0	0%	126
2080-06 · MC_5288_Emily	0	739	(739)	(100%)	0
2080-09 · MC_0319_Sarah	45	400	(355)	(89%)	0
2080-10 · MC_9495_AI	165	1,145	(980)	(86%)	180
2080-11 · MC_3978_Amber	1,061	0	1,061	100%	3,070
2080-12 · MC_3960_Natalie	0	281	(281)	(100%)	0
2080-13 · MC_6903_Cindy	1,036	0	1,036	100%	2,430
2080-14 · MC_6193_Daphne	56	0	56	100%	83
Total 2080-00 · Bank of the West - Master Cards	3,130	2,580	550	21%	5,904
Total Credit Cards	3,130	2,580	550	21%	5,904
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	12,078	38,973	(26,895)	(69%)	36,870
2101-00 · Incentive Payable	38,113	29,874	8,239	28%	43,384
2102-00 · Commissions Payable	2,921	4,729	(1,808)	(38%)	4,698
2120-00 · Empl. Federal Tax Payable	5,287	3,118	2,169	70%	3,072
2175-00 · 401 (k) Plan	2,408	1,559	849	54%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
Total 21000 · Salaries/Wages/Payroll Liabilit	109,811	152,978	(43,167)	(28%)	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	350	0	350	100%	853
25500 · *Sales Tax Payable	3,168	(147)	3,315	2,255%	1,941
Total 2190-00 · Sales and Use Tax Payable	3,518	(147)	3,665	2,493%	2,794
2250-00 · Accrued Expenses	26,927	18,940	7,987	42%	49,521
2400-60 · Deferred Revenue- Member Dues	50,022	39,235	10,787	27%	67,000
2500-00 · Deferred Revenue - TMBC	987	0	987	100%	56,979
2651-00 · Deferred Rev - Conference	7,012	8,250	(1,238)	(15%)	535
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	4,067	530	3,537	667%	4,202
2900-00 · Due To/From County of Placer	224,118	231,039	(6,921)	(3%)	210,357
Total Other Current Liabilities	776,767	450,825	325,942	72%	529,573
Total Current Liabilities	1,178,087	736,354	441,733	60%	572,270
Total Liabilities	1,178,087	736,354	441,733	60%	572,270
Equity					
32000 · Unrestricted Net Assets	(14,195)	(8,754)	(5,441)	(62%)	(6,230)
3300-11 · Designated Marketing Reserve	275,755	256,830	18,925	7%	291,620

North Lake Tahoe Resort Association

Balance Sheet

As of September 30, 2018

Accrual Basis

	Sep 30, 18	Sep 30, 17	\$ Change	% Change	Jun 30, 18
3301 - Cash Flow Reserve	100,248	100,048	200	0%	100,048
3302 - Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	69,467	35,221	34,246	97%	3,334
Total Equity	481,293	433,363	47,930	11%	438,790
TOTAL LIABILITIES & EQUITY	1,659,380	1,169,717	489,663	42%	1,011,060

North Lake Tahoe Resort Association
A/R Aging Summary
As of September 30, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Allied PRA DSC Inc. (Dest Svcs Corp)	0.00	0.00	0.00	0.00	550.00	550.00
County of Placer	275,863.41	0.00	30,000.00	0.00	0.00	305,863.41
Destination Tahoe Meetings & Events	0.00	0.00	0.00	550.00	0.00	550.00
Edgewood Tahoe	2,295.00	0.00	5,827.50	0.00	0.00	8,122.50
Event Specialists	0.00	0.00	0.00	550.00	0.00	550.00
Forest Suites Resort	0.00	0.00	0.00	550.00	0.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	2,978.10	2,978.10
Harrah's/Harveys Casino	0.00	0.00	0.00	550.00	2,358.20	2,908.20
Hotel Becket	0.00	0.00	0.00	550.00	0.00	550.00
Hotel Truckee - Tahoe	0.00	0.00	0.00	550.00	0.00	550.00
Hyatt Regency Lake Tahoe Resort, Spa & Ca	3,392.95	0.00	0.00	0.00	0.00	3,392.95
Lake Tahoe Resort Hotel	0.00	206.85	0.00	0.00	0.00	206.85
MontBleu	440.93	0.00	0.00	0.00	0.00	440.93
PlumpJack Squaw Valley Inn	0.00	0.00	0.00	676.00	0.00	676.00
Tahoe City Inn	0.00	0.00	0.00	0.00	0.01	0.01
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	550.00	0.00	550.00
The Village at Squaw Valley	0.00	0.00	53.90	0.00	0.00	53.90
TOTAL	281,992.29	206.85	35,881.40	4,526.00	5,886.31	328,492.85

North Lake Tahoe Resort Association
A/P Aging Summary
As of September 30, 2018

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
About a Boy ...	0.00	282.00	0.00	0.00	0.00	282.00
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
ADP	528.39	0.00	0.00	0.00	0.00	528.39
Airport Self Storage	314.00	0.00	0.00	0.00	0.00	314.00
Amber Burke	134.67	0.00	0.00	0.00	0.00	134.67
Anne-Karin Atwood*	6.54	0.00	0.00	0.00	0.00	6.54
Annie's Cleaning Service	700.00	0.00	0.00	0.00	0.00	700.00
AT & T*	519.91	0.00	0.00	0.00	0.00	519.91
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
B Great Leadership	0.00	2,200.00	0.00	0.00	0.00	2,200.00
Chris Werfel	63.22	0.00	0.00	0.00	0.00	63.22
Cindy Gustafson	151.51	242.42	0.00	0.00	0.00	393.93
Cintas Corporation #623	176.23	0.00	0.00	0.00	0.00	176.23
CoPower	0.00	110.80	0.00	0.00	0.00	110.80
Dawn Teran	42.51	0.00	0.00	0.00	0.00	42.51
Employers Assurance Co.	0.00	966.50	0.00	0.00	0.00	966.50
FedEx	53.65	66.59	0.00	0.00	0.00	120.24
FP Mailing Solutions	170.27	0.00	0.00	0.00	-0.18	170.09
Granlibakken Management Company, Ltd.	0.00	526.50	0.00	0.00	0.00	526.50
Independent Technologies	918.09	0.00	0.00	0.00	0.00	918.09
InfiniSource Benefits	70.00	4.50	0.00	0.00	0.00	74.50
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Kids Adventure Games, LLC	0.00	2,500.00	0.00	0.00	0.00	2,500.00
Kym Fabel	46.80	0.00	0.00	0.00	0.00	46.80
Lake Tahoe Resort Hotel*	0.00	1,330.70	0.00	0.00	0.00	1,330.70
Liberty Utilities*	0.00	835.73	0.00	0.00	0.00	835.73
Live a Tahoe Day	0.00	69.00	0.00	0.00	0.00	69.00
Liz Bowling	51.12	0.00	0.00	0.00	0.00	51.12
McClintock Accountancy	9,600.00	0.00	0.00	0.00	0.00	9,600.00
Native to this Place	0.00	76.00	0.00	0.00	0.00	76.00
North Lake Tahoe Marketing Co-op	0.00	253,575.00	0.00	0.00	0.00	253,575.00
Paige Bechdolt	8.72	0.00	0.00	0.00	0.00	8.72
Peter Spain Photography_1	275.00	0.00	0.00	0.00	0.00	275.00
Placer County Sheriff's Office	0.00	0.00	120.00	0.00	0.00	120.00
Principal Financial Group	0.00	3,128.66	0.00	0.00	363.82	3,492.48
RB Technologies	0.00	757.86	0.00	0.00	0.00	757.86
Reno eNVy	0.00	150.00	0.00	0.00	0.00	150.00
Ricoh USA	1,132.31	0.00	0.00	0.00	0.00	1,132.31
Southwest Gas Corporation*	16.21	0.00	0.00	0.00	0.00	16.21
StorQuest	166.00	166.00	0.00	0.00	0.00	332.00
Swigard's True Value Hardware, Inc.*	0.00	62.61	0.00	0.00	0.00	62.61
Tahoe Basics	0.00	0.00	0.00	0.00	-198.00	-198.00
Tahoe City Downtown Association*	0.00	2,500.00	0.00	0.00	0.00	2,500.00
Tahoe Quarterly*	0.00	0.00	0.00	168.00	0.00	168.00

North Lake Tahoe Resort Association

A/P Aging Summary

	As of September 30, 2018	0 - 30	31 - 60	61 - 90	> 90	TOTAL
Tahoe Truckee Unified School District*	225.50	0.00	0.00	0.00	0.00	225.50
Travelers	0.00	363.00	0.00	0.00	0.00	363.00
Vail Resorts	112,533.51	0.00	0.00	0.00	0.00	112,533.51
Western Association of Chamber Executives	0.00	300.00	0.00	0.00	0.00	300.00
Wholesale Resort Accessories, Inc.	50.00	0.00	0.00	0.00	21.50	71.50
YIG Administration	0.00	-16.98	-42.45	-33.96	-68.00	-161.39
TOTAL	127,979.16	270,196.89	77.55	134.04	-267.84	398,119.80

