

**NLTRA Mission**

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

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**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

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**AGENDA**

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

If unable to attend, join the conference call from your computer,  
tablet or smartphone: (712) 770-4010, enter code 775665#  
and Log on: <https://global.gotomeeting.com/join/357370877>

First GoToMeeting? Do a quick system check:  
<https://link.gotomeeting.com/system-check>

**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.
- A. NLTRA Board Meeting Minutes
    - NLTRA Board Meeting February 6, 2019 [Link to preliminary online document](#)
  - B. Approval of NLTRA Financial Statements of January, 2019
  - C. Approval of CEO Expense Report
  - D. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)
    - Finance Committee Meeting January, 2019 [Link to online document](#)
    - Tourism Development Committee – January, 2019 [Link to online document](#)
    - In – Market Tourism Development Committee January 29, 2019 [Link to online document](#)
    - Business Association and Chamber Collaborative – February, 2019 [Link to online document](#)

Page 1

Page 6

Page 22

**8:50 a.m.**

*Page 40*

*Page 59*

*Page 72*

*Page 75*

**5. Action Items**

- A. Approval of Phase II Agreement with Civitas: Formation of the North Lake Tahoe Tourism and Business Improvement District
- B. Augustine Agency Contract Extension: Approve 1 year extension for Augustine Agency to continue to provide advertising and creative services for North Lake Tahoe.
- C. SMARI Research Proposal: Approve Ad Effectiveness and ROI Study Agreement from SMARI
- D. 18.19 Opportunistic Event Sponsorship Funds Allocation: Enduro World Series Race at Northstar: Approval to sponsor the 7<sup>th</sup> leg of the Enduro World Series (EWS) International Mountain Bike Competition taking place at Northstar California August 23-25, 2019 with an \$80,000 sponsorship pending agreement on additional sponsor benefits

**9:30 a.m.**

*Page 82*

*Page 84*

*Page 85*

**6. Informational Updates/Verbal Reports**

- A. Regional Air Service Corporation (RASC) Strategic Review Update – Carl Ribaudo, Managing Director of RASC (20 mins)
- B. Spring Creative Presentation: Review and direction on spring creative directed to the drive markets – Daphne Lange, NLTRA Tourism Director
- C. North Lake Tahoe PR Summit Recap – Daphne Lange

**10:30 a.m.**

*Page 116*

*Page 117*

*Page 121*

*Page 126*

*Page 133*

*Page 134*

*Page 138*

*Page 139*

*Page 144*

**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.**

- A. Destimetrics Report February, 2019
- B. Conference Revenue Statistics Report February, 2019
- C. Tourism Development Report on Activities, January, 2019
- D. Chamber of Commerce Board Report February, 2019
- E. Visitor Information Center Visitor Report February, 2019
- F. North Lake Tahoe Marketing Coop Financial Statements January, 2019
- G. Membership Accounts Receivable Report, February, 2019
- H. Financial Key Metrics Report
- I. Board Correspondence

**10:35 a.m.**

**8. CEO and Staff Updates**

**10:40 a.m.**

**9. Directors Comments**

**10:45 a.m.**

**10. Meeting Review and Staff Direction**

**11:00 a.m.**

**11. Closed Session**

- A. Personnel Discussion (30 mins)

**12. Adjournment.**





north lake tahoe

Chamber | CVB | Resort Association

**BOARD OF DIRECTORS MEETING**

Date: Wednesday, February 6th, 2019

Time: 8:30 a.m. – 11:30 a.m.

Location: Squaw Village

Base Camp Conference Room, Olympic Valley

**NLTRA Mission**

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**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

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**MINUTES**

1. Called to Order at 8:38 – Established Quorum  
Board Members in Attendance:  
Samir Tuma, Christy Beck, Brett Williams, Chris Brown, Jim Phelan, Karen Plank, Lynn Gibson, Stephanie Hoffman, Tom Turner, Adam Wilson (via telephone), Andre Priemer (via telephone), Dan Tester (via telephone), Erin Casey (non-voting), Tom Lotshaw (non-voting)  
Board Members Absent:  
Aaron Rudnick, Bruce Seigel, Gary Davis, Greg Dallas, Kevin Mitchell  
NLTRA Employees in Attendance:  
Cindy Gustafson, Daphne Lange, Bonnie Bavetta, Amber Burke, Dawn Teran  
Others in Attendance:  
Lindsay Romack, Emily Setzer
2. Informational Update: Squaw Valley/Alpine Meadows Mountaineer Transit Service
  - Prior to the start of the meeting, meeting attendees viewed Squaw's Mountaineer Transit Service vehicle in the parking area. Cindy reported on the success of 32,000 rides given in first two months of operations.
3. 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 comments.

*Erin arrived at 8:41*
4. Agenda Amendments and Approval
  - Item 7 e. tabled until next month. Carl Ribauda unable to attend.
  - Jim asked for clarification on items 5. e., item 5 f. and item 5 g. and whether they are/should be infrastructure (CAP committee) items. Cindy said these are special event items and it is regular procedure to include them as Consent Calendar items.

**MOTION to approve the agenda with the amendment to eliminate item 7 e., and table until next month.**  
**M/S/C Tom/Stephanie/12-0-0**

5. Consent Calendar-All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
- A. NLTRA Board Meeting Minutes
    - NLTRA Board Meeting January 9th 2018 [Link to preliminary online document](#)
  - B. Approval of NLTRA Financial Statements of December, 2018
  - C. Approval of CEO Expense Report
  - D. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)
    - Finance Committee Meeting December 20, 2018 [Link to online document](#)
    - Tourism Development Committee – No Meeting in December
    - In – Market Tourism Development Committee January 29, 2019-Minutes will be posted when they become available
    - Business Association and Chamber Collaborative – No Meeting in December or January
  - E. Approval of \$15,000 sponsorship for the 2019 Lake Tahoe Dance Festival from 18.19 FY Event Opportunistic Funds
  - F. Approval of \$10,000 sponsorship to Northstar California for the 2019 Kid’s Adventure Games from the 18.19 FY Event Opportunistic Funds
  - G. Approval of \$10,000 sponsorship to Squaw Valley | Alpine Meadows for the 2019 NASTAR National Championships from the 18.19 FY Event Opportunistic Funds

**MOTION to approve the Consent Calendar items. M/S/C Jim/Lynn/12-0-0**

6. Action Items
- A. Board consideration of the Mountain Housing Council State and Federal Housing Policy Platform.
    - Cindy reported that advocates/many entities have already approved the Policy Platform.
    - Samir provided a summary of what was covered at the Placer County retreat last week regarding housing solutions. He referenced Vail’s deed restriction program that provides achievable housing for their locals which is very effective. In the first year, Vail purchased 100+ homes, spending only 2.5 Mil. Now, out of 7,500 homes, approximately 1,000 are deed restricted and offer employee housing.
    - Erin said that the Placer County Board of Supervisors has expressed an interest in piloting this type of program here.
    - Continued discussion regarding achievable housing in North Tahoe.
    - Jim asked if the Resort Association was represented within the Mountain Housing Council committee. Cindy replied that she & Brett serve on the Mountain Housing Council. Brett and Cindy also both serve on the Mountain Housing Council Short Term Rental Committee, and Cindy also serves on the Mountain Housing Council Advocacy Committee.
    - Jim requested that there be a retroactive program once the policies are enacted. He would like to know that the benefit can be received retroactively.
    - Brett said that the MHC meets once a quarter, subcommittees meet more frequently.
    - Erin added that the pilot program here may begin moving forward in as little as soon a few months.

**MOTION to approve the Mountain Housing Council State and Federal Housing Policy Platform.  
Lynn/ Chris/12-0-0**



- B. Board consideration of Draft Policy Statement on Short-Term Rentals.
- Cindy presented a draft policy statement on short term rentals. She described that the draft is rough and open for changing. It refers to Air BNB's, townhomes, single homes, short term rental homes, etc. She stressed the importance of having a policy.
  - Dan requested that the Resort Association be consulted for the drafting of rules regarding the Placer County proposal of regulations.
  - Erin suggested language be directed towards including associations other than Placer County. She suggested to add talking points and the Resort Association position/point of view.
  - Cindy said the document could be revised to change from "Placer County" to say "local government and other organizations, jurisdictions, special districts, fire dept.", for example.
  - Tom T. expressed the importance of enforcing the rules/regulations that are already in place regarding short term rentals; (noise, parking, safety, trash).
  - Brett pointed out that the Mountain Housing Council has already researched and delved deeply into these subjects. Brett suggested looking at the behaviors that community members currently have. His opinion is that more information is needed and a decision made about how the policy should be structured before a policy is implemented.
  - Cindy pointed out the situation with South Lake Tahoe not responding to issues with STR's. She said that now is the time to begin looking at our policy. The Mountain Housing Council White Paper document is coming out tomorrow. She will bring that back at the next meeting to review.
  - Tom T. suggested to start with rules for residents that already exist and enforce those.
  - Chris said the position is worth thinking about. How will it be structured at the County level? For example, is there going to be a Short Term Rental Department and employees hired for short term rental enforcement? He recommended that the policy execution should be looked at.
  - Erin offered up providing a few slides with a summary/overview of current regulations that would address the nuisance issues along with a hotline number, and will work together with us to help get the message out to the community.
  - Samir suggested being proactive, before there are any legal issues.
  - Jim reminded that the property owners should be considered. He said the policy should address how short term rentals are taking away from our local housing supply. Cindy said the White Paper does address those items.
  - Cindy will bring back County information regarding enforcement/current regulations and White Paper information to the Board next month, then Board can decide how we stand.
- C. Board consideration of Appointments to the Tourism Development Committee.
- Cindy brought forward the request to appoint all 4 applicants to the committee; Lynn Gibson (NLTRA), Becky Moore (Granite Peak Management), Amber Kennedy (Tahoe Getaways), Wendy Hummer (EXL Media), Tyler Gaffaney (Tahoe Biltmore).
  - Lynn spoke on behalf of being the Resort Association Board appointment to the committee and her background and qualifications.
  - Cindy confirmed that there can be up to 15 members allowed on the committee.
  - Daphne said that a Homewood Resort representative was also interested in submitting and that application will be brought back to the Board if necessary.
  - Jim asked about bringing a wider variety of business people into the committee. Cindy said that smaller business were approached but they in general don't have the staffing to send a representative. Brett said the committee has been hitting targets of diversity and location. Brett said the invitation is put out to all sorts of businesses.
  - Amber pointed out that all business associations take part in 5 of the 10 meetings out of the year and this is a step towards getting more small businesses/a variety involved.
  - Jim questioned the Infrastructure items and whether they are (going to be) eliminated with the elimination of Infrastructure from the Resort Association. Cindy replied that the Tourism Master

Plan will be updated in the future to reflect Infrastructure being eliminated. Jim cautioned not to lose touch with Infrastructure as an important part of the NLTRA.