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	275,863	298,198	(22,335)	1,066,621	1,109,666	(43,044)	3,793,727
4200-00 • Membership Dues	11,126	10,600	526	33,185	31,800	1,385	128,000
4205-00 • Conference Dues	1,329	825	504	2,887	2,475	412	9,900
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	0	0	0	19,000
4250-05 • Sponsorships	0	0	0	0	0	0	13,000
4250-01 • Community Awards - Other	0	0	0	0	0	0	18,000
Total 4250-01 • Community Awards	0	0	0	0	0	0	50,000
4250-02 • Chamber Events	25	208	(183)	63	628	(565)	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	0	0	0	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	350	(350)	0	1,050	(1,050)	3,050
4251-00 • Tues AM Breakfast Club - Other	591	580	11	1,162	1,740	(578)	6,980
Total 4251-00 • Tues AM Breakfast Club	591	930	(339)	1,162	2,790	(1,628)	10,010
4250-00 • Revenues-Membership Activities - Other	920	0	920	1,680	0	1,680	0
Total 4250-00 • Revenues-Membership Activities	1,536	1,138	398	2,905	3,418	(513)	70,510
4600-00 • Commissions							
4601-00 • Commissions - South Shore	2,677	1,667	1,010	8,770	4,997	3,773	20,000
4600-00 • Commissions - Other	3,393	2,500	893	20,720	7,500	13,220	30,000
Total 4600-00 • Commissions	6,070	4,167	1,903	29,491	12,497	16,994	50,000
4600 • Merchandise Sales							
4502-00 • Non-Retail VIC income	884	500	384	1,684	5,000	(3,316)	9,500
4600 • Merchandise Sales - Other	12,346	9,000	3,346	42,173	34,000	8,173	95,000
Total 4600 • Merchandise Sales	13,230	9,500	3,730	43,857	39,000	4,857	104,500
Total Income	309,154	324,428	(15,274)	1,178,947	1,198,856	(19,909)	4,156,637
Gross Profit	309,154	324,428	(15,274)	1,178,947	1,198,856	(19,909)	4,156,637
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	433	633	(200)	9,276	1,903	7,373	7,600
5020-00 • P/R - Tax Expense	5,271	7,514	(2,243)	19,971	23,320	(3,349)	86,761
5030-00 • P/R - Health Insurance Expense	10,923	11,058	(135)	31,754	33,168	(1,414)	132,690
5040-00 • P/R - Workmans Comp	1,933	996	937	3,285	3,162	123	11,845
5060-00 • 401 (k)	3,703	3,582	121	9,685	11,043	(1,358)	43,048
5070-00 • Other Benefits and Expenses	158	586	(428)	832	1,755	(923)	7,029
5000-00 • Salaries & Wages - Other	79,667	88,869	(9,202)	261,963	274,122	(12,159)	1,068,067
Total 5000-00 • Salaries & Wages	102,089	113,238	(11,149)	336,766	348,473	(11,707)	1,357,040
5100-00 • Rent							
5110-00 • Utilities	1,078	928	150	2,919	2,689	230	12,191
5140-00 • Repairs & Maintenance	0	3,902	(3,902)	45	11,703	(11,658)	46,850
5150-00 • Office - Cleaning	700	800	(100)	1,800	2,721	(921)	10,444
5100-00 • Rent - Other	12,946	12,957	(11)	38,506	38,855	(349)	155,468
Total 5100-00 • Rent	14,724	18,587	(3,863)	43,270	55,968	(12,698)	224,953
5310-00 • Telephone							
5320-00 • Telephone	2,629	2,129	500	10,295	6,387	3,908	25,548
5350-00 • Internet	0			25			
5310-00 • Telephone - Other	0	461	(461)	0	1,386	(1,386)	5,535
Total 5310-00 • Telephone	2,629	2,590	39	10,320	7,773	2,547	31,083
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	54	0	54	54	0	54	0
5420-00 • Mail - USPS - Other	0	326	(326)	521	1,128	(607)	5,203
Total 5420-00 • Mail - USPS	54	326	(272)	574	1,128	(554)	5,203
5510-00 • Insurance/Bonding	915	600	315	1,444	1,773	(329)	6,138
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	1,078	1,925	(847)	1,978	2,175	(197)	7,600
5520-00 • Supplies - Other	605	1,650	(1,045)	3,474	5,643	(2,169)	21,493
Total 5520-00 • Supplies	1,683	3,575	(1,892)	5,452	7,818	(2,366)	29,093
5610-00 • Depreciation	149	177	(28)	447	536	(89)	2,129
5700-00 • Equipment Support & Maintenance	10	1,118	(1,108)	630	3,354	(2,724)	13,412
5710-00 • Taxes, Licenses & Fees	875	1,255	(380)	2,769	3,351	(582)	12,951
5740-00 • Equipment Rental/Leasing	1,303	1,478	(175)	4,081	4,424	(343)	17,726
5800-00 • Training Seminars	159	1,067	(908)	564	3,597	(3,033)	16,450
5850-00 • Artist of Month - Commissions	0	458	(458)	499	1,378	(879)	5,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	750	(750)	840	2,250	(1,410)	9,000
5920-00 • Professional Fees - Accountant	9,600	22,000	(12,400)	10,000	25,000	(15,000)	25,000
5921-00 • Professional Fees - Other	0	2,792	(2,792)	0	7,626	(7,626)	26,000
Total 5900-00 • Professional Fees	9,600	25,542	(15,942)	10,840	34,876	(24,036)	60,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Bud...
5941-00 · Research & Planning	5,000	2,500	2,500	5,000	2,500	2,500	5,000
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	0	0	0	0	10,000	(10,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	29,936	4,250	25,686	30,398	37,375	(6,977)	37,375
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 · Broken Arrow Skyrace	0	0	0	0	0	0	20,000
6421-05 · No Barriers	0	0	0	0	0	0	12,400
6421-06 · Spartan	0	4,500	(4,500)	250,000	254,500	(4,500)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	0	0	0	35,550
6421-09 · Wanderlust	0	0	0	0	0	0	37,700
6421-10 · WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 · Mountain Travel Symposium	0			0			5,000
Total 6420-01 · Sponsorships	29,936	8,750	21,186	280,445	291,875	(11,430)	447,225
6421-00 · New Event Development	0	2,750	(2,750)	0	8,250	(8,250)	58,000
6422-00 · Event Media	300	0	300	300	0	300	0
6424-00 · Event Operation Expenses	496	667	(171)	2,089	1,999	90	8,000
Total 6420-00 · Events	30,732	12,167	18,565	282,834	302,124	(19,290)	513,225
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	5,000
6437-00 · Tuesday Morning Breakfast Club	486	650	(164)	891	1,300	(409)	7,150
6441-00 · Membership - Miscellaneous Exp	50			60			
6442-00 · Public Relations/Website	318	344	(26)	1,492	2,532	(1,040)	5,628
6423-00 · Membership Activities - Other	226	0	226	251	0	251	0
Total 6423-00 · Membership Activities	1,079	994	85	2,693	3,832	(1,139)	45,278
6730-00 · Marketing Cooperative/Media	121,652	121,652	0	364,959	364,955	4	1,459,823
6742-00 · Non-NLT Co-Op Marketing Program	1,028	4,318	(3,290)	2,933	12,954	(10,021)	51,800
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	1,100	2,500	(1,400)	1,100	5,000	(3,900)	20,000
6743-03 · Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 · High Notes	0	0	0	0	0	0	20,000
6743-05 · Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	1,100	2,500	(1,400)	1,100	5,000	(3,900)	80,000
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	93	0	93	536	0	536	0
52500 · Purchase Discounts	(19)	0	(19)	(34)	0	(34)	0
59900 · POS Inventory Adjustments	0	0	0	(150)	0	(150)	0
8100-00 · Cost of Goods Sold - Other	7,416	4,725	2,691	22,656	17,848	4,808	49,875
Total 8100-00 · Cost of Goods Sold	7,489	4,725	2,764	23,009	17,848	5,161	49,875
8200-00 · Associate Relations	27	616	(589)	653	1,856	(1,203)	7,400
8300-00 · Board Functions	2,200	150	2,050	3,337	450	2,887	4,500
8500-00 · Credit Card Fees	613	503	110	1,816	1,953	(137)	6,658
8600-00 · Additional Opportunites	0	3,133	(3,133)	0	9,395	(9,395)	37,600
8700-00 · Automobile Expenses	480	528	(48)	1,450	1,681	(231)	6,183
8750-00 · Meals/Meetings	75	637	(562)	278	1,907	(1,629)	7,640
8810-00 · Dues & Subscriptions	305	852	(547)	1,763	2,552	(789)	10,220
8910-00 · Travel	0	100	(100)	0	100	(100)	6,600
Total Expense	305,969	325,386	(19,417)	1,109,480	1,213,556	(104,076)	4,153,480
Net Ordinary Income	3,185	(958)	4,143	69,467	(14,700)	84,167	3,157
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			70			
Total Other Income	23			70			
Other Expense							
8990-00 · Allocated	0	(0)	0	0	(0)	0	0
Total Other Expense	0	(0)	0	0	(0)	0	0
Net Other Income	23	0	23	70	0	70	0
Net Income	3,208	(958)	4,165	69,537	(14,700)	84,237	3,157

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

Accrual Basis

11 - Marketing

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	205,436	223,433	(17,997)	866,610	908,633	(42,023)	2,983,906
Total Income	205,436	223,433	(17,997)	866,610	908,633	(42,023)	2,983,906
Gross Profit	205,436	223,433	(17,997)	866,610	908,633	(42,023)	2,983,906
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	1,375	1,375	0	4,125	4,125	0	16,500
5020-00 • P/R - Tax Expense	1,464	1,848	(384)	5,011	5,721	(710)	22,712
5030-00 • P/R - Health Insurance Expense	5,581	4,080	1,501	15,759	12,240	3,519	48,960
5040-00 • P/R - Workmans Comp	290	183	107	547	572	(25)	2,268
5060-00 • 401 (k)	1,380	1,056	324	3,298	3,267	31	12,978
5070-00 • Other Benefits and Expenses	41	167	(126)	122	505	(383)	2,008
5000-00 • Salaries & Wages - Other	26,533	26,401	132	79,481	81,720	(2,239)	324,453
Total 5000-00 • Salaries & Wages	36,664	35,110	1,554	108,344	108,150	194	429,879
5100-00 • Rent							
5110-00 • Utilities	156	135	21	433	405	28	1,620
5140-00 • Repairs & Maintenance	0	1,167	(1,167)	0	3,501	(3,501)	14,033
5150-00 • Office - Cleaning	233	175	58	600	725	(125)	2,700
5100-00 • Rent - Other	2,216	1,984	232	6,482	5,949	533	23,805
Total 5100-00 • Rent	2,605	3,461	(856)	7,515	10,580	(3,065)	42,158
5310-00 • Telephone							
5320-00 • Telephone	624	670	(46)	2,318	2,010	308	8,040
Total 5310-00 • Telephone	624	670	(46)	2,318	2,010	308	8,040
5420-00 • Mail - USPS	0	0	0	95	150	(55)	900
5510-00 • Insurance/Bonding	174	169	5	274	507	(233)	2,028
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	293	1,800	(1,507)	740	1,800	(1,060)	3,600
5520-00 • Supplies - Other	214	417	(203)	325	1,247	(922)	5,000
Total 5520-00 • Supplies	508	2,217	(1,709)	1,065	3,047	(1,982)	8,600
5610-00 • Depreciation	0	20	(20)	0	60	(60)	240
5700-00 • Equipment Support & Maintenance	0	292	(292)	0	876	(876)	3,500
5740-00 • Equipment Rental/Leasing	309	315	(6)	981	945	36	3,780
5800-00 • Training Seminars	34	0	34	259	0	259	4,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	125	(125)	0	375	(375)	1,500
5921-00 • Professional Fees - Other	0	417	(417)	0	1,251	(1,251)	5,000
Total 5900-00 • Professional Fees	0	542	(542)	0	1,626	(1,626)	6,500
5941-00 • Research & Planning	5,000	2,500	2,500	5,000	2,500	2,500	5,000
6020-00 • Programs							
6016-00 • Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 • Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 • Programs	0	0	0	0	10,000	(10,000)	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	29,936	4,250	25,686	30,398	37,375	(6,977)	37,375
6421-01 • 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 • Broken Arrow Skyrace	0	0	0	0	0	0	20,000
6421-05 • No Barriers	0	0	0	0	0	0	12,400
6421-06 • Spartan	0	4,500	(4,500)	250,000	254,500	(4,500)	254,500
6421-07 • Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 • Tough Mudder	0	0	0	0	0	0	35,550
6421-09 • Wanderlust	0	0	0	0	0	0	37,700
6421-10 • WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 • Mountain Travel Symposium	0			0			5,000
Total 6420-01 • Sponsorships	29,936	8,750	21,186	280,445	291,875	(11,430)	447,225
6421-00 • New Event Development	0	2,750	(2,750)	0	8,250	(8,250)	58,000
6424-00 • Event Operation Expenses	491	667	(176)	1,818	1,999	(181)	8,000
Total 6420-00 • Events	30,426	12,167	18,259	282,263	302,124	(19,861)	513,225
6730-00 • Marketing Cooperative/Media	111,384	111,384	0	334,152	334,148	4	1,336,604
6742-00 • Non-NLT Co-Op Marketing Program	678	834	(156)	2,183	2,502	(319)	10,000
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	1,100	2,500	(1,400)	1,100	5,000	(3,900)	20,000
6743-03 • Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 • High Notes	0	0	0	0	0	0	20,000
6743-05 • Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 • BACC Marketing Programs	1,100	2,500	(1,400)	1,100	5,000	(3,900)	80,000
8200-00 • Associate Relations	0	134	(134)	0	402	(402)	1,600
8500-00 • Credit Card Fees	45	0	45	45	0	45	0
8600-00 • Additional Opportunit	0	2,666	(2,666)	0	7,998	(7,998)	32,000

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

Accrual Basis

11 - Marketing

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
8700-00 · Automobile Expenses	146	125	21	443	375	68	1,500
8750-00 · Meals/Meetings	0	300	(300)	14	900	(887)	3,600
8810-00 · Dues & Subscriptions	30	292	(262)	438	872	(434)	3,500
8910-00 · Travel	0	0	0	0	0	0	5,500
Total Expense	189,728	175,698	14,030	746,487	794,772	(48,285)	2,582,654
Net Ordinary Income	15,709	47,735	(32,026)	120,123	113,861	6,262	401,252
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			53			
Total Other Income	23			53			
Other Expense							
8990-00 · Allocated	32,132	47,735	(15,603)	94,677	113,861	(19,184)	401,252
Total Other Expense	32,132	47,735	(15,603)	94,677	113,861	(19,184)	401,252
Net Other Income	(32,110)	(47,735)	15,626	(94,624)	(113,861)	19,237	(401,252)
Net Income	(16,401)	0	(16,401)	25,499	0	25,499	0

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

Accrual Basis

30 - Conference

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	31,330	31,330	0	89,933	89,923	10	352,299
4205-00 • Conference Dues	1,329	825	504	2,887	2,475	412	9,900
4600-00 • Commissions							
4601-00 • Commissions - South Shore	2,677	1,667	1,010	8,770	4,997	3,773	20,000
4600-00 • Commissions - Other	3,393	2,500	893	20,720	7,500	13,220	30,000
Total 4600-00 • Commissions	6,070	4,167	1,903	29,491	12,497	16,994	50,000
Total Income	38,729	36,322	2,407	122,311	104,895	17,416	412,199
Gross Profit	38,729	36,322	2,407	122,311	104,895	17,416	412,199
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	433	633	(200)	9,276	1,903	7,373	7,600
5020-00 • P/R - Tax Expense	939	1,165	(226)	3,246	3,492	(246)	13,977
5030-00 • P/R - Health Insurance Expense	2,326	1,633	693	4,920	4,893	27	19,590
5040-00 • P/R - Workmans Comp	236	172	64	321	517	(196)	2,065
5060-00 • 401 (k)	772	555	217	2,000	1,662	338	6,657
5070-00 • Other Benefits and Expenses	42	84	(42)	126	248	(122)	1,004
5000-00 • Salaries & Wages - Other	11,824	13,236	(1,412)	36,087	39,703	(3,616)	158,827
Total 5000-00 • Salaries & Wages	16,573	17,478	(905)	55,976	52,418	3,558	209,720
5100-00 • Rent							
5110-00 • Utilities	78	70	8	212	210	2	840
5140-00 • Repairs & Maintenance	0	43	(43)	0	130	(130)	517
5150-00 • Office - Cleaning	117	102	15	300	305	(5)	1,223
5100-00 • Rent - Other	1,025	953	72	3,075	2,856	219	11,433
Total 5100-00 • Rent	1,219	1,168	51	3,587	3,501	86	14,013
5310-00 • Telephone							
5320-00 • Telephone	215	206	9	797	618	179	2,472
Total 5310-00 • Telephone	215	206	9	797	618	179	2,472
5420-00 • Mail - USPS	0	42	(42)	31	122	(91)	500
5510-00 • Insurance/Bonding	57	115	(58)	90	342	(252)	1,377
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	30	0	30	91	0	91	0
5520-00 • Supplies - Other	43	52	(9)	98	150	(52)	618
Total 5520-00 • Supplies	73	52	21	190	150	40	618
5610-00 • Depreciation	0	8	(8)	0	22	(22)	94
5700-00 • Equipment Support & Maintenance	0	140	(140)	0	425	(425)	1,685
5710-00 • Taxes, Licenses & Fees	0	8	(8)	0	24	(24)	96
5740-00 • Equipment Rental/Leasing	133	155	(22)	424	461	(37)	1,856
6730-00 • Marketing Cooperative/Media	10,268	10,268	0	30,807	30,807	0	123,219
8200-00 • Associate Relations	0	25	(25)	0	75	(75)	300
8810-00 • Dues & Subscriptions	0	84	(84)	0	252	(252)	1,000
Total Expense	28,539	29,749	(1,210)	91,902	89,217	2,685	356,950
Net Ordinary Income	10,190	6,573	3,617	30,409	15,678	14,731	55,249
Other Income/Expense							
Other Expense							
8990-00 • Allocated	4,424	6,573	(2,148)	13,036	15,678	(2,642)	55,249
Total Other Expense	4,424	6,573	(2,148)	13,036	15,678	(2,642)	55,249
Net Other Income	(4,424)	(6,573)	2,148	(13,036)	(15,678)	2,642	(55,249)
Net Income	5,766	0	5,766	17,373	0	17,373	0

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

Accrual Basis

42 - Visitor Center

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	38,340	42,673	(4,333)	107,920	108,903	(983)	448,844
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	884	500	384	1,684	5,000	(3,316)	9,500
46000 - Merchandise Sales - Other	12,346	9,000	3,346	42,173	34,000	8,173	95,000
Total 46000 - Merchandise Sales	13,230	9,500	3,730	43,857	39,000	4,857	104,500
Total Income	51,570	52,173	(603)	151,778	147,903	3,875	553,344
Gross Profit	51,570	52,173	(603)	151,778	147,903	3,875	553,344
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	1,078	1,791	(713)	4,831	5,975	(1,144)	17,550
5030-00 - P/R - Health Insurance Expense	729	1,806	(1,077)	4,445	5,418	(973)	21,672
5040-00 - P/R - Workmans Comp	862	448	414	1,312	1,491	(179)	5,193
5060-00 - 401 (k)	677	597	80	1,857	1,991	(134)	6,924
5070-00 - Other Benefits and Expenses	45	102	(57)	129	307	(178)	1,225
5000-00 - Salaries & Wages - Other	12,725	14,925	(2,200)	48,549	49,778	(1,229)	173,103
Total 5000-00 - Salaries & Wages	16,118	19,669	(3,552)	61,124	64,960	(3,836)	225,667
5100-00 - Rent							
5110-00 - Utilities	650	550	100	1,707	1,550	157	7,650
5140-00 - Repairs & Maintenance	0	2,292	(2,292)	45	6,872	(6,827)	27,500
5150-00 - Office - Cleaning	58	237	(179)	150	714	(564)	2,847
5100-00 - Rent - Other	6,663	7,025	(363)	19,988	21,072	(1,085)	84,297
Total 5100-00 - Rent	7,371	10,104	(2,733)	21,889	30,208	(8,319)	122,294
5310-00 - Telephone							
5320-00 - Telephone	689	0	689	2,872	0	2,872	0
5310-00 - Telephone - Other	0	461	(461)	0	1,386	(1,386)	5,535
Total 5310-00 - Telephone	689	461	228	2,872	1,386	1,486	5,535
5420-00 - Mail - USPS							
5480-00 - Mail - Fed Ex	54	0	54	54	0	54	0
5420-00 - Mail - USPS - Other	0	145	(145)	166	439	(273)	1,744
Total 5420-00 - Mail - USPS	54	145	(91)	220	439	(219)	1,744
5510-00 - Insurance/Bonding	305	146	159	481	439	42	1,753
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	129	125	4	250	375	(125)	1,500
5520-00 - Supplies - Other	158	473	(315)	1,834	2,118	(284)	7,375
Total 5520-00 - Supplies	286	598	(312)	2,084	2,493	(409)	8,875
5610-00 - Depreciation	118	87	31	354	266	88	1,049
5700-00 - Equipment Support & Maintenance	0	300	(300)	0	900	(900)	3,600
5710-00 - Taxes, Licenses & Fees	0	155	(155)	0	155	(155)	155
5740-00 - Equipment Rental/Leasing	302	429	(127)	922	1,289	(367)	5,150
5800-00 - Training Seminars	0	650	(650)	0	650	(650)	5,000
5850-00 - Artist of Month - Commissions	0	458	(458)	499	1,378	(879)	5,500
6742-00 - Non-NLT Co-Op Marketing Program	350	3,484	(3,134)	750	10,452	(9,702)	41,800
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	93	0	93	536	0	536	0
52500 - Purchase Discounts	(19)	0	(19)	(34)	0	(34)	0
59900 - POS Inventory Adjustments	0	0	0	(150)	0	(150)	0
8100-00 - Cost of Goods Sold - Other	6,658	4,725	1,933	21,899	17,848	4,051	49,875
Total 8100-00 - Cost of Goods Sold	6,731	4,725	2,006	22,251	17,848	4,403	49,875
8200-00 - Associate Relations	0	58	(58)	0	178	(178)	700
8500-00 - Credit Card Fees	345	333	12	1,082	1,363	(281)	3,658
8700-00 - Automobile Expenses	114	75	39	210	325	(115)	750
8750-00 - Meals/Meetings	5	67	(62)	11	197	(186)	800
8810-00 - Dues & Subscriptions	0	166	(166)	0	498	(498)	2,000
8910-00 - Travel	0	100	(100)	0	100	(100)	1,100
Total Expense	32,788	42,210	(9,422)	114,749	135,524	(20,775)	487,005
Net Ordinary Income	18,782	9,963	8,819	37,029	12,379	24,650	66,339
Other Income/Expense							
Other Expense							
8990-00 - Allocated	6,033	8,963	(2,930)	17,777	21,379	(3,602)	75,339
Total Other Expense	6,033	8,963	(2,930)	17,777	21,379	(3,602)	75,339
Net Other Income	(6,033)	(8,963)	2,930	(17,777)	(21,379)	3,602	(75,339)
Net Income	12,749	1,000	11,749	19,252	(9,000)	28,252	(9,000)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