**MOTION to appoint Lynn Gibson to the Tourism Development Committee. M/S/C Brett/Tom/11-0-1 (Lynn abstained) and appoint Becky Moore, Amber Kennedy, Wendy Hummer, and Tyler Gaffaney to the Tourism Development Committee. M/S/C Brett/Tom/12-0-0**

- D. Board consideration of Civitas Proposal for TBID Formation.
- Adam voiced his support.
  - Erin reported that she sent scope of work to the Placer County council to review, then the contract details can be discussed. How much TOT is desired by Resort Association needs to be established. Once there is a better idea what the TBID includes then conversations with the County can happen. She suggests short term and long term phases of the conversation.
  - Discussion about Civitas involvement and what they can provide to assist in the TBID process. Workshops with Civitas may be included, date to be announced.

**MOTION to direct Cindy and Executive Committee to discuss and finalize Civitas proposal for TBID formation. M/S/C Tom/Lynn/12-0-0**

7. Informational Updates/Verbal Reports
- A. Presentation by Carl Ribaud, Regional Air Service Corporation.
- Tabled for next Board Meeting.
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 January 31, 2019
- B. Conference Revenue Statistics Report January, 2019
- C. Tourism Development Report on Activities, December, 2018
- D. Chamber of Commerce Board Report January, 2019
- E. Visitor Information Center Visitor Report January, 2019
- F. North Lake Tahoe Marketing Coop Financial Statements December, 2018
- G. Membership Accounts Receivable Report, January 31, 2019
- H. Financial Key Metrics Report
9. CEO and Staff Updates
- Cindy reported that Placer County TOT ordinance revisions took effect Jan 3<sup>rd</sup>. There was a meeting Jan 9<sup>th</sup> with some lodging providers, and on Jan 25, received information from revenue services. Letter will be sent requesting that Placer County takes in account that lodging providers don't have the taxable/non-taxable item list. There will be a grace prior for penalties until all lodging providers have received it.
  - March 7<sup>th</sup> meeting at Placer County Administrative office in Tahoe City on the use of the old Tahoe City fire station. Cindy encourages Board to attend.
  - Cindy reported that Liz is out at WACE Conference. Community Awards dinner will be April 18<sup>th</sup> at Granlibakken.
  - Daphne reported that Visit California has been active and she shared some digital influencer updates.
  - IMAX filming will happen in late February.
  - Daphne announced her resignation. Her last day will be March 8<sup>th</sup>.
10. Directors Comments
- Erin: gave background on Emily Setzer, Placer County Associate Planner. She will supply support to Jennifer Merchant on business development and the improvements process on economic development.

- Erin: TOT ordinance in effect. The taxable item list will be distributed ASAP. Another workshop date will be decided. Flyer will be provided.
  - Erin: Grant applications will be posted today and emailed to Cindy, to post on the Resort Association website.
  - Tom Lotshaw: Announced he has resigned from TRPA. He is moving to Colorado.
11. Meeting Review and Staff Direction
- Action 6A- Make sure to inform the Board on and support benefits for businesses, and retroactive funding assistance or programs adopted.
  - 6B -Agendize and bring forward the White Paper document and current County policy.
  - 6d TBID workshop by next meeting. Will work with Civitas.
12. Adjournment at 10:26 a.m.

# North Lake Tahoe Resort Association

## Balance Sheet

As of January 31, 2019

Accrual Basis

	Jan 31, 19	Jan 31, 18	\$ Change	% Change	Jun 30, 18
<b>ASSETS</b>					
<b>Current Assets</b>					
Checking/Savings					
1001-00 · Petty Cash	277	294	(17)	(6%)	289
1003-00 · Cash - Operations BOTW #6712	396,457	473,521	(77,064)	(16%)	619,232
1007-00 · Cash - Payroll BOTW #7421	16,461	4,498	11,963	266%	6,195
1008-00 · Marketing Reserve - Plumas	50,213	50,137	76	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,568	100,367	201	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	135,178	117,724	17,454	15%	88,355
10950 · Cash in Drawer	144	294	(150)	(51%)	597
<b>Total Checking/Savings</b>	<b>728,880</b>	<b>776,417</b>	<b>(47,537)</b>	<b>(6%)</b>	<b>894,867</b>
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	9,938	20,391	(10,453)	(51%)	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	278,441	0	278,441	100%	0
<b>Total Accounts Receivable</b>	<b>288,379</b>	<b>30,860</b>	<b>257,519</b>	<b>834%</b>	<b>24,331</b>
Other Current Assets					
1200-99 · AR Other	0	1,614	(1,614)	(100%)	(41)
1201-00 · WebLink Accounts Receivable					
1201-01 · WebLink AR - Member Dues	49,900	12,064	37,836	314%	3,417
1201-00 · WebLink Accounts Receivable - Other	2,693	990	1,703	172%	2,870
<b>Total 1201-00 · WebLink Accounts Receivable</b>	<b>52,593</b>	<b>13,054</b>	<b>39,539</b>	<b>303%</b>	<b>6,287</b>
1201-02 · Allowance for Doubtful Accounts	(2,775)	(923)	(1,852)	(201%)	(2,500)
12100 · Inventory Asset	23,415	27,415	(4,000)	(15%)	28,203
1299 · Receivable from NLTMC	6,875	3,570	3,305	93%	28,954
1490-00 · Security Deposits	1,610	550	1,060	193%	650
<b>Total Other Current Assets</b>	<b>81,718</b>	<b>45,280</b>	<b>36,438</b>	<b>80%</b>	<b>61,553</b>
<b>Total Current Assets</b>	<b>1,098,977</b>	<b>852,557</b>	<b>246,420</b>	<b>29%</b>	<b>980,751</b>
<b>Fixed Assets</b>					
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	9,964	(1,528)	(15%)	8,436
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(8,166)	(269)	(3%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,524)	(17,735)	(1,789)	(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)
<b>Total Fixed Assets</b>	<b>1,997</b>	<b>5,583</b>	<b>(3,586)</b>	<b>(64%)</b>	<b>3,041</b>
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	16,871	793	16,078	2,027%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	7,071	17,391	(10,320)	(59%)	17,116
<b>Total 1400-00 · Prepaid Expenses</b>	<b>24,942</b>	<b>19,184</b>	<b>5,758</b>	<b>30%</b>	<b>27,267</b>
<b>Total Other Assets</b>	<b>24,942</b>	<b>19,184</b>	<b>5,758</b>	<b>30%</b>	<b>27,267</b>
<b>TOTAL ASSETS</b>	<b>1,125,916</b>	<b>877,324</b>	<b>248,592</b>	<b>28%</b>	<b>1,011,059</b>



# North Lake Tahoe Resort Association

## Balance Sheet

As of January 31, 2019

Accrual Basis

	Jan 31, 19	Jan 31, 18	\$ Change	% Change	Jun 30, 18
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
2000-00 · Accounts Payable	52,937	85,651	(32,714)	(38%)	42,156
2001-00 · Credit Card Payable	0	1,000	(1,000)	(100%)	0
<b>Total Accounts Payable</b>	52,937	86,651	(33,714)	(39%)	42,156
<b>Credit Cards</b>					
2080-00 · Bank of the West - Master Cards					
2080-02 · MC_6765_Jason	0	15	(15)	(100%)	15
2080-04 · MC_5968_Ronald	0	0	0	0%	126
2080-06 · MC_5288_Emily	0	581	(581)	(100%)	0
2080-10 · MC_9495_AI	0	404	(404)	(100%)	180
2080-11 · MC_3978_Amber	0	620	(620)	(100%)	3,070
2080-12 · MC_3960_Natalie	0	1,186	(1,186)	(100%)	0
2080-13 · MC_6903_Cindy	0	860	(860)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	1,608	(1,608)	(100%)	83
<b>Total 2080-00 · Bank of the West - Master Cards</b>	0	5,274	(5,274)	(100%)	5,904
<b>Total Credit Cards</b>	0	5,274	(5,274)	(100%)	5,904
<b>Other Current Liabilities</b>					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	8,639	38,973	(30,334)	(78%)	36,870
2101-00 · Incentive Payable	52,290	55,790	(3,500)	(6%)	43,384
2102-00 · Commissions Payable	1,576	5,124	(3,548)	(69%)	4,698
2120-00 · Empl. Federal Tax Payable	5,038	3,118	1,920	62%	3,072
2175-00 · 401 (k) Plan	1,958	1,559	399	26%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	118,505	179,289	(60,784)	(34%)	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	0	0	0	0%	853
25500 · *Sales Tax Payable	259	121	138	114%	1,941
<b>Total 2190-00 · Sales and Use Tax Payable</b>	259	121	138	114%	2,794
2250-00 · Accrued Expenses	339	29,097	(28,758)	(99%)	49,521
2400-42 · Marketing Co-op	(166)	0	(166)	(100%)	67,000
2400-60 · Deferred Revenue- Member Dues	96,219	52,161	44,058	84%	56,979
2500-00 · Deferred Revenue - TMBC	930	1,206	(276)	(23%)	535
2651-00 · Deferred Rev - Conference	1,833	4,583	(2,750)	(60%)	0
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	4,137	(2,823)	6,960	247%	4,202
2900-00 · Due To/From County of Placer	0	8,097	(8,097)	(100%)	229,432
<b>Total Other Current Liabilities</b>	572,361	271,731	300,630	111%	548,648
<b>Total Current Liabilities</b>	625,298	363,656	261,642	72%	596,708
<b>Total Liabilities</b>	625,298	363,656	261,642	72%	596,708
<b>Equity</b>					
32000 · Unrestricted Net Assets	(11,669)	(8,754)	(2,915)	(33%)	(6,430)
3300-11 · Designated Marketing Reserve	275,755	256,830	18,925	7%	275,755
3301 · Cash Flow Reserve	100,248	100,048	200	0%	100,248