51 - TMPI

	Sep 18	Budget	\$ Over Bu...	Jul - Sep 18	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	757	763	(6)	2,158	2,207	(49)	8,677
Total Income	<u>757</u>	<u>763</u>	<u>(6)</u>	<u>2,158</u>	<u>2,207</u>	<u>(49)</u>	<u>8,677</u>
Gross Profit	<u>757</u>	<u>763</u>	<u>(6)</u>	<u>2,158</u>	<u>2,207</u>	<u>(49)</u>	<u>8,677</u>
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	0	33	(33)	(98)	100	(198)	401
5030-00 • P/R - Health Insurance Expense	11	4	8	23	11	12	42
5040-00 • P/R - Workmans Comp	16	4	12	41	12	29	48
5060-00 • 401 (k)	28	23	5	66	68	(2)	272
5070-00 • Other Benefits and Expenses	0	0	0	0	0	0	0
5000-00 • Salaries & Wages - Other	767	567	200	2,156	1,700	457	6,798
Total 5000-00 • Salaries & Wages	<u>822</u>	<u>630</u>	<u>192</u>	<u>2,189</u>	<u>1,890</u>	<u>299</u>	<u>7,561</u>
5100-00 • Rent							
5110-00 • Utilities	5			17			
5150-00 • Office - Cleaning	8			21			
5100-00 • Rent - Other	72	0	72	215	0	215	0
Total 5100-00 • Rent	<u>85</u>	<u>0</u>	<u>85</u>	<u>253</u>	<u>0</u>	<u>253</u>	<u>0</u>
5310-00 • Telephone							
5320-00 • Telephone	36			160			
Total 5310-00 • Telephone	<u>36</u>	<u>0</u>	<u>36</u>	<u>160</u>	<u>0</u>	<u>160</u>	<u>0</u>
5420-00 • Mail - USPS	0	0	0	9	0	9	0
5510-00 • Insurance/Bonding	17	0	17	27	0	27	0
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	12			35			
5520-00 • Supplies - Other	3	0	3	7	0	7	0
Total 5520-00 • Supplies	<u>15</u>	<u>0</u>	<u>15</u>	<u>42</u>	<u>0</u>	<u>42</u>	<u>0</u>
5740-00 • Equipment Rental/Leasing	36	0	36	116	0	116	0
8700-00 • Automobile Expenses	8	0	8	8	0	8	0
8750-00 • Meals/Meetings	1	0	1	1	0	1	0
8810-00 • Dues & Subscriptions	0			46			
Total Expense	<u>1,020</u>	<u>630</u>	<u>390</u>	<u>2,852</u>	<u>1,890</u>	<u>961</u>	<u>7,561</u>
Net Ordinary Income	<u>(263)</u>	<u>133</u>	<u>(396)</u>	<u>(694)</u>	<u>317</u>	<u>(1,010)</u>	<u>1,116</u>
Other Income/Expense							
Other Expense							
8990-00 • Allocated	89	133	(43)	263	317	(53)	1,116
Total Other Expense	<u>89</u>	<u>133</u>	<u>(43)</u>	<u>263</u>	<u>317</u>	<u>(53)</u>	<u>1,116</u>
Net Other Income	<u>(89)</u>	<u>(133)</u>	<u>43</u>	<u>(263)</u>	<u>(317)</u>	<u>53</u>	<u>(1,116)</u>
Net Income	<u>(353)</u>	<u>0</u>	<u>(353)</u>	<u>(957)</u>	<u>0</u>	<u>(957)</u>	<u>0</u>

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

Accrual Basis

60 - Membership

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 • Membership Dues	11,126	10,600	526	33,185	31,800	1,385	128,000
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	0	0	0	19,000
4250-05 • Sponsorships	0	0	0	0	0	0	13,000
4250-01 • Community Awards - Other	0	0	0	0	0	0	18,000
Total 4250-01 • Community Awards	0	0	0	0	0	0	50,000
4250-02 • Chamber Events	25	208	(183)	63	628	(565)	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	0	0	0	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	350	(350)	0	1,050	(1,050)	3,050
4251-00 • Tues AM Breakfast Club - Other	591	580	11	1,162	1,740	(578)	6,960
Total 4251-00 • Tues AM Breakfast Club	591	930	(339)	1,162	2,790	(1,628)	10,010
4250-00 • Revenues-Membership Activities - Other	920	0	920	1,680	0	1,680	0
Total 4250-00 • Revenues-Membership Activities	1,536	1,138	398	2,905	3,418	(513)	70,510
Total Income	12,662	11,738	924	36,090	35,218	872	198,510
Gross Profit	12,662	11,738	924	36,090	35,218	872	198,510
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(4,125)	(4,125)	0	(16,500)
5020-00 • P/R - Tax Expense	363	547	(184)	1,170	1,643	(473)	6,566
5030-00 • P/R - Health Insurance Expense	1,061	888	173	3,446	2,664	782	10,656
5040-00 • P/R - Workmans Comp	91	7	84	187	24	163	87
5060-00 • 401 (k)	206	262	(56)	639	787	(148)	3,145
5070-00 • Other Benefits and Expenses	8	66	(58)	15	198	(183)	792
5000-00 • Salaries & Wages - Other	5,737	6,553	(816)	18,010	19,659	(1,649)	78,636
Total 5000-00 • Salaries & Wages	6,091	6,948	(857)	19,342	20,850	(1,508)	83,382
5100-00 • Rent							
5110-00 • Utilities	21	50	(29)	66	155	(89)	605
5140-00 • Repairs & Maintenance	0	25	(25)	0	75	(75)	300
5150-00 • Office - Cleaning	32	78	(46)	83	352	(270)	1,177
5100-00 • Rent - Other	448	819	(371)	1,178	2,455	(1,277)	9,826
Total 5100-00 • Rent	501	972	(471)	1,326	3,037	(1,711)	11,908
5310-00 • Telephone							
5320-00 • Telephone	165	253	(88)	677	759	(82)	3,036
Total 5310-00 • Telephone	165	253	(88)	677	759	(82)	3,036
5420-00 • Mail - USPS	0	50	(50)	36	150	(114)	1,000
5510-00 • Insurance/Bonding	65	170	(105)	103	280	(177)	775
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	64	0	64	311	0	311	500
5520-00 • Supplies - Other	38	83	(45)	74	253	(179)	1,000
Total 5520-00 • Supplies	101	83	18	384	253	131	1,500
5610-00 • Depreciation	0	8	(8)	0	24	(24)	96
5700-00 • Equipment Support & Maintenance	0	56	(56)	0	168	(168)	672
5710-00 • Taxes, Licenses & Fees	0	50	(50)	0	50	(50)	200
5740-00 • Equipment Rental/Leasing	178	250	(72)	574	740	(166)	2,990
5800-00 • Training Seminars	0	0	0	180	1,700	(1,520)	1,950
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	375	(375)	0	375	(375)	1,500
Total 5900-00 • Professional Fees	0	375	(375)	0	375	(375)	1,500
6420-00 • Events							
6424-00 • Event Operation Expenses	5			271			
Total 6420-00 • Events	5			271			
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 • Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	5,000
6437-00 • Tuesday Morning Breakfast Club	486	650	(164)	891	1,300	(409)	7,150
6441-00 • Membership - Miscellaneous Exp	50			60			
6442-00 • Public Relations/Website	318	344	(26)	1,492	2,532	(1,040)	5,628
6423-00 • Membership Activities - Other	226	0	226	251	0	251	0
Total 6423-00 • Membership Activities	1,079	994	85	2,693	3,832	(1,139)	45,278
8100-00 • Cost of Goods Sold	758			758			
8200-00 • Associate Relations	0	66	(66)	0	198	(198)	800
8500-00 • Credit Card Fees	178	170	8	644	590	54	3,000
8700-00 • Automobile Expenses	33	78	(45)	78	231	(153)	933
8750-00 • Meals/Meetings	49	150	(101)	113	450	(337)	1,800
8810-00 • Dues & Subscriptions	0	35	(35)	139	105	34	420

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

Accrual Basis

60 - Membership

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Total Expense	9,204	10,708	(1,504)	27,318	33,792	(6,474)	161,240
Net Ordinary Income	3,458	1,030	2,428	8,772	1,426	7,346	37,270
Other Income/Expense							
Other Expense							
8990-00 - Allocated	2,011	2,988	(977)	5,926	7,126	(1,201)	25,113
Total Other Expense	2,011	2,988	(977)	5,926	7,126	(1,201)	25,113
Net Other Income	(2,011)	(2,988)	977	(5,926)	(7,126)	1,201	(25,113)
Net Income	1,447	(1,958)	3,405	2,847	(5,700)	8,547	12,157

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

Accrual Basis

	Sep 18	Budget	\$ Over Budget	Jul - Sep 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,427	2,130	(703)	5,810	6,389	(579)	25,555
5030-00 • P/R - Health Insurance Expense	1,214	2,648	(1,433)	3,305	7,943	(4,637)	31,770
5040-00 • P/R - Workmans Comp	437	182	255	876	546	330	2,184
5060-00 • 401 (k)	640	1,089	(449)	1,826	3,268	(1,442)	13,072
5070-00 • Other Benefits and Expenses	21	167	(146)	440	497	(57)	2,000
5000-00 • Salaries & Wages - Other	22,082	27,188	(5,106)	77,679	81,563	(3,883)	326,250
Total 5000-00 • Salaries & Wages	25,821	33,403	(7,582)	89,935	100,205	(10,270)	400,831
5100-00 • Rent							
5110-00 • Utilities	168	123	45	484	369	115	1,476
5140-00 • Repairs & Maintenance	0	375	(375)	0	1,125	(1,125)	4,500
5150-00 • Office - Cleaning	251	208	43	647	625	22	2,497
5100-00 • Rent - Other	2,523	2,176	347	7,569	6,523	1,046	26,107
Total 5100-00 • Rent	2,942	2,882	60	8,699	8,642	57	34,580
5310-00 • Telephone							
5320-00 • Telephone	900	1,000	(100)	3,472	3,000	472	12,000
5350-00 • Internet	0			25			
Total 5310-00 • Telephone	900	1,000	(100)	3,497	3,000	497	12,000
5420-00 • Mail - USPS	0	89	(89)	183	267	(84)	1,059
5510-00 • Insurance/Bonding	297	0	297	468	205	263	205
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	550	0	550	550	0	550	2,000
5520-00 • Supplies - Other	149	625	(476)	1,136	1,875	(739)	7,500
Total 5520-00 • Supplies	699	625	74	1,686	1,875	(189)	9,500
5610-00 • Depreciation	31	54	(23)	93	164	(71)	650
5700-00 • Equipment Support & Maintenance	10	330	(320)	630	985	(355)	3,955
5710-00 • Taxes, Licenses & Fees	875	1,042	(167)	2,769	3,122	(353)	12,500
5740-00 • Equipment Rental/Leasing	343	329	14	1,063	989	74	3,950
5800-00 • Training Seminars	125	417	(292)	125	1,247	(1,122)	5,000
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	625	(625)	840	1,875	(1,035)	7,500
5920-00 • Professional Fees - Accountant	9,600	22,000	(12,400)	10,000	25,000	(15,000)	25,000
5921-00 • Professional Fees - Other	0	2,000	(2,000)	0	6,000	(6,000)	19,500
Total 5900-00 • Professional Fees	9,600	24,625	(15,025)	10,840	32,875	(22,035)	52,000
6420-00 • Events							
6422-00 • Event Media	300			300			
Total 6420-00 • Events	300			300			
8200-00 • Associate Relations	27	333	(306)	653	1,003	(350)	4,000
8300-00 • Board Functions	2,200	150	2,050	3,337	450	2,887	4,500
8500-00 • Credit Card Fees	45	0	45	45	0	45	0
8600-00 • Additional Opportunites	0	467	(467)	0	1,397	(1,397)	5,600
8700-00 • Automobile Expenses	179	250	(71)	711	750	(39)	3,000
8750-00 • Meals/Meetings	20	120	(100)	141	360	(219)	1,440
8810-00 • Dues & Subscriptions	275	275	(0)	1,140	825	315	3,300
Total Expense	44,690	66,391	(21,701)	126,316	158,361	(32,045)	558,070
Net Ordinary Income	(44,690)	(66,391)	21,701	(126,316)	(158,361)	32,045	(558,070)
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 • Allocated	(44,690)	(66,391)	21,701	(126,299)	(158,361)	32,062	(558,070)
Total Other Expense	(44,690)	(66,391)	21,701	(126,299)	(158,361)	32,062	(558,070)
Net Other Income	44,690	66,391	(21,701)	126,316	158,361	(32,045)	558,070
Net Income	0	0	0	0	0	0	0

KEY METRICS FOR September 30, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru June 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2010 - 2011	3,242,663	2,107,554	3,776,990	1,361,343	\$ 10,488,550
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279
2013 - 2014	4,525,882	2,145,820	3,569,535	1,751,001	\$ 11,992,238
2014 - 2015	4,693,908	2,527,728	3,513,439	1,868,331	\$ 12,603,406
2015 - 2016	4,872,923	3,874,544	5,438,716	2,349,230	\$ 16,535,413
2016 - 2017	5,505,352	3,358,686	6,117,066	3,349,251	\$ 18,330,355
2017 - 2018	6,269,957	3,442,768	5,555,972	2,333,862	\$ 17,602,559

updated

Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Sept 2018)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Tahoe City:					
Walk In	20,512	18,512	18,216	18,254	0.21%
Phone	936	968	871	965	10.79%
Email	53	136	148	137	-7.43%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	1,322	3,825	2,881	3,015	4.65%
Total	31,432	27,367	30,849	33,810	9.60%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	61.1%	63.6%	4.0%
ADR (Average Daily Rate)	\$ 371	\$ 375	1.1%
RevPAR (Rev per Available Room)	\$ 227	\$ 239	5.2%
Occupancy 1 Mth Forecast	43.4%	47.6%	9.6%
ADR 1 Mth Forecast	\$ 284	\$ 291	2.6%
RevPAR 1 Mth Forecast	\$ 123	\$ 138	12.5%
Occupancy (prior 6 months)	52.8%	54.2%	2.6%
ADR (prior 6 months)	\$ 313	\$ 316	0.7%
RevPAR (prior 6 months)	\$ 165	\$ 171	3.3%
Occupancy (next 6 months)	17.5%	22.9%	31.1%
ADR (next 6 months)	\$ 294	\$ 268	-8.8%
RevPAR (next 6 months)	\$ 51	\$ 61	19.6%

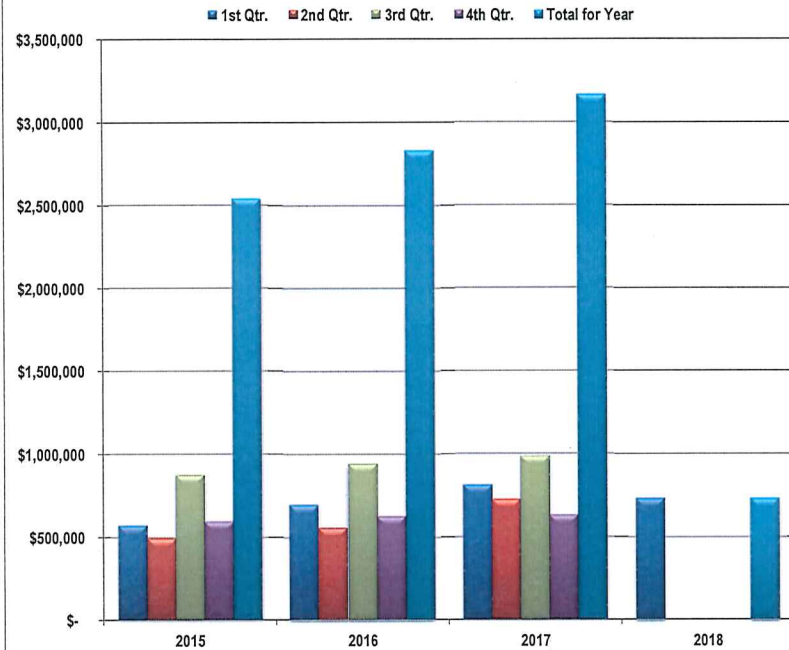
Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)		Total Chamber Membership	
FY 2015-16 Contract	\$ 4,260,134	June 2014	457
FY 2016-17 Contract	2,526,980	June 2015	474
Total Fund Balances	\$ 6,787,115	June 2016	508
		June 2017	424
		Jun 2018	378

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,164,927	\$ 733,660	-76.82%

Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	July 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.2%
Placer County (367,309)	6.0%	5.2%	4.7%	3.3%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.2%
Kings Beach (3,893)	6.0%	6.8%	6.1%	3.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.8%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.5%

Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 9/12/2018						
	2017-18		2017-18	2018-19	YOY %	
FORWARD LOOKING	Actuals		Forecasted	Forecasted	Change	
Total Revenue Booked	\$2,568,183		\$ 1,653,725	\$ 2,334,860	41.19%	
Commission for this Revenue	\$ 60,863		\$ 38,017	\$ 54,193	42.55%	
Number of Room Nights	12,875		8,830	13,058	47.88%	
Number of Bookings	76		33	49	48.48%	
Conference Revenue And Percentage by County:						
	17-18	18-19				
Placer	50%	68%	\$ 1,389,638	\$ 819,316	\$ 1,597,128	94.93%
Washoe	37%	8%	\$730,318	\$ 605,006	\$ 195,373	-67.71%
South Lake	11%	23%	\$397,939	\$ 188,819	\$ 542,359	187.24%
Nevada	2%	0%	\$50,288	\$ 40,584	\$ -	-100.00%
Total Conference Revenue	100%	100%	\$2,568,183	\$ 1,653,725	\$ 2,334,860	41.19%
CURRENT						
NLT - Annual Revenue Goal				\$ 2,500,000	\$ 2,500,000	0.00%
Annual Commission Goal				\$ 70,000	\$ 50,000	-28.57%

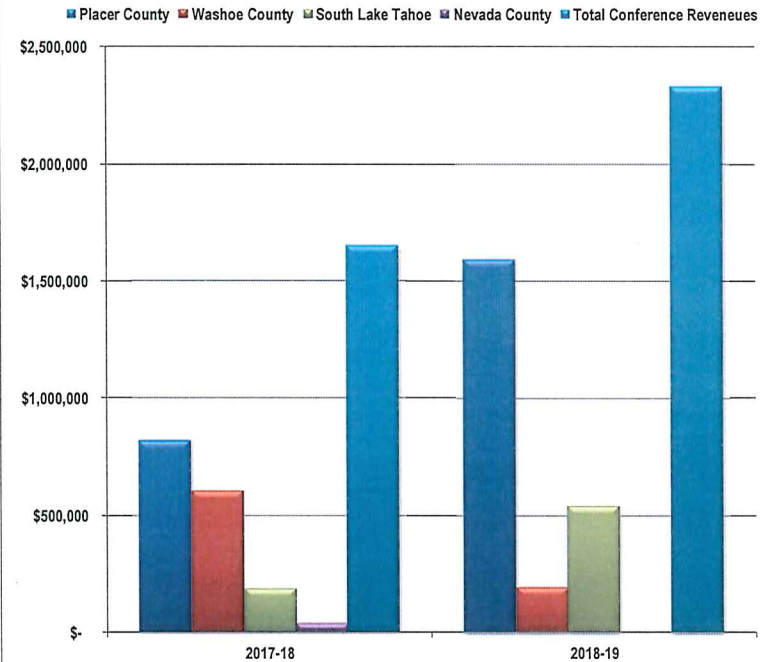
Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)

Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,164,927	\$ 733,660	-76.82%

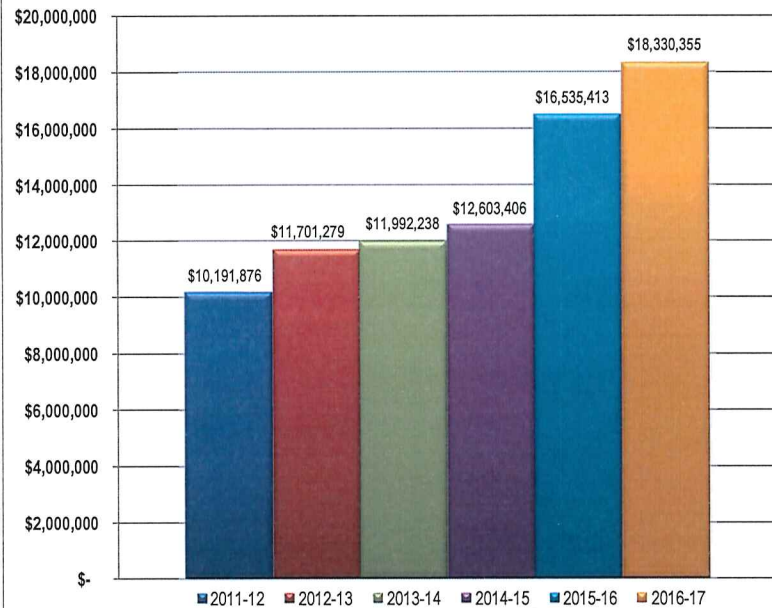
Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 9/12/2018