# North Lake Tahoe Resort Association

## Balance Sheet

As of January 31, 2019

Accrual Basis

3302 • Marketing Cash Reserve  
Net Income  
Total Equity  
TOTAL LIABILITIES & EQUITY

Jan 31, 19	Jan 31, 18	\$ Change	% Change	Jun 30, 18
50,018	50,018	0	0%	50,018
86,266	115,525	(29,259)	(25%)	(5,239)
500,618	513,667	(13,049)	(3%)	414,352
1,125,916	877,323	248,593	28%	1,011,060

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July 2018 through January 2019

	Jul '18 - Jan 19	Jul '17 - Jan 18	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	2,165,349	2,241,694	-76,345	-3%
4200-00 · Membership Dues	77,813	78,470	-657	-1%
4201-00 · New Member Fees	0	75	-75	-100%
4205-00 · Conference Dues	4,996	6,417	-1,421	-22%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	1,684	53	1,631	3,077%
4250-03 · Summer/Winter Rec Luncheon	2,622	3,409	-787	-23%
4251-00 · Tues AM Breakfast Club				
4251-01 · Tues AM Breakfast Club Sponsors	2,000	500	1,500	300%
4251-00 · Tues AM Breakfast Club - Other	3,641	2,203	1,437	65%
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>5,641</b>	<b>2,703</b>	<b>2,937</b>	<b>109%</b>
4250-00 · Revenues-Membership Activities - Other	3,733	1,195	2,538	212%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>13,680</b>	<b>7,361</b>	<b>6,319</b>	<b>86%</b>
4252-00 · Sponsorships	600	0	600	100%
4253-00 · Revenue- Other	6	0	6	100%
4350-00 · Special Events (Marketing)	0	77,628	-77,628	-100%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	8,417	1,859	6,558	353%
4600-00 · Commissions - Other	30,537	45,890	-15,353	-34%
<b>Total 4600-00 · Commissions</b>	<b>38,954</b>	<b>47,749</b>	<b>-8,795</b>	<b>-18%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	2,959	7,982	-5,023	-63%
46000 · Merchandise Sales - Other	69,232	54,561	14,671	27%
<b>Total 46000 · Merchandise Sales</b>	<b>72,191</b>	<b>62,543</b>	<b>9,648</b>	<b>15%</b>
4720-00 · Miscellaneous	0	15	-15	-100%
<b>Total Income</b>	<b>2,373,589</b>	<b>2,521,950</b>	<b>-148,361</b>	<b>-6%</b>
<b>Gross Profit</b>	<b>2,373,589</b>	<b>2,521,950</b>	<b>-148,361</b>	<b>-6%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	12,841	7,109	5,731	81%
5020-00 · P/R - Tax Expense	51,178	54,443	-3,265	-6%
5030-00 · P/R - Health Insurance Expense	70,404	55,025	15,379	28%
5040-00 · P/R - Workmans Comp	5,087	6,292	-1,206	-19%
5060-00 · 401 (k)	22,071	20,937	1,135	5%
5070-00 · Other Benefits and Expenses	2,608	3,134	-526	-17%
5000-00 · Salaries & Wages - Other	620,938	600,753	20,185	3%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>785,127</b>	<b>747,694</b>	<b>37,433</b>	<b>5%</b>
5100-00 · Rent				
5110-00 · Utilities	6,559	6,648	-89	-1%
5140-00 · Repairs & Maintenance	3,588	1,905	1,683	88%
5150-00 · Office - Cleaning	3,540	4,930	-1,390	-28%
5100-00 · Rent - Other	89,386	87,246	2,140	3%
<b>Total 5100-00 · Rent</b>	<b>103,072</b>	<b>100,728</b>	<b>2,344</b>	<b>2%</b>
5310-00 · Telephone				
5320-00 · Telephone	16,476	16,539	-63	-0%
5350-00 · Internet	25	25	0	0%
<b>Total 5310-00 · Telephone</b>	<b>16,501</b>	<b>16,564</b>	<b>-63</b>	<b>-0%</b>
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	84	121	-37	-31%
5420-00 · Mail - USPS - Other	1,425	1,292	133	10%

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July 2018 through January 2019

	Jul '18 - Jan 19	Jul '17 - Jan 18	\$ Change	% Change
Total 5420-00 · Mail - USPS	1,509	1,413	96	7%
5510-00 · Insurance/Bonding	4,124	6,457	-2,332	-36%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	4,144	1,265	2,879	228%
5520-00 · Supplies - Other	8,662	6,790	1,873	28%
Total 5520-00 · Supplies	12,806	8,055	4,752	59%
5610-00 · Depreciation	1,043	1,531	-488	-32%
5700-00 · Equipment Support & Maintenance	2,104	7,626	-5,522	-72%
5710-00 · Taxes, Licenses & Fees	6,291	7,419	-1,129	-15%
5740-00 · Equipment Rental/Leasing	8,768	9,185	-417	-5%
5800-00 · Training Seminars	5,079	4,122	957	23%
5815 · Training Video Series	0	1,058	-1,058	-100%
5830-00 · Commission Due to Third Party	0	765	-765	-100%
5850-00 · Artist of Month - Commissions	1,894	3,366	-1,471	-44%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	960	8,160	-7,200	-88%
5920-00 · Professional Fees - Accountant	21,000	16,715	4,285	26%
5921-00 · Professional Fees - Other	0	42,469	-42,469	-100%
Total 5900-00 · Professional Fees	21,960	67,344	-45,384	-67%
5940-00 · Research & Planning Membership	0	3,000	-3,000	-100%
5941-00 · Research & Planning	18,720	2,266	16,454	726%
6020-00 · Programs				
6016-00 · Special Event Partnership	5,500	14,500	-9,000	-62%
6018-00 · Business Assoc. Grants	0	10,000	-10,000	-100%
Total 6020-00 · Programs	5,500	24,500	-19,000	-78%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	34,278	114,772	-80,494	-70%
6421-01 · 4th of July Fireworks	0	10,000	-10,000	-100%
6421-04 · Broken Arrow Skyrace	20,000	0	20,000	100%
6421-06 · Spartan	254,000	254,000	0	0%
6421-08 · Tough Mudder	13,000	0	13,000	100%
6421-09 · Wanderlust	0	34,043	-34,043	-100%
6421-10 · WinterWonderGrass - Tahoe	47	15,000	-14,953	-100%
6421-14 · Tahoe Trail 100	0	5,000	-5,000	-100%
Total 6420-01 · Sponsorships	321,325	432,815	-111,490	-26%
6421-00 · New Event Development	800	11,586	-10,786	-93%
6422-00 · Event Media				
6422-03 · Human Powered Sports Campaign	0	74	-74	-100%
Total 6422-00 · Event Media	0	74	-74	-100%
6424-00 · Event Operation Expenses	2,514	98	2,416	2,464%
Total 6420-00 · Events	324,639	444,572	-119,933	-27%
6423-00 · Membership Activities				
6435-00 · Shop Local Event	0	295	-295	-100%
6436-00 · Membership - Wnt/Sum Rec Lunch	3,469	3,081	388	13%
6437-00 · Tuesday Morning Breakfast Club	2,550	2,417	134	6%
6441-00 · Membership - Miscellaneous Exp	60	0	60	100%
6442-00 · Public Relations/Website	7,340	1,981	5,359	271%
6444-00 · Trades	0	835	-835	-100%
6423-00 · Membership Activities - Other	5,492	132	5,360	4,076%
Total 6423-00 · Membership Activities	18,911	8,740	10,170	116%
6490-00 · Classified Ads	0	50	-50	-100%
6701-00 · Market Study Reports/Research	0	808	-808	-100%
6730-00 · Marketing Cooperative/Media	851,567	847,606	3,961	1%

# North Lake Tahoe Resort Association Profit & Loss

Accrual Basis

July 2018 through January 2019

	Jul '18 - Jan 19	Jul '17 - Jan 18	\$ Change	% Change
6740-00 · Media/Collateral/Production	1,278	0	1,278	100%
6742-00 · Non-NLT Co-Op Marketing Program	22,201	12,896	9,305	72%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	7,132	3,520	3,612	103%
6743-03 · Touch Lake Tahoe	0	10,103	-10,103	-100%
6743-05 · Peak Your Adventure	1,000	0	1,000	100%
Total 6743-00 · BACC Marketing Programs	8,132	13,623	-5,491	-40%
7500-00 · Trade Shows/Travel	383	0	383	100%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	877	815	62	8%
52500 · Purchase Discounts	-40	-2,084	2,044	98%
59900 · POS Inventory Adjustments	36	511	-475	-93%
8100-00 · Cost of Goods Sold - Other	37,236	31,526	5,710	18%
Total 8100-00 · Cost of Goods Sold	38,110	30,769	7,341	24%
8200-00 · Associate Relations	2,043	1,529	513	34%
8300-00 · Board Functions	6,018	6,045	-28	-1%
8500-00 · Credit Card Fees	4,049	3,804	245	6%
8700-00 · Automobile Expenses	3,295	2,587	708	27%
8750-00 · Meals/Meetings	2,296	2,715	-419	-15%
8810-00 · Dues & Subscriptions	4,778	5,012	-234	-5%
8910-00 · Travel	704	944	-239	-25%
8920-00 · Bad Debt	4,583	11,795	-7,211	-61%
Total Expense	2,287,486	2,406,588	-119,102	-5%
Net Ordinary Income	86,103	115,363	-29,259	-25%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	163	162	0	0%
Total Other Income	163	162	0	0%
Net Other Income	163	162	0	0%
Net Income	86,266	115,525	-29,259	-25%