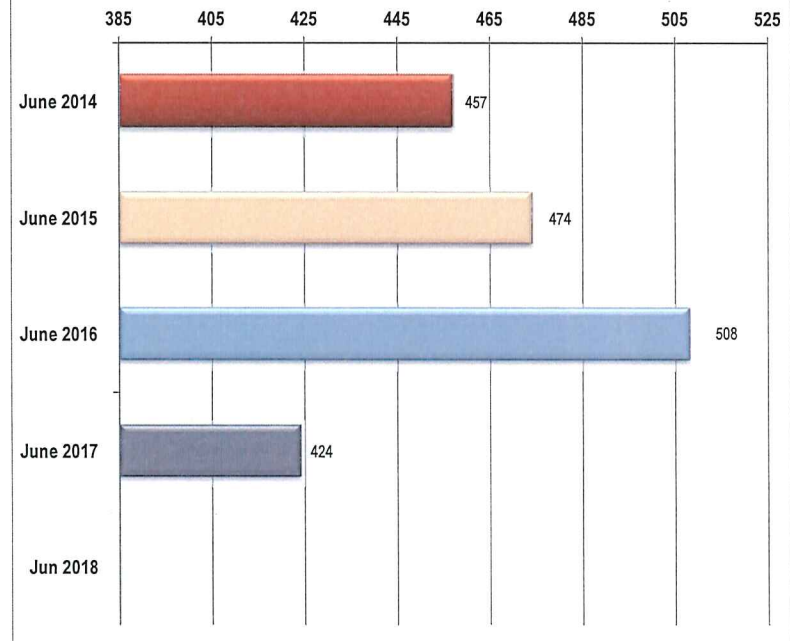
	2017-18	2018-19	YOY %
FORWARD LOOKING	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 1,653,725	\$ 2,334,860	41.19%
Commission for this Revenue	38,017	54,193	42.55%
Number of Room Nights	8,830	13,058	47.88%
Number of Bookings	33	49	48.48%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,500,000	0.00%
Annual Commission Goal	\$ 70,000	\$ 50,000	-28.57%
Conference Revenue And Percentage by County:			
Placer	\$ 819,316	\$ 1,597,128	94.93%
Washoe	\$ 605,006	\$ 195,373	-67.71%
South Lake	\$ 188,819	\$ 542,359	187.24%
Nevada	\$ 40,584	\$ -	-100.00%
Total Conference Revenue	\$ 1,653,725	\$ 2,334,860	41.19%

5-Year Annual TOT Collections (Fiscal Year Basis)



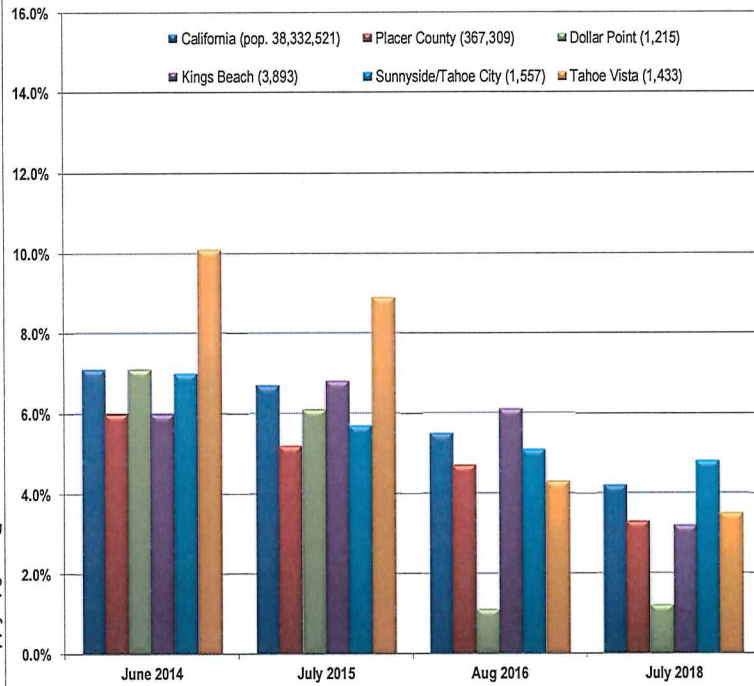
Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru June 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
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2017 - 2018	\$ 6,269,957	\$ 3,442,768	\$ 5,555,972	\$ 2,333,862	\$ 17,602,559

Chamber Membership (# of Members)



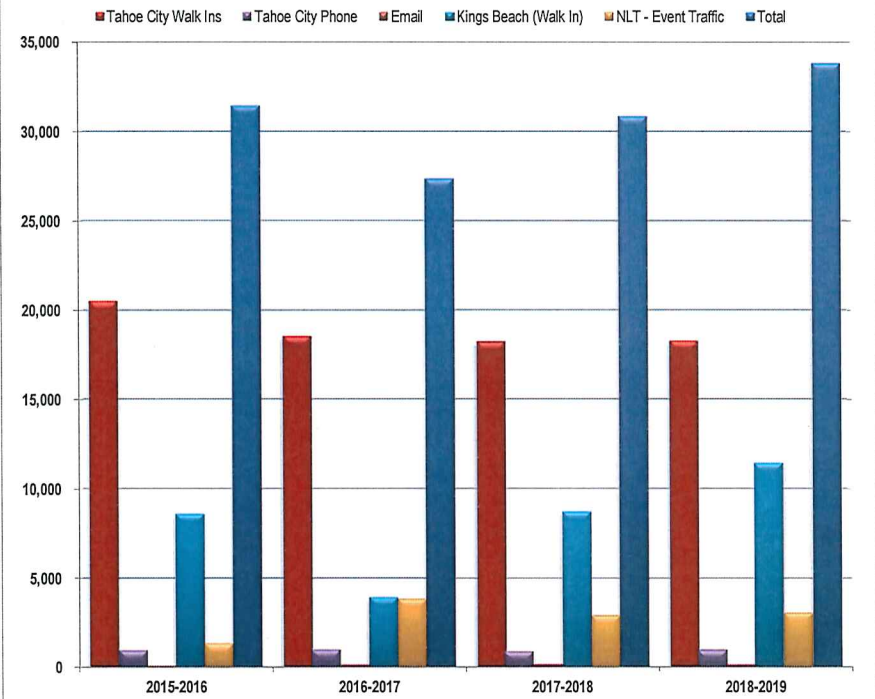
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jun 2018	378

Unemployment Rates by Region



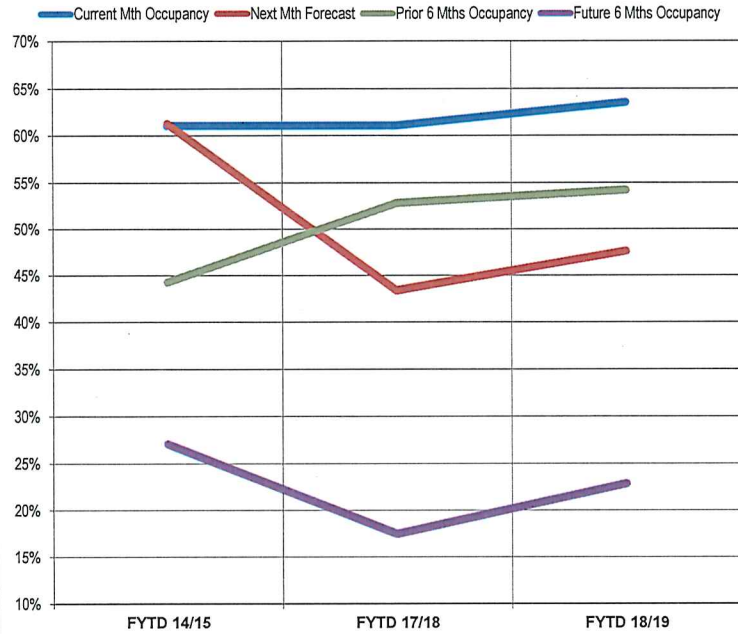
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	July 2018
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Dollar Point (1,215)	7.1%	6.1%	1.1%	1.2%
Kings Beach (3,893)	6.0%	6.8%	6.1%	3.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.8%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.5%

Visitor Information - FYTD YOY

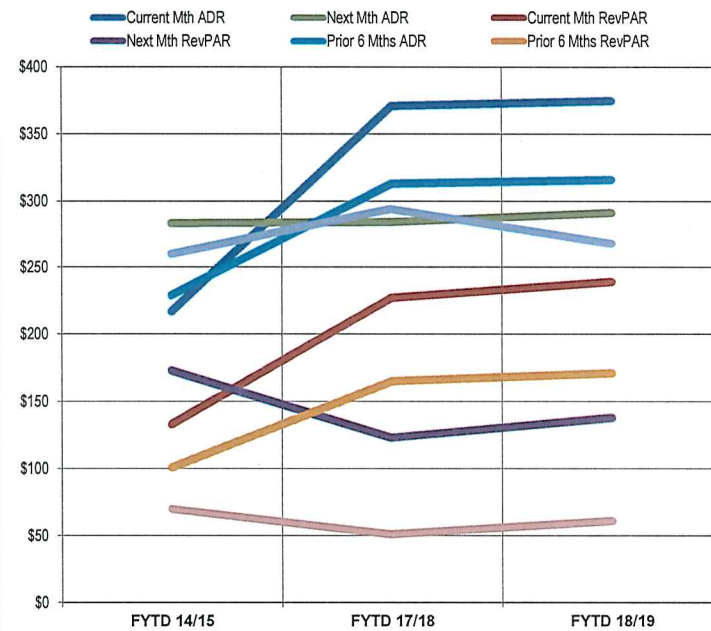


Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Sept 2018)					
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Phone	936	968	871	965	10.79%
Email	53	136	148	137	-7.43%
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NLT - Event Traffic	1,322	3,825	2,881	3,015	4.65%
Total	31,432	27,367	30,849	33,810	9.60%

Destimetrics Occupancy in NLT Comparisons



Destimetrics RevPAR in NLT Comparisons



NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month/Yr September 2018
Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
09.01.2018	A	Google	3493780502	g Suite Basic monthly charge	105.00		810-00/70	
09.05.2018	B	Western Governors Assn	MKN22SZLZZ5	WGA Biosecurity & Invasive Species Initiative Workshop	125.00		5800-00/70	
09.07.2018	C	Adobe Acrobat	941966525	Adobe Acrobat Pro Subscription for Cindy	14.99		8810-00/70	
09.19.2018	D	PINEAPPLE	41010	Gift card for Liz Bowling (birthday)	26.81		8200-00/70	
09.21.2018	E	Intermedia, Inc.	219698616	phone system Allocated Table C	719.48		5320-00/Alloc	
	F							
	G							
	H							
	I							
	J							
	K							
	L							
	M							
	N							
	O							
	P							
	Q							
	R							
	S							
	T							
	U							
	V							
	W							
	X							
	Y							
	Z							
MILEAGE REIMBURSEMENT								
	Attach 1		Mileage	See Attached Mileage Report		151.51	8700-00-70	
				Mileage Reimbursed Through Payroll				
TOTAL - CREDIT CARD EXPENSES					991.28			
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)						151.51		

Signed By: Cindy Gustafson
Date: 10.12.18

Approved By: _____
Date: _____

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
10/12/18 MS	10/15/18 MS	POB	10/15/18	10/15/18 MS	

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

MILEAGE REIMBURSEMENT:

EMPLOYEE NAME: Gustafson, Cindy

REPORT MONTH: Sep-18

[illegible]



BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number XXXX-XXXX-0108-6903
Statement Date SEP 28, 2018
Total Activity \$991.28

** MEMO STATEMENT ONLY **
DO NOT REMIT PAYMENT

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

ACCOUNT SUMMARY				
CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-
			Credits	=
Account Total	\$991.28		\$0.00	\$0.00
				Total Activity \$991.28

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
09-03	09-01	55432868244200709450773	GOOGLE *GSUITE gotahoe cc@google.comCA Tran: P0k37ixu Tax ID: 770493581 Mer Ref: P0k37ixu Mer Zip: 94043 Product Code: 099 Desc: GOOGLE * Qty: 100.00 Unit: Clk Unit Cost: 105.0000 Disc: N Ext Item Amt: 105.00	105.00
09-06	09-05	55417348249132494759125	WESTERN GOVERNERS ASSO 303-6239378 CO Tran: 1967734 Tax ID: 840747227 Mer Zip: 80202-4901 Origin Zip: 80202-4901 Dest Ctry: USA Product Code: MCF Desc: BUSINESS SERVICES NEC Qty: 1 Unit: EA Disc: N Ext Item Amt: 125.00	125.00
09-10	09-07	55310208250026600868657	ADOBE *ACROPRO SUBS 8008336687 CA Tax ID: 770019522 Mer Ref: 60086865 Mer Zip: 95110 Origin Zip: 95110 Dest Ctry: USA	14.99
09-20	09-19	55432868262200235384014	SQUARE *SQ *PINEAPPLE Tahoe City CA Tran: 00011529215082233 Tax ID: 800429876 Mer Ref: 00011529215082233 Mer Zip: 96145 Origin Zip: 96145 Dest Zip: 96145 Dest Ctry: USA Tax: 1.81 Product Code: 099 Desc: Square Purchase Qty: 1 Unit: NMB Disc: N Ext Item Amt: 26.81	26.81
09-24	09-21	55480778265026981838971	INTERMEDIA.NET INC 6506414000 WA Tran: 3600325 Tax ID: 411816682 Mer Ref: 3600325 Mer Zip: 98007 Origin Zip: 98007 Dest Zip: 96145 Dest Ctry: USA Tax: 120.62 Product Code: DEFAULT Desc: INTERMEDIA HOSTED SERVICES Qty: 1 Unit: ITE Disc: N Ext Item Amt: 598.86	719.48

A
B
C
D
E

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$991.28
1-866-432-8161	Statement Date	Cash Advances	\$0.00
	SEP 28, 2018	Fees	\$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$991.28
	\$0.00		

IMPORTANT INFORMATION ABOUT THIS STATEMENT

Payments. You must pay at least the "Amount Due" by the "Payment Due Date." Charges, payments and credits received after the "Closing Date" will be included in your next statement. The letters "CR" following the "New Balance" amount indicate a credit balance - do not pay this amount. Payments must reach our BankCard Center during our regular business day in order to be credited on that date. Payments received after the cutoff times of 6:00 p.m. on a Friday (or Thursday if we are closed on Friday) or 4:00 p.m. on any other business day that we are open, or on a day we are not open, or at a branch open on Saturday, Sunday or bank holiday, are credited as of the following business day. Later cutoff times generally apply at branches with extended hours. Business days shall mean Monday through Friday, except for bank holidays. If you fail to properly make payments, crediting such payments may be delayed.

Order of Application. We will apply your payments first to any membership fee or other fees, next to any finance charge or late charge, next to any Cash Advances Included in your "Previous Balance," then to Purchases in your "Previous Balances."

Unauthorized Use. In the event of possible loss, theft or unauthorized use, Company agrees to notify us immediately. Company may be liable for the unauthorized use of any Card issued under the Corporate Credit Card Agreement. If 10 or more cards are issued pursuant to the Corporate Credit Card Agreement, Company shall be strictly liable for any unauthorized use. If fewer than 10 Cards are issued pursuant to the Corporate Credit Card Agreement, Company will not be liable for unauthorized use of the Card which occurs after it notifies us orally at 1-866-432-8161, or in writing at BANKCARD CENTER, PO BOX 84043, COLUMBUS, GA 31908-4043 of loss, theft, or possible unauthorized use, and Company's liability for unauthorized use of the Card will not exceed \$50.00 per Card for use of a Card by anyone other than an Employee prior to notice to us. However, a Card in the possession and control of an Employee, even after his or her authority to use the Card has been revoked by Company, is not considered lost or stolen, and its use by such Employee is not unauthorized. Company must recover the Card from the Employee. Company agrees to assist us in determining the facts and circumstances relating to any unauthorized use of a Card.



Invoice

Invoice number: 3493780502

Google LLC
1600 Amphitheatre Pkwy
Mountain View, CA 94043
United States
Federal Tax ID: 77-0493581

Bill to

Cindy Gustafson
North Lake Tahoe Resort Association
100 N Lake Blvd
Tahoe City, CA 96145
United States

Details

Invoice number3493780502
Invoice dateAug 31, 2018
Billing ID6457-8471-7054
Domain namegotahoenorth.com

Google Cloud - GSuite

Total in USD

\$105.00

Summary for Aug 1, 2018 - Aug 31, 2018

Subtotal in USD

\$105.00

Tax (0%)

\$0.00

Total in USD

\$105.00

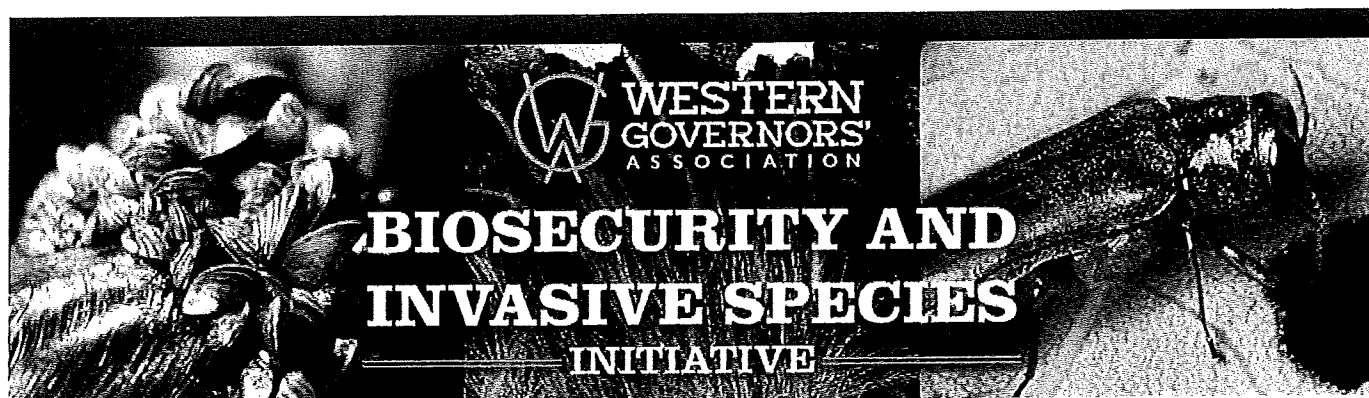
Google™ Invoice

Invoice number: 3493780502

Subscription	Description	Interval	Quantity	Amount(\$)
G Suite Basic	Usage	Aug 1 - Aug 31	21	105.00
Subtotal in USD				\$105.00
Tax (0%)				\$0.00
Total in USD				\$105.00



Hosted By: Western Governors' Association



WGA Biosecurity and Invasive Species Initiative CA-NV Workshop: Prevention, Control, and Management of Established Species.

September 17, 2018 - September 18, 2018

11:30 AM - 11:45 AM

Pacific Time

MontBleu Resort Casino and Spa

55 Highway 50
Stateline, Nevada 89449

Hotel Room Block

Western Governors' Association (WGA) has set up a room block at the MontBleu Resort Casino and Spa. Reservations can be made online at: www.montbleuresort.com, by entering the Group code: STWGA18. Rooms can also be booked by phone at 1-800-648-3353, and mentioning the Group code: STWGA18. Room rates are \$59.99/night, for single/double occupancy. The prevailing county room tax is currently 14%. Rooms will be held in the WGA block until **Friday, September 7.**

Dining

MontBleu Resort has several restaurants on property. Café del Soul offers a wide variety of foods for breakfast, lunch and dinner. Fortune is another restaurant onsite offering American-Chinese cuisine fresh from the wok, Thursday - Monday, starting at 5:00 p.m. Ciera Steak + Chophouse onsite is Lake Tahoe's only Four Diamond restaurant. They have an array of steaks and chops, fresh seafood and vegetarian options. They open daily at 5:30 p.m. There are many other restaurants located in Heavenly Village, which is within walking distance of the MontBleu Resort.

Transportation and Parking.

Page 32 of 41



MontBleu is located 54 miles from the Reno/Tahoe International Airport (RNO). The South Tahoe Airporter shuttle bus provides daily service to and from the Reno/Tahoe International Airport. Tickets are available for purchase online at www.southtahoeexpress.com, by calling 775-325-8944 or toll free at 1-866-89-TAHOE, or the MontBleu Front Desk at 775-588-3515 (press 0). Advance reservations are recommended. The MontBleu Resort offers complimentary self parking, or complimentary valet parking.

Register by: September 13, 2018 11:59 PM Pacific Time

WGA Biosecurity & Invasive Species Initiative Workshop

\$ 125.00

1 ▼

Cancellations to the meeting registration must be emailed to Deb Kinsley at dkinsley@westgov.org prior to September 12, 2018, in order to receive a full refund. Registration cancellations received after September 12, 2018, will be non-refundable.