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan ...	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	268,913	269,009	(96)	2,165,349	2,206,984	(41,634)	3,793,727
4200-00 - Membership Dues	11,312	10,750	562	77,813	74,350	3,463	128,000
4205-00 - Conference Dues	367	825	(458)	4,996	5,775	(779)	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	0	208	(208)	1,684	1,460	224	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 - Tues AM Breakfast Club							
4251-01 - Tues AM Breakfast Club Sponsors	2,000	250	1,750	2,000	1,550	450	3,050
4251-00 - Tues AM Breakfast Club - Other	445	580	(135)	3,641	4,060	(419)	6,960
Total 4251-00 - Tues AM Breakfast Club	2,445	830	1,615	5,641	5,610	31	10,010
4250-00 - Revenues-Membership Activities - Other	53			3,733	0	3,733	0
Total 4250-00 - Revenues-Membership Activities	2,498	1,038	1,460	13,680	11,070	2,610	70,510
4252-00 - Sponsorships	0			600	0	600	0
4253-00 - Revenue- Other	0			6			
4600-00 - Commissions							
4601-00 - Commissions - South Shore	0	1,667	(1,667)	8,417	11,665	(3,248)	20,000
4600-00 - Commissions - Other	0	2,500	(2,500)	30,537	17,500	13,037	30,000
Total 4600-00 - Commissions	0	4,167	(4,167)	38,954	29,165	9,789	50,000
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	158	500	(342)	2,959	7,000	(4,041)	9,500
46000 - Merchandise Sales - Other	3,421	4,000	(579)	69,232	55,100	14,132	95,000
Total 46000 - Merchandise Sales	3,579	4,500	(921)	72,191	62,100	10,091	104,500
Total Income	286,669	290,289	(3,620)	2,373,589	2,389,444	(15,854)	4,156,637
Gross Profit	286,669	290,289	(3,620)	2,373,589	2,389,444	(15,854)	4,156,637
Expense							
5000-00 - Salaries & Wages							
5010-00 - Sales Commissions	505	633	(128)	12,841	4,435	8,406	7,600
5020-00 - P/R - Tax Expense	9,761	7,026	2,735	51,178	51,330	(152)	86,761
5030-00 - P/R - Health Insurance Expense	7,517	11,058	(3,541)	70,404	77,400	(6,996)	132,690
5040-00 - P/R - Workmans Comp	694	963	(269)	5,087	7,002	(1,915)	11,845
5060-00 - 401 (k)	1,988	3,577	(1,589)	22,071	25,296	(3,225)	43,048
5070-00 - Other Benefits and Expenses	257	586	(329)	2,608	4,099	(1,491)	7,029
5000-00 - Salaries & Wages - Other	90,393	88,732	1,661	620,938	627,687	(6,749)	1,068,067
Total 5000-00 - Salaries & Wages	111,115	112,575	(1,460)	785,127	797,249	(12,122)	1,357,040
5100-00 - Rent							
5110-00 - Utilities	644	1,178	(534)	6,559	7,051	(492)	12,191
5140-00 - Repairs & Maintenance	1,781	3,902	(2,121)	3,588	27,311	(23,723)	46,850
5150-00 - Office - Cleaning	0	800	(800)	3,540	6,121	(2,581)	10,444
5100-00 - Rent - Other	12,614	12,957	(343)	89,386	90,683	(1,297)	155,468
Total 5100-00 - Rent	15,039	18,837	(3,798)	103,072	131,166	(28,094)	224,953
5310-00 - Telephone							
5320-00 - Telephone	(282)	2,129	(2,411)	16,476	14,903	1,573	25,548
5350-00 - Internet	0			25			
5310-00 - Telephone - Other	0	461	(461)	0	3,230	(3,230)	5,535
Total 5310-00 - Telephone	(282)	2,590	(2,872)	16,501	18,133	(1,632)	31,083
5420-00 - Mail - USPS							
5480-00 - Mail - Fed Ex	0			84	0	84	0
5420-00 - Mail - USPS - Other	0	325	(325)	1,425	2,728	(1,303)	5,203
Total 5420-00 - Mail - USPS	0	325	(325)	1,509	2,728	(1,219)	5,203
5510-00 - Insurance/Bonding	724	485	239	4,124	3,713	411	6,138
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	170	125	45	4,144	5,175	(1,031)	7,600
5520-00 - Supplies - Other	1,150	1,650	(500)	8,662	12,243	(3,581)	21,493
Total 5520-00 - Supplies	1,320	1,775	(455)	12,806	17,418	(4,612)	29,093
5610-00 - Depreciation	149	177	(28)	1,043	1,244	(201)	2,129
5700-00 - Equipment Support & Maintenance	1,255	1,118	137	2,104	7,824	(5,720)	13,412
5710-00 - Taxes, Licenses & Fees	1,078	1,050	28	6,291	7,601	(1,310)	12,951
5740-00 - Equipment Rental/Leasing	2,406	1,478	928	8,768	10,336	(1,568)	17,726
5800-00 - Training Seminars	1,137	1,917	(780)	5,079	9,665	(4,587)	16,450
5850-00 - Artist of Month - Commissions	0	458	(458)	1,894	3,210	(1,316)	5,500
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	120	750	(630)	960	5,250	(4,290)	9,000
5920-00 - Professional Fees - Accountant	0			21,000	25,000	(4,000)	25,000
5921-00 - Professional Fees - Other	0	1,916	(1,916)	0	15,666	(15,666)	26,000

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan ...	YTD Budget	\$ Over Budget	Annual Bud...
Total 5900-00 · Professional Fees	120	2,666	(2,546)	21,960	45,916	(23,956)	60,000
5941-00 · Research & Planning	13,720	2,500	11,220	18,720	5,000	13,720	5,000
6020-00 · Programs							
6016-00 · Special Event Partnership	5,500	0	5,500	5,500	25,000	(19,500)	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	5,500	0	5,500	5,500	35,000	(29,500)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0			34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 · Broken Arrow Skyrace	0	0	0	20,000	0	20,000	20,000
6421-05 · No Barriers	0	0	0	0	0	0	12,400
6421-06 · Spartan	0			254,000	254,500	(500)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	5,000	0	5,000	13,000	0	13,000	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	0	0	0	0	5,000
Total 6420-01 · Sponsorships	5,000	0	5,000	321,325	291,875	29,450	447,225
6421-00 · New Event Development	800	2,750	(1,950)	800	19,250	(18,450)	58,000
6424-00 · Event Operation Expenses	0	667	(667)	2,514	4,667	(2,153)	8,000
Total 6420-00 · Events	5,800	3,417	2,383	324,639	315,792	8,847	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	3,469	2,500	969	5,000
6437-00 · Tuesday Morning Breakfast Club	419	650	(232)	2,550	3,900	(1,350)	7,150
6441-00 · Membership - Miscellaneous Exp	0			60			
6442-00 · Public Relations/Website	115	344	(229)	7,340	3,908	3,432	5,628
6423-00 · Membership Activities - Other	931			5,492	0	5,492	0
Total 6423-00 · Membership Activities	1,464	994	470	18,911	10,308	8,603	45,278
6730-00 · Marketing Cooperative/Media	121,652	121,652	0	851,567	851,563	4	1,459,823
6740-00 · Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 · Non-NLT Co-Op Marketing Program	7,471	4,316	3,155	22,201	30,220	(8,019)	51,800
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	0	4,000	(4,000)	7,132	15,000	(7,868)	20,000
6743-03 · Touch Lake Tahoe	0	0	0	0	10,000	(10,000)	20,000
6743-04 · High Notes	0	0	0	0	0	0	20,000
6743-05 · Peak Your Adventure	0	0	0	1,000	0	1,000	20,000
Total 6743-00 · BACC Marketing Programs	0	4,000	(4,000)	8,132	25,000	(16,868)	80,000
7500-00 · Trade Shows/Travel	383			383			
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	15			877	0	877	0
52500 · Purchase Discounts	0			(40)	0	(40)	0
59900 · POS Inventory Adjustments	1			36	0	36	0
8100-00 · Cost of Goods Sold - Other	2,058	2,100	(42)	37,236	28,926	8,310	49,875
Total 8100-00 · Cost of Goods Sold	2,073	2,100	(27)	38,110	28,926	9,184	49,875
8200-00 · Associate Relations	112	616	(504)	2,043	4,320	(2,277)	7,400
8300-00 · Board Functions	945	150	795	6,018	2,400	3,618	4,500
8500-00 · Credit Card Fees	513	328	185	4,049	3,443	606	6,658
8600-00 · Additional Opportunities	0	3,134	(3,134)	0	21,930	(21,930)	37,800
8700-00 · Automobile Expenses	535	498	37	3,295	3,673	(378)	6,183
8750-00 · Meals/Meetings	795	637	158	2,296	4,455	(2,159)	7,640
8810-00 · Dues & Subscriptions	373	852	(479)	4,778	5,960	(1,182)	10,220
8910-00 · Travel	346	0	346	704	1,900	(1,196)	6,600
8920-00 · Bad Debt	1,030			4,583	0	4,583	0
Total Expense	296,775	290,645	6,130	2,287,486	2,406,093	(118,607)	4,153,480
Net Ordinary Income	(10,106)	(356)	(9,750)	86,103	(16,649)	102,753	3,157
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			163			
Total Other Income	23			163			
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	163	0	163	0
Net Income	(10,083)	(356)	(9,727)	86,266	(16,649)	102,915	3,157