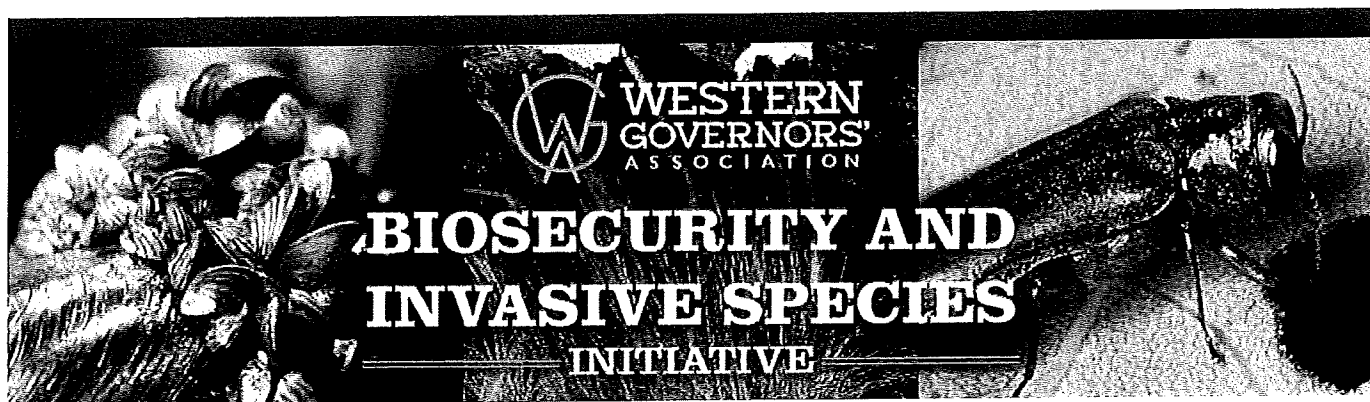
Place Order

Already Registered?

cvent

Event Management Software | Survey Software | Event Venues | Privacy Policy
End User License Agreement

Hosted By: Western Governors' Association



September 17, 2018 - September 18, 2018

11:30 AM - 11:45 AM

Pacific Time

MontBleu Resort Casino and Spa

55 Highway 50

Stateline, Nevada 89449

Your registration has been confirmed.

Your confirmation number is: MKN22SZLZZ5



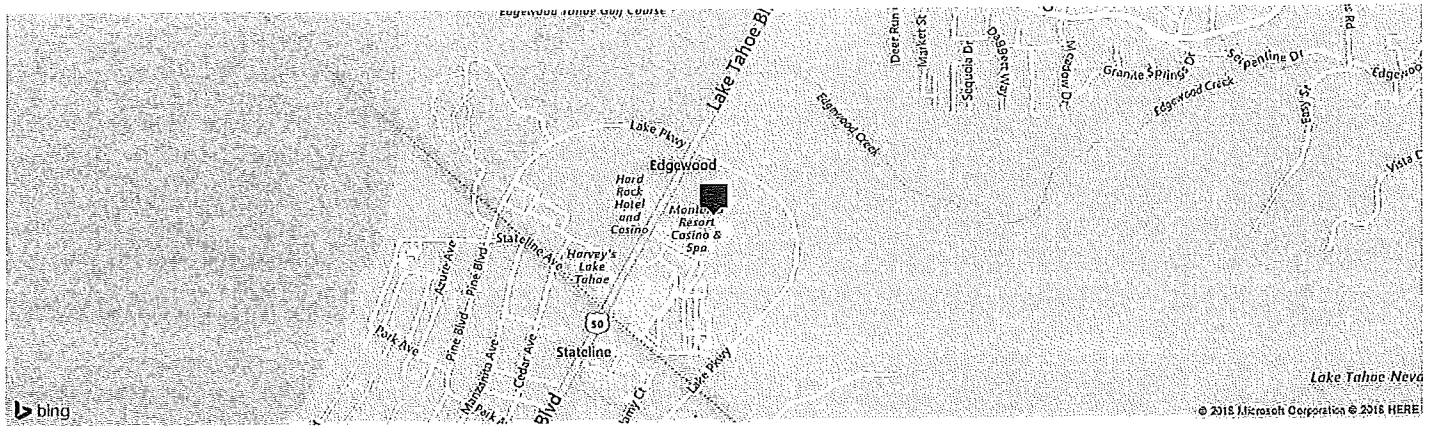
Add to Calendar ✓

MontBleu Resort Casino and Spa

55 Highway 50

Stateline, Nevada 89449





Event Management Software | Survey Software | Event Venues | Privacy Policy
End User License Agreement

INVOICE

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

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

Federal Tax ID 77-0019522

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

Reprint Page 1 of 1
Invoice Number: 941966525
Invoice Date: SEP-06-18
Payment Terms: Credit Card
Due Date: SEP-13-18
Purchase Order: ADB016450957
Contract No 00004490
Order Number: 5017797439
Order Date: NOV-06-17
Customer No.: 1452233
Bill to No. 546408886
Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

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

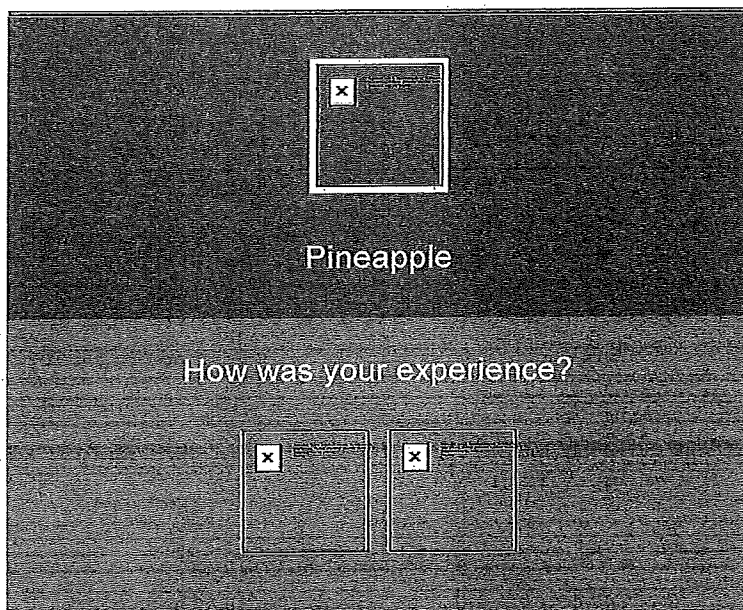
Comments:

Cindy Gustafson

From: Pineapple via Square
Sent: Wednesday, September 19, 2018 11:05 AM
To: cindy@gotahoenorth.com
Subject: Receipt from Pineapple

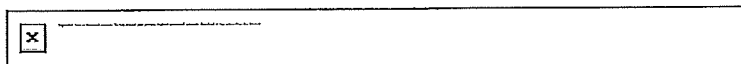
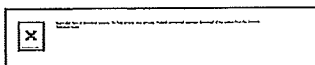
Now when you shop at sellers who use Square, your receipts will be delivered automatically.

[Not your receipt?](#)



\$26.81

Custom Amount	\$25.00
Gift card	
Purchase Subtotal	\$25.00
California Sales Tax (7.25%)	\$1.81
Total	\$26.81



Pineapple
475 N. Lake Blvd., Ste. 156
Tahoe City, CA 96145
530-583-1388

Shop Online



MasterCard 6903 (Chip)



CINDY GUSTAFSON

Sep 19

2018

at

11:04

AM

#C3uy

Auth

code:

002460

AID: A0000000041010

Signature Verified

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Pineapple gift card

\$ 25.00



Transaction Details

Transaction Detail ID: 219698616
 Service Date*: 9/21/2018 12:00:00 AM
 Processed Date: 9/21/2018 6:11:05 AM
 Service Charges: \$638.98
 Tax Amount: \$80.49
 Total: \$719.47
 User Name: NLTRA
 Billing Cycle: 1 month(s)
 Comment: Voice services 08/21/18-09/21/18

*Service date is a date of creation a transaction in the system, it can be different from the "Date processed" in case if transaction was processed with time lag.

Transaction Breakdown

Module	Item	Price Type	Quantity	Unit Price	Amount	Prorated Fees	Discount	Item Type
Voice Services	Cloud PBX Resource Lines	recurring	1	\$12.99	\$12.99	\$12.99	0 %	regular
Voice Services	Unified Communications Users	recurring	1	\$413.82	\$413.82	\$413.82	0 %	regular
Voice Services	Local and Toll Free Numbers	recurring	1	\$71.89	\$71.89	\$71.89	0 %	regular
Voice Services	International Long Distance	one-time	1	\$0.07	\$0.07	\$0.07	0 %	regular
Voice Services	Inbound Toll-Free	one-time	1	\$80.67	\$80.67	\$80.67	0 %	regular
Voice Services	AK/HI/PR/VI Inbound Toll-Free	one-time	1	\$0.95	\$0.95	\$0.95	0 %	regular
Voice Services	Canada Inbound Toll-Free	one-time	1	\$1.41	\$1.41	\$1.41	0 %	regular
Voice Services	Regulatory Cost Recovery Surcharges	recurring	1	\$57.19	\$57.19	\$57.19	0 %	regular
						<u>\$638.98</u>		

Taxes, Fees & Surcharges

Level	Description	Amount	Taxable Amount	Rate	Tax Amount
Other	Government Telecommunications Service Fees	1	1	\$74.53	\$74.53
State	State	1	1	\$5.19	\$5.19
Local	Local	1	1	\$0.77	\$0.77
					<u>\$80.49</u>

~~\$719.47~~ \$719.48

[E]

North Lake Tahoe Resort Association
Allocated Expenses
FY 2017.18 - Five Month Contract [Feb - Jun 2018]

Taxes, Licenses & Fees	Table - C			719.48
<i>Based on Final Budget Worksheet G & A%</i>	Marketing	11	19.002%	136.72
FAX Machine 530 581-1686 (5928 Allocate)	Conference	30	6.261%	45.05
Telephone: AT&T	Visitor Center	42	33.298%	239.57
	TMPI	51	1.890%	13.60
F&P Mail Solutions (Annual Mail permit wholly allocated to Membership 60)	Membership	60	7.111%	51.16
Spectrum	Administration	70	32.438%	233.38
			100.000%	719.48

Accounts Receivable Summary

Invoices With Apply Dates Through September 30, 2018

Aged as of Sunday, September 30, 2018

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	400.00	0.00	1,225.19	0.00	1,625.19
Community Awards 2018- Employee Award		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	2,310.00	1,145.00	0.00	5,680.00	8,480.00	17,615.00
Email Blast		0.00	320.00	0.00	75.00	0.00	0.00	395.00
Shop Local		0.00	600.00	0.00	0.00	0.00	0.00	600.00
Sponsorships		0.00	0.00	0.00	0.00	250.00	0.00	250.00
TMBC - Ticket		0.00	150.00	15.00	0.00	0.00	0.00	165.00
Total Open Invoices		0.00	3,380.00	1,560.00	75.00	7,155.19	8,520.00	20,690.19

Unapplied Payments With Payment

Dates Prior to and Including

09/30/2018

Pre-Payments: Payments Made Prior to 09/30/2018 on Invoices With Apply Dates After 09/30/2018

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Total Pre-Payments

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

20,690.19