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

Accrual Basis

**11 - Marketing**

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 • County of Placer TOT Funding	204,465	201,228	3,237	1,706,449	1,733,729	(27,280)	2,983,906
<b>Total Income</b>	<b>204,465</b>	<b>201,228</b>	<b>3,237</b>	<b>1,706,449</b>	<b>1,733,729</b>	<b>(27,280)</b>	<b>2,983,906</b>
<b>Gross Profit</b>	<b>204,465</b>	<b>201,228</b>	<b>3,237</b>	<b>1,706,449</b>	<b>1,733,729</b>	<b>(27,280)</b>	<b>2,983,906</b>
<b>Expense</b>							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	1,375	1,375	0	9,625	9,625	0	16,500
5020-00 • P/R - Tax Expense	2,920	1,943	977	14,740	13,399	1,341	22,712
5030-00 • P/R - Health Insurance Expense	3,176	4,080	(904)	31,933	28,560	3,373	48,960
5040-00 • P/R - Workmans Comp	132	195	(63)	873	1,340	(467)	2,268
5060-00 • 401 (k)	948	1,111	(163)	7,179	7,656	(477)	12,978
5070-00 • Other Benefits and Expenses	140	167	(27)	1,042	1,173	(131)	2,008
5000-00 • Salaries & Wages - Other	27,781	27,764	17	188,262	191,413	(3,151)	324,453
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>36,471</b>	<b>36,635</b>	<b>(164)</b>	<b>253,653</b>	<b>253,166</b>	<b>487</b>	<b>429,879</b>
5100-00 • Rent							
5110-00 • Utilities	121	135	(14)	964	945	19	1,620
5140-00 • Repairs & Maintenance	90	1,167	(1,077)	250	8,169	(7,919)	14,033
5150-00 • Office - Cleaning	0	175	(175)	1,192	1,625	(433)	2,700
5100-00 • Rent - Other	2,050	1,984	66	14,694	13,885	809	23,805
<b>Total 5100-00 • Rent</b>	<b>2,261</b>	<b>3,461</b>	<b>(1,200)</b>	<b>17,101</b>	<b>24,624</b>	<b>(7,523)</b>	<b>42,158</b>
5310-00 • Telephone							
5320-00 • Telephone	(19)	670	(689)	3,704	4,690	(986)	8,040
<b>Total 5310-00 • Telephone</b>	<b>(19)</b>	<b>670</b>	<b>(689)</b>	<b>3,704</b>	<b>4,690</b>	<b>(986)</b>	<b>8,040</b>
5420-00 • Mail - USPS	0	0	0	228	450	(222)	900
5510-00 • Insurance/Bonding	0	169	(169)	646	1,183	(537)	2,028
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	75	0	75	1,215	1,800	(585)	3,600
5520-00 • Supplies - Other	59	417	(358)	1,074	2,915	(1,841)	5,000
<b>Total 5520-00 • Supplies</b>	<b>135</b>	<b>417</b>	<b>(282)</b>	<b>2,289</b>	<b>4,715</b>	<b>(2,426)</b>	<b>8,600</b>
5610-00 • Depreciation	0	20	(20)	0	140	(140)	240
5700-00 • Equipment Support & Maintenance	120	292	(172)	120	2,042	(1,922)	3,500
5740-00 • Equipment Rental/Leasing	612	315	297	2,147	2,205	(58)	3,780
5800-00 • Training Seminars	0	1,500	(1,500)	2,206	1,500	706	4,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	125	(125)	0	875	(875)	1,500
5921-00 • Professional Fees - Other	0	416	(416)	0	2,916	(2,916)	5,000
<b>Total 5900-00 • Professional Fees</b>	<b>0</b>	<b>541</b>	<b>(541)</b>	<b>0</b>	<b>3,791</b>	<b>(3,791)</b>	<b>6,500</b>
5941-00 • Research & Planning	13,720	2,500	11,220	18,720	5,000	13,720	5,000
6020-00 • Programs							
6016-00 • Special Event Partnership	5,500	0	5,500	5,500	25,000	(19,500)	50,000
6018-00 • Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
<b>Total 6020-00 • Programs</b>	<b>5,500</b>	<b>0</b>	<b>5,500</b>	<b>5,500</b>	<b>35,000</b>	<b>(29,500)</b>	<b>80,000</b>
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	0			34,278	37,375	(3,097)	37,375
6421-01 • 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 • Broken Arrow Skyrace	0	0	0	20,000	0	20,000	20,000
6421-05 • No Barriers	0	0	0	0	0	0	12,400
6421-06 • Spartan	0			254,000	254,500	(500)	254,500
6421-07 • Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 • Tough Mudder	5,000	0	5,000	13,000	0	13,000	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	0	0	0	0	5,000
<b>Total 6420-01 • Sponsorships</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>321,325</b>	<b>291,875</b>	<b>29,450</b>	<b>447,225</b>
6421-00 • New Event Development	800	2,750	(1,950)	800	19,250	(18,450)	58,000
6424-00 • Event Operation Expenses	0	667	(667)	2,056	4,667	(2,611)	8,000
<b>Total 6420-00 • Events</b>	<b>5,800</b>	<b>3,417</b>	<b>2,383</b>	<b>324,181</b>	<b>315,792</b>	<b>8,389</b>	<b>513,225</b>
6730-00 • Marketing Cooperative/Media	111,384	111,384	0	779,688	779,684	4	1,336,604
6742-00 • Non-NLT Co-Op Marketing Program	271	833	(562)	13,201	5,835	7,366	10,000
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	0	4,000	(4,000)	7,132	15,000	(7,868)	20,000
6743-03 • Touch Lake Tahoe	0	0	0	0	10,000	(10,000)	20,000
6743-04 • High Notes	0	0	0	0	0	0	20,000
6743-05 • Peak Your Adventure	0	0	0	1,000	0	1,000	20,000
<b>Total 6743-00 • BACC Marketing Programs</b>	<b>0</b>	<b>4,000</b>	<b>(4,000)</b>	<b>8,132</b>	<b>25,000</b>	<b>(16,868)</b>	<b>80,000</b>
8200-00 • Associate Relations	5	133	(128)	30	935	(905)	1,600
8500-00 • Credit Card Fees	0			45	0	45	0
8600-00 • Additional Opportunitess	0	2,667	(2,667)	0	18,665	(18,665)	32,000



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

Accrual Basis

**11 - Marketing**

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
8700-00 - Automobile Expenses	181	125	56	897	875	22	1,500
8750-00 - Meals/Meetings	418	300	118	496	2,100	(1,604)	3,600
8810-00 - Dues & Subscriptions	203	292	(89)	1,421	2,040	(619)	3,500
8910-00 - Travel	346	0	346	704	1,800	(1,096)	5,500
<b>Total Expense</b>	<b>177,408</b>	<b>169,671</b>	<b>7,737</b>	<b>1,435,110</b>	<b>1,491,232</b>	<b>(56,122)</b>	<b>2,582,654</b>
<b>Net Ordinary Income</b>	<b>27,057</b>	<b>31,557</b>	<b>(4,500)</b>	<b>271,340</b>	<b>242,497</b>	<b>28,842</b>	<b>401,252</b>
<b>Other Income/Expense</b>							
Other Income							
4700-00 - Revenues- Interest & Investment	23			146			
<b>Total Other Income</b>	<b>23</b>			<b>146</b>			
<b>Other Expense</b>							
8990-00 - Allocated	30,135	31,557	(1,422)	218,019	242,497	(24,478)	401,252
<b>Total Other Expense</b>	<b>30,135</b>	<b>31,557</b>	<b>(1,422)</b>	<b>218,019</b>	<b>242,497</b>	<b>(24,478)</b>	<b>401,252</b>
<b>Net Other Income</b>	<b>(30,111)</b>	<b>(31,557)</b>	<b>1,446</b>	<b>(217,873)</b>	<b>(242,497)</b>	<b>24,624</b>	<b>(401,252)</b>
<b>Net Income</b>	<b>(3,055)</b>	<b>0</b>	<b>(3,055)</b>	<b>53,466</b>	<b>0</b>	<b>53,466</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

30 - Conference

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 • County of Placer TOT Funding	29,101	29,101	0	206,670	206,660	10	352,299
4205-00 • Conference Dues	367	825	(458)	4,996	5,775	(779)	9,900
4600-00 • Commissions							
4601-00 • Commissions - South Shore	0	1,667	(1,667)	8,417	11,665	(3,248)	20,000
4600-00 • Commissions - Other	0	2,500	(2,500)	30,537	17,500	13,037	30,000
<b>Total 4600-00 • Commissions</b>	<b>0</b>	<b>4,167</b>	<b>(4,167)</b>	<b>38,954</b>	<b>29,165</b>	<b>9,789</b>	<b>50,000</b>
<b>Total Income</b>	<b>29,468</b>	<b>34,093</b>	<b>(4,625)</b>	<b>250,620</b>	<b>241,600</b>	<b>9,020</b>	<b>412,199</b>
<b>Gross Profit</b>	<b>29,468</b>	<b>34,093</b>	<b>(4,625)</b>	<b>250,620</b>	<b>241,600</b>	<b>9,020</b>	<b>412,199</b>
<b>Expense</b>							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	505	633	(128)	12,841	4,435	8,406	7,600
5020-00 • P/R - Tax Expense	1,876	1,165	711	8,993	8,152	841	13,977
5030-00 • P/R - Health Insurance Expense	1,404	1,633	(229)	12,025	11,425	600	19,590
5040-00 • P/R - Workmans Comp	92	172	(80)	550	1,205	(655)	2,065
5060-00 • 401 (k)	666	555	111	4,297	3,882	415	6,657
5070-00 • Other Benefits and Expenses	42	84	(42)	294	584	(290)	1,004
5000-00 • Salaries & Wages - Other	12,758	13,236	(478)	85,456	92,647	(7,191)	158,827
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>17,342</b>	<b>17,478</b>	<b>(136)</b>	<b>124,456</b>	<b>122,330</b>	<b>2,126</b>	<b>209,720</b>
5100-00 • Rent							
5110-00 • Utilities	55	70	(15)	467	490	(23)	840
5140-00 • Repairs & Maintenance	44	43	1	124	302	(178)	517
5150-00 • Office - Cleaning	0	102	(102)	596	713	(117)	1,223
5100-00 • Rent - Other	1,025	953	72	7,175	6,668	507	11,433
<b>Total 5100-00 • Rent</b>	<b>1,124</b>	<b>1,168</b>	<b>(44)</b>	<b>8,362</b>	<b>8,173</b>	<b>189</b>	<b>14,013</b>
5310-00 • Telephone							
5320-00 • Telephone	34	206	(172)	1,397	1,442	(45)	2,472
<b>Total 5310-00 • Telephone</b>	<b>34</b>	<b>206</b>	<b>(172)</b>	<b>1,397</b>	<b>1,442</b>	<b>(45)</b>	<b>2,472</b>
5420-00 • Mail - USPS	0	42	(42)	81	290	(209)	500
5510-00 • Insurance/Bonding	0	115	(115)	213	802	(589)	1,377
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	30			212	0	212	0
5520-00 • Supplies - Other	29	52	(23)	486	358	128	618
<b>Total 5520-00 • Supplies</b>	<b>59</b>	<b>52</b>	<b>7</b>	<b>698</b>	<b>358</b>	<b>340</b>	<b>618</b>
5610-00 • Depreciation	0	8	(8)	0	54	(54)	94
5700-00 • Equipment Support & Maintenance	120	140	(20)	120	985	(865)	1,685
5710-00 • Taxes, Licenses & Fees	0	8	(8)	0	56	(56)	96
5740-00 • Equipment Rental/Leasing	272	155	117	940	1,081	(141)	1,856
6730-00 • Marketing Cooperative/Media	10,268	10,268	0	71,879	71,879	0	123,219
8200-00 • Associate Relations	0	25	(25)	0	175	(175)	300
8810-00 • Dues & Subscriptions	0	83	(83)	0	585	(585)	1,000
8920-00 • Bad Debt	0			733			
<b>Total Expense</b>	<b>29,219</b>	<b>29,748</b>	<b>(529)</b>	<b>208,880</b>	<b>208,210</b>	<b>670</b>	<b>356,950</b>
<b>Net Ordinary Income</b>	<b>248</b>	<b>4,345</b>	<b>(4,097)</b>	<b>41,740</b>	<b>33,390</b>	<b>8,350</b>	<b>55,249</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 • Allocated	4,149	4,345	(196)	30,019	33,390	(3,370)	55,249
<b>Total Other Expense</b>	<b>4,149</b>	<b>4,345</b>	<b>(196)</b>	<b>30,019</b>	<b>33,390</b>	<b>(3,370)</b>	<b>55,249</b>
<b>Net Other Income</b>	<b>(4,149)</b>	<b>(4,345)</b>	<b>196</b>	<b>(30,019)</b>	<b>(33,390)</b>	<b>3,370</b>	<b>(55,249)</b>
<b>Net Income</b>	<b>(3,901)</b>	<b>0</b>	<b>(3,901)</b>	<b>11,721</b>	<b>0</b>	<b>11,721</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

42 - Visitor Center

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 • County of Placer TOT Funding	34,629	37,962	(3,333)	247,194	261,509	(14,316)	448,844
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC Income	158	500	(342)	2,959	7,000	(4,041)	9,500
46000 • Merchandise Sales - Other	3,421	4,000	(579)	69,232	55,100	14,132	95,000
Total 46000 • Merchandise Sales	3,579	4,500	(921)	72,191	62,100	10,091	104,500
Total Income	38,208	42,462	(4,254)	319,385	323,609	(4,225)	553,344
Gross Profit	38,208	42,462	(4,254)	319,385	323,609	(4,225)	553,344
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,562	1,208	354	9,857	10,807	(950)	17,550
5030-00 • P/R - Health Insurance Expense	945	1,806	(861)	9,254	12,642	(3,388)	21,672
5040-00 • P/R - Workmans Comp	325	403	(78)	2,190	3,103	(913)	5,193
5050-00 • 401 (k)	483	537	(54)	3,846	4,139	(293)	6,924
5070-00 • Other Benefits and Expenses	45	102	(57)	596	715	(119)	1,225
5000-00 • Salaries & Wages - Other	13,155	13,425	(270)	105,113	103,478	1,635	173,103
Total 5000-00 • Salaries & Wages	16,516	17,481	(965)	130,857	134,884	(4,027)	225,667
5100-00 • Rent							
5110-00 • Utilities	308	800	(492)	3,861	4,400	(539)	7,650
5140-00 • Repairs & Maintenance	1,149	2,292	(1,143)	1,715	16,040	(14,325)	27,500
5150-00 • Office - Cleaning	0	237	(237)	298	1,662	(1,364)	2,847
5100-00 • Rent - Other	6,663	7,025	(363)	46,638	49,172	(2,535)	84,297
Total 5100-00 • Rent	8,119	10,354	(2,235)	52,511	71,274	(18,763)	122,294
5310-00 • Telephone							
5320-00 • Telephone	(251)			4,265	0	4,265	0
5310-00 • Telephone - Other	0	461	(461)	0	3,230	(3,230)	5,535
Total 5310-00 • Telephone	(251)	461	(712)	4,265	3,230	1,035	5,535
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			54	0	54	0
5420-00 • Mail - USPS - Other	0	145	(145)	346	1,019	(673)	1,744
Total 5420-00 • Mail - USPS	0	145	(145)	400	1,019	(620)	1,744
5510-00 • Insurance/Bonding	0	146	(146)	1,132	1,023	109	1,753
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	12	125	(113)	318	875	(557)	1,500
5520-00 • Supplies - Other	516	473	43	3,444	4,010	(566)	7,375
Total 5520-00 • Supplies	528	598	(70)	3,762	4,885	(1,123)	8,875
5610-00 • Depreciation	118	87	31	826	614	212	1,049
5700-00 • Equipment Support & Maintenance	280	300	(20)	280	2,100	(1,820)	3,600
5710-00 • Taxes, Licenses & Fees	0			0	155	(155)	155
5740-00 • Equipment Rental/Leasing	483	429	54	1,913	3,005	(1,092)	5,150
5800-00 • Training Seminars	0	0	0	66	3,550	(3,484)	5,000
5850-00 • Artist of Month - Commissions	0	458	(458)	1,894	3,210	(1,316)	5,500
6740-00 • Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	7,200	3,483	3,717	9,000	24,385	(15,385)	41,800
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	15			877	0	877	0
52500 • Purchase Discounts	0			(40)	0	(40)	0
59900 • POS Inventory Adjustments	1			36	0	36	0
8100-00 • Cost of Goods Sold - Other	2,058	2,100	(42)	36,529	28,926	7,603	49,875
Total 8100-00 • Cost of Goods Sold	2,073	2,100	(27)	37,402	28,926	8,476	49,875
8200-00 • Associate Relations	75	58	17	75	410	(335)	700
8500-00 • Credit Card Fees	238	158	80	2,154	2,173	(19)	3,658
8700-00 • Automobile Expenses	24	45	(21)	481	505	(24)	750
8750-00 • Meals/Meetings	5	67	(62)	84	465	(381)	800
8810-00 • Dues & Subscriptions	0	167	(167)	48	1,165	(1,117)	2,000
8910-00 • Travel	0	0	0	0	100	(100)	1,100
Total Expense	35,407	36,537	(1,130)	248,429	287,078	(38,649)	487,005
Net Ordinary Income	2,801	5,925	(3,125)	70,956	36,531	34,425	66,339
Other Income/Expense							
Other Expense							
8990-00 • Allocated	5,658	5,925	(267)	40,935	45,531	(4,596)	75,339
Total Other Expense	5,658	5,925	(267)	40,935	45,531	(4,596)	75,339
Net Other Income	(5,658)	(5,925)	267	(40,935)	(45,531)	4,596	(75,339)
Net Income	(2,858)	0	(2,858)	30,021	(9,000)	39,021	(9,000)

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

51 - TMPI

	Jan 19	Budget	\$ Over Bu...	Jul '18 - Ja...	YTD Budget	\$ Over Bu...	Annual Bu...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 · County of Placer TOT Funding	718	718	0	5,036	5,085	(49)	8,677
<b>Total Income</b>	<b>718</b>	<b>718</b>	<b>0</b>	<b>5,036</b>	<b>5,085</b>	<b>(49)</b>	<b>8,677</b>
<b>Gross Profit</b>	<b>718</b>	<b>718</b>	<b>0</b>	<b>5,036</b>	<b>5,085</b>	<b>(49)</b>	<b>8,677</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	(152)	234	(386)	401
5030-00 · P/R - Health Insurance Expense	6	4	2	45	25	21	42
5040-00 · P/R - Workmans Comp	2	4	(2)	47	28	19	48
5060-00 · 401 (k)	22	23	(1)	192	159	33	272
5070-00 · Other Benefits and Expenses	0			2	0	2	0
5000-00 · Salaries & Wages - Other	709	567	143	5,069	3,966	1,104	6,798
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>740</b>	<b>630</b>	<b>109</b>	<b>5,204</b>	<b>4,411</b>	<b>794</b>	<b>7,561</b>
5100-00 · Rent							
5110-00 · Utilities	3			36			
5140-00 · Repairs & Maintenance	0			6			
5150-00 · Office - Cleaning	0			42			
5100-00 · Rent - Other	72			502	0	502	0
<b>Total 5100-00 · Rent</b>	<b>75</b>			<b>586</b>	<b>0</b>	<b>586</b>	<b>0</b>
5310-00 · Telephone							
5320-00 · Telephone	(15)			230			
<b>Total 5310-00 · Telephone</b>	<b>(15)</b>			<b>230</b>	<b>0</b>	<b>230</b>	<b>0</b>
5420-00 · Mail - USPS	0			19	0	19	0
5510-00 · Insurance/Bonding	0			64	0	64	0
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0			71			
5520-00 · Supplies - Other	1			17	0	17	0
<b>Total 5520-00 · Supplies</b>	<b>1</b>			<b>88</b>	<b>0</b>	<b>88</b>	<b>0</b>
5740-00 · Equipment Rental/Leasing	34			217	0	217	0
8700-00 · Automobile Expenses	0			26	0	26	0
8750-00 · Meals/Meetings	0			3	0	3	0
<b>Total Expense</b>	<b>834</b>	<b>630</b>	<b>204</b>	<b>6,436</b>	<b>4,411</b>	<b>2,026</b>	<b>7,561</b>
<b>Net Ordinary Income</b>	<b>(116)</b>	<b>88</b>	<b>(204)</b>	<b>(1,400)</b>	<b>675</b>	<b>(2,075)</b>	<b>1,116</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	84	88	(4)	606	675	(68)	1,116
<b>Total Other Expense</b>	<b>84</b>	<b>88</b>	<b>(4)</b>	<b>606</b>	<b>675</b>	<b>(68)</b>	<b>1,116</b>
<b>Net Other Income</b>	<b>(84)</b>	<b>(88)</b>	<b>4</b>	<b>(606)</b>	<b>(675)</b>	<b>68</b>	<b>(1,116)</b>
<b>Net Income</b>	<b>(200)</b>	<b>0</b>	<b>(200)</b>	<b>(2,007)</b>	<b>0</b>	<b>(2,007)</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

60 - Membership

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 • Membership Dues	11,312	10,750	562	77,813	74,350	3,463	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	0	208	(208)	1,684	1,460	224	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	2,000	250	1,750	2,000	1,550	450	3,050
4251-00 • Tues AM Breakfast Club - Other	445	580	(135)	3,641	4,060	(419)	6,960
Total 4251-00 • Tues AM Breakfast Club	2,445	830	1,615	5,641	5,610	31	10,010
4250-00 • Revenues-Membership Activities - Other	53			3,733	0	3,733	0
Total 4250-00 • Revenues-Membership Activities	2,498	1,038	1,460	13,680	11,070	2,610	70,510
4252-00 • Sponsorships	0			600	0	600	0
4253-00 • Revenue- Other	0			6			
Total Income	13,810	11,788	2,022	92,099	85,420	6,679	198,510
Gross Profit	13,810	11,788	2,022	92,099	85,420	6,679	198,510
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(9,625)	(9,625)	0	(16,500)
5020-00 • P/R - Tax Expense	695	547	148	3,220	3,831	(611)	6,566
5030-00 • P/R - Health Insurance Expense	439	888	(449)	6,244	6,216	28	10,656
5040-00 • P/R - Workmans Comp	29	7	22	260	52	208	87
5060-00 • 401 (k)	293	262	31	1,628	1,835	(207)	3,145
5070-00 • Other Benefits and Expenses	8	66	(58)	112	462	(350)	792
5000-00 • Salaries & Wages - Other	7,183	6,553	630	48,624	45,871	2,753	78,636
Total 5000-00 • Salaries & Wages	7,273	6,948	325	50,464	48,642	1,822	83,382
5100-00 • Rent							
5110-00 • Utilities	32	50	(18)	161	355	(194)	605
5140-00 • Repairs & Maintenance	21	25	(4)	43	175	(132)	300
5150-00 • Office - Cleaning	0	78	(78)	164	664	(500)	1,177
5100-00 • Rent - Other	282	819	(537)	2,318	5,731	(3,413)	9,826
Total 5100-00 • Rent	335	972	(637)	2,685	6,925	(4,240)	11,908
5310-00 • Telephone							
5320-00 • Telephone	(37)	253	(290)	1,044	1,771	(727)	3,036
Total 5310-00 • Telephone	(37)	253	(290)	1,044	1,771	(727)	3,036
5420-00 • Mail - USPS	0	50	(50)	80	350	(270)	1,000
5510-00 • Insurance/Bonding	0	55	(55)	242	500	(258)	775
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	43			599	500	99	500
5520-00 • Supplies - Other	84	83	1	275	585	(310)	1,000
Total 5520-00 • Supplies	127	83	44	874	1,085	(211)	1,500
5610-00 • Depreciation	0	8	(8)	0	56	(56)	96
5700-00 • Equipment Support & Maintenance	0	56	(56)	0	392	(392)	672
5710-00 • Taxes, Licenses & Fees	0	0	0	0	100	(100)	200
5740-00 • Equipment Rental/Leasing	346	250	96	1,252	1,740	(488)	2,990
5800-00 • Training Seminars	1,137	0	1,137	2,032	1,700	332	1,950
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	0	0	0	750	(750)	1,500
Total 5900-00 • Professional Fees	0	0	0	0	750	(750)	1,500
6420-00 • Events							
6422-00 • Event Media	0			(300)			
6424-00 • Event Operation Expenses	0			458			
Total 6420-00 • Events	0			158			
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	3,469	2,500	969	5,000
6437-00 • Tuesday Morning Breakfast Club	419	650	(232)	2,550	3,900	(1,350)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	115	344	(229)	7,640	3,908	3,732	5,628
6423-00 • Membership Activities - Other	931			5,492	0	5,492	0
Total 6423-00 • Membership Activities	1,464	994	470	19,211	10,308	8,903	45,278
8100-00 • Cost of Goods Sold	0			707			
8200-00 • Associate Relations	0	67	(67)	0	465	(465)	800

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

Accrual Basis

60 - Membership

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
8500-00 - Credit Card Fees	275	170	105	1,540	1,270	270	3,000
8700-00 - Automobile Expenses	29	78	(49)	279	543	(264)	933
8750-00 - Meals/Meetings	15	150	(135)	507	1,050	(543)	1,800
8810-00 - Dues & Subscriptions	0	35	(35)	530	245	285	420
8920-00 - Bad Debt	1,030			3,850	0	3,850	0
<b>Total Expense</b>	<b>11,994</b>	<b>10,169</b>	<b>1,825</b>	<b>85,455</b>	<b>77,892</b>	<b>7,563</b>	<b>161,240</b>
<b>Net Ordinary Income</b>	<b>1,817</b>	<b>1,619</b>	<b>198</b>	<b>6,644</b>	<b>7,528</b>	<b>(884)</b>	<b>37,270</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 - Allocated	1,886	1,975	(89)	13,645	15,177	(1,532)	25,113
<b>Total Other Expense</b>	<b>1,886</b>	<b>1,975</b>	<b>(89)</b>	<b>13,645</b>	<b>15,177</b>	<b>(1,532)</b>	<b>25,113</b>
<b>Net Other Income</b>	<b>(1,886)</b>	<b>(1,975)</b>	<b>89</b>	<b>(13,645)</b>	<b>(15,177)</b>	<b>1,532</b>	<b>(25,113)</b>
<b>Net Income</b>	<b>(69)</b>	<b>(356)</b>	<b>287</b>	<b>(7,001)</b>	<b>(7,649)</b>	<b>648</b>	<b>12,157</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

## 70 - Administration

Accrual Basis

	Jan 19	Budget	\$ Over Budget	Jul '18 - Jan 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	2,708	2,130	579	14,520	14,907	(387)	25,555
5030-00 • P/R - Health Insurance Expense	1,548	2,648	(1,100)	11,045	18,533	(7,487)	31,770
5040-00 • P/R - Workmans Comp	113	182	(69)	1,166	1,274	(108)	2,184
5060-00 • 401 (k)	(423)	1,089	(1,512)	4,930	7,625	(2,696)	13,072
5070-00 • Other Benefits and Expenses	21	167	(146)	563	1,165	(602)	2,000
5000-00 • Salaries & Wages - Other	28,806	27,188	1,618	188,413	190,313	(1,900)	326,250
Total 5000-00 • Salaries & Wages	32,773	33,403	(629)	220,636	233,816	(13,180)	400,831
5100-00 • Rent							
5110-00 • Utilities	126	123	3	1,070	861	209	1,476
5140-00 • Repairs & Maintenance	477	375	102	1,450	2,625	(1,175)	4,500
5150-00 • Office - Cleaning	0	208	(208)	1,249	1,457	(208)	2,497
5100-00 • Rent - Other	2,523	2,176	347	18,059	15,227	2,832	26,107
Total 5100-00 • Rent	3,126	2,882	244	21,828	20,170	1,658	34,580
5310-00 • Telephone							
5320-00 • Telephone	6	1,000	(994)	5,835	7,000	(1,165)	12,000
5350-00 • Internet	0			25			
Total 5310-00 • Telephone	6	1,000	(994)	5,860	7,000	(1,140)	12,000
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			30	0	30	0
5420-00 • Mail - USPS - Other	0	88	(88)	671	619	52	1,059
Total 5420-00 • Mail - USPS	0	88	(88)	701	619	82	1,059
5510-00 • Insurance/Bonding	724			1,827	205	1,622	205
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	10			1,728	2,000	(272)	2,000
5520-00 • Supplies - Other	461	625	(164)	3,367	4,375	(1,008)	7,500
Total 5520-00 • Supplies	471	625	(154)	5,095	6,375	(1,280)	9,500
5610-00 • Depreciation	31	54	(23)	218	380	(162)	650
5700-00 • Equipment Support & Maintenance	735	330	405	1,584	2,305	(721)	3,955
5710-00 • Taxes, Licenses & Fees	1,078	1,042	36	6,291	7,290	(999)	12,500
5740-00 • Equipment Rental/Leasing	659	329	330	2,299	2,305	(6)	3,950
5800-00 • Training Seminars	0	417	(417)	774	2,915	(2,141)	5,000
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	120	625	(505)	960	4,375	(3,415)	7,500
5920-00 • Professional Fees - Accountant	0			21,000	25,000	(4,000)	25,000
5921-00 • Professional Fees - Other	0	1,500	(1,500)	0	12,000	(12,000)	19,500
Total 5900-00 • Professional Fees	120	2,125	(2,005)	21,960	41,375	(19,415)	52,000
6420-00 • Events							
6422-00 • Event Media	0			300			
Total 6420-00 • Events	0			300			
6423-00 • Membership Activities							
6442-00 • Public Relations/Website	0			(300)			
Total 6423-00 • Membership Activities	0			(300)	0	(300)	0
7500-00 • Trade Shows/Travel	383			383			
8200-00 • Associate Relations	32	333	(301)	1,937	2,335	(398)	4,000
8300-00 • Board Functions	945	150	795	6,018	2,400	3,618	4,500
8500-00 • Credit Card Fees	0			310	0	310	0
8600-00 • Additional Opportunitites	0	467	(467)	0	3,265	(3,265)	5,600
8700-00 • Automobile Expenses	300	250	50	1,613	1,750	(137)	3,000
8750-00 • Meals/Meetings	357	120	237	1,207	840	367	1,440
8810-00 • Dues & Subscriptions	170	275	(105)	2,779	1,925	854	3,300
Total Expense	41,912	43,890	(1,978)	303,319	337,270	(33,951)	558,070
Net Ordinary Income	(41,912)	(43,890)	1,978	(303,319)	(337,270)	33,951	(558,070)
Other Income/Expense							
Other Income							
4700-00 • Revenues-Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 • Allocated	(41,912)	(43,890)	1,978	(303,225)	(337,270)	34,045	(558,070)
Total Other Expense	(41,912)	(43,890)	1,978	(303,225)	(337,270)	34,045	(558,070)
Net Other Income	41,912	43,890	(1,978)	303,242	337,270	(34,028)	558,070
Net Income	0	0	0	(77)	0	(77)	0



# NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

## Employee Expense Report

Month/Yr January 2019  
Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
01.03.2019	A	Wolfdale's Cuisine	40002	Staff Appreciation	\$25.00		8200-00/70
01.07.2019	B	Tahoe Tap Haus	1549	Lunch with Christin Hanna	\$42.89		8750-00/70
01.10.2019	C	GarWoods	18904	Dinner - Andy, Daphne, Richter7	\$409.06		8750-00/11
01.18.2019	D	Front Street Station	12405	Lunch for staff duing blizzard	\$56.25		8750-00/70
01.21.2019	E	West Shore Market	88962	Meeting with Visit CA Dreameater film crew	\$8.70		8750-00/11
01.21.2019	F	NLT Visitor's Center	73510	Gift for Chase Ramsey VisitCA film	\$5.36		8200-00/11
01.21.2019	G	Jet Blue	xx4876	Travel for VisitCA Conference	\$348.27		7500-00/70
01.21.2019	H	Jet Blue	xx4876	Travel for VisitCA Conference	\$35.00		7500-00/70
01.15.2019	I	TMA Board Meeting	n/a	Breakfast at TMA Board Meeting		\$2.50	8750-00/70
01.24.2019	J	Starbucks	48346	lunch for interviews CTA		\$10.25	8750-00/70
01.24.2019	K	City of Sacramento	78456	CTA - interviews for lobbyist		\$18.00	8750-00/70
01.28.2019	L	GarWoods	03847D	lunch - Supervisor Jim Holmes, Beverly Roberts, Samir Tuma		\$118.35	8750-00/70
01.28.2019	M	Zas	WW13-59	Dinner - see receipt (only reimburse half)		\$74.73	8750-00/70
	N						
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	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
<b>MILEAGE REIMBURSEMENT</b>							
	Attach 1		Mileage	See Attached Mileage Report		\$298.36	8700-00-70
				Mileage Reimbursed Through Payroll			
<b>TOTAL - CREDIT CARD EXPENSES</b>					\$930.53		
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)</b>						\$522.19	

Signed By: Cindy Gustafson  
Date: 2.6.19

Approved By: Chris Beck  
Date: 2/28/19

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CEO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
01/26/19	01/26/19	<u>BCB</u>	2/12/19		

## NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

EMPLOYEE NAME: Gustafson  
REPORT MONTH: January

REF	DATE	START	END	# MILES	ROUND TRIP		REASON FOR TRAVEL
					YES	NO	
A	1.9.19	Office	NTEC	20.00	x		Board of Directors meeting
	1.9.19	NTEC	Ritz Carlton	18.00	x		Meeting with Richter 7 and Ritz Marketing dept.
	1.10.19	Office	Incline Village	32.00	x		Meeting with IVGID - Steve Pinkerton, GM and Ira
	1.10.19	Office	Donner Trail School	56.00	x		TOT Grant Workshop
	1.11.19	Office	Airport District	38.00	x		MHC Meetings
	1.14.19	Office	Sugar Bowl	45.00	x		Meeting with Greg Dallas
	1.15.19	Office	NTEC	20.00	x		TOT Grant Workshop
	1.24.19	Office	Downtown Sacramento	226.00	x		California Tahoe Alliance Interviews with Leg. Advocate firms
	1.28.19	Office	NTEC	20.00	x		BOS meeting
	1.29.19	Office	NTEC	20.00	x		BOS meeting
	1.29.19	Office	Granlibakken	4.00	x		Tourism Development Committee Meeting
	1.30.19	Office	SVPSD	12.00	x		PR Summit Meeting
<b>TOTAL MILES SUBMITTED:</b>				<b>511.00</b>			
<b>MILEAGE RATE PER MILE</b>				<b>\$ 0.580</b>			
<b>TOTAL MILEAGE REIMBURSEMENT DUE</b>				<b>\$ 296.38</b>			



**BANK OF THE WEST**  
**BNP PARIBAS**

BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

# MEMO STATEMENT

Account Number	XXXX-XXXX-0108-6903
Statement Date	JAN 28, 2019
Total Activity	\$930.53

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

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

## ACCOUNT SUMMARY

CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$930.53		\$0.00		\$0.00		\$930.53

## ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
01-03	01-02	05314619003500236611979	WOLFDALES CUISINE UNI TAHOE CITY CA Tax ID: 680013011 Mer Zip: 96145	25.00
01-07	01-04	55506299005400882000126	TAHOE TAP HAUS TAHOE CITY CA Tax ID: 830802960 Mer Zip: 96145	42.89
01-10	01-08	25247809009000840105444	GAR WOODS GRILL & PIER CARNELIAN BAYCA Tax ID: 680165856 Mer Zip: 96140	409.06
01-18	01-18	55310209018400758000069	FRONT STREET STATION TAHOE CITY CA Tax ID: 260088583 Mer Zip: 96145	56.25
01-21	01-18	25247809018001750145049	WEST SHORE MARKET AND TAHOE CITY CA Tax ID: 471441305 Mer Zip: 96145	8.70
01-21	01-18	55432869019200361271088	INT*IN *NORTH LAKE TAH TAHOE CITY CA Tran: P10207676804 Tax ID: 770034661 Mer Ref: A0JNX1T4 Mer Zip: 96145 Tax: 0.36	5.36
01-21	01-19	55417419020029000395812	JETBLUE 27921175748760 8005382583 UT Tax ID: 870617894 Mer Zip: 11101 Passenger Name: MARIE/LUCINDA GUSTAFSON M Ticket Number: 27921175748760 Dep Date: 02/10/19 Orig Airport: RNO Serv Class: Y Carrier Code: B6 Dest Airport: LGB Dep Date: 02/13/19 Orig Airport: LGB Serv Class: Y Carrier Code: B6 Dest Airport: RNO	348.27
01-21	01-19	55417419020029000395820	JETBLUE 27906142085570 8005382583 UT Tax ID: 870617894 Mer Zip: 11101 Passenger Name: MARIE/LUCINDA GUSTAFSON M Ticket Number: 27906142085570 Dep Date: 01/19/19 Orig Airport: XAA Serv Class: Y Carrier Code: B6 Dest Airport: XAA	35.00

A  
B  
C  
D  
E  
F  
G  
H

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$930.53
1-866-432-8161	Statement Date	Cash Advances	\$0.00
	JAN 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Disputed Amount	Total Activity	\$930.53
	\$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.

Kim  
Birthday

WOLFDAL'S  
CUISINE UNIQUE

1/02/19 17:05  
Check 40002  
Type Sale  
Terminal 4  
Manager DAWN

Swiped  
Acct GUSTAFSON/CINDY  
Card Typ XXXXXXXXXXXX6903  
Auth Mastercard  
Trans ID 015525  
2

Sale 25.00

Tip \$.....

Total \$.....

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

Customer Copy

[A]

TAHOE TAP HAUS  
TAHOE CITY, CA

Check #: 1549  
Date: Jan 03, 2019 Time: 12:59pm  
Server: Ryan Table#: 25  
Guests: 2

1-SODA 3.00  
1-HARVEST KALE 16.00  
1-CHICKEN MARMONICH 14.00

Sub total: 33.00

Tax: 2.39

Balance: 35.39

THANK YOU

\*\*\* Tip Calculator \*\*\*

Age	Tip	Total
18-24	4.95	40.34
25-34	5.94	41.33
35-44	6.60	41.90

\*\*\* Customer Copy \*\*\*

Tahoe Tap Haus  
475 NORTH LAKE BLVD  
TAHOE CITY, CA  
530-584-2886

*Lunch  
with  
Ginger  
Hanna*

Monday, January 03, 2019 1:00:05 PM

Type: M/C Chk: 1549  
Est #: 0903 XX/XX Batch #: 17  
Auth #: 044179 Seq: 13 Table: 25  
Server: Ryan

Sale: \$ 35.39

Tip: 7.50

Total: 42.89

THANK YOU  
tahoetaphas.com



Dinner:  
 Andy, Daphne, Richter 7

# GAR WOODS THANKS YOU

530-546-3366 OR 800-298-2463

0057 Table 13 #Party 3

EMMA U SvrCk: 2 6:04p 01/08/19

DINING ROOM IN

Separate checks: 1-of-2

1 ROOT BEER	5.00
1 SODA	5.00
2 BEER PRawns	33.00
1 TERIYAKI SALMON SALAD	24.00
2 SEARED DIVER SCALLOPS	84.00
1 SESAME AHI	42.00
1 AHI POKE STACK, \$avocado	22.00
1 FILET MIGNON	46.00
1 MOCHA CRUNCH	12.00
1 DEEP FRIED OREOS	11.00
3 COFFEE	15.00
2 CAPPUCCINO	14.00

Sub Total: 318.00

Tax: 23.06

Sub Total: 341.06

01/08 7:50p TOTAL: 341.06

DESERT/ESP	26.00
DINE FOOD	308.00
NO ALCOHOL	10.00

HOME OF THE WET WOODY-2.8 MILLION SERVED

CELEBRATING 30 YEARS ON LAKE TAHOE  
 HAVING A WEDDING OR GROUP EVENT?

GO UPSTAIRS & CHECK OUT OUR ROOMS & VIEW

LIVE MUSIC FRI & SAT 8-11

NORTH SHORE NIGHTS & APRES MUSIC 12/14

CHRISTMAS AT GAR WOODS ON THE LAKE

COME SEE SANTA DRINK A WET WOODY-OK, YCU

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

HAPPY HOURS MONDAY-FRIDAY 4:30-6:30  
 CHEAP EATS & DRINKS ON THE LAKE

TOPLESS TUESDAYS-\$7.75 FLOAT ON THE SICE  
 ALL DAY. ALL NIGHT, ALL FALL/WINTER

QUARTERLY CREDIT DISCOUNTS GOING INTO 2019

0057

Server: EMMA U (#475)

01/08/19 20:07, Swiped

Rec: 45  
 T: 13 Term: 5

GAR WOODS

5000 N. LAKE BLVD.

CARNELIAN BAY, CA 96140

(530)546-3366

CARD TYPE

ACCOUNT NUMBER

MASTER CARD

XXXXXXXXXXXX6903

Name: CINDY GUSTAFSON

00 TRANSACTION APPROVED

AUTHORIZATION #: 018904

Reference: 0108010000057

TRANS TYPE: Credit Card SALE

CHECK:

341.06

TAHOE FUND:

68-

TIP:

TOTAL:

409.05

X

\*\*\*Duplicate Copy\*\*\*

CARDHOLDER WILL PAY CARD ISSUER ABOVE  
 AMOUNT PURSUANT TO CARDHOLDER AGREEMENT

THANK YOU!

PLEASE LEAVE SIGNED COPY FOR SERVER!

C



**FRONT STREET STATION ( Tahoe  
City)**

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

*Lunch  
for staff  
during  
blizzard*

**ORDER: 007**  
**Walk In - To Go**

Cashier: Mare  
17-Jan-2019 12:06:18P

Transaction **041794**

1	LARGE CALIFORNIAN	\$28.25
1	LARGE SPICY THAI	\$28.00

**Total** **\$56.25**

CREDIT CARD AUTH **\$56.25**  
MASTERCARD 6903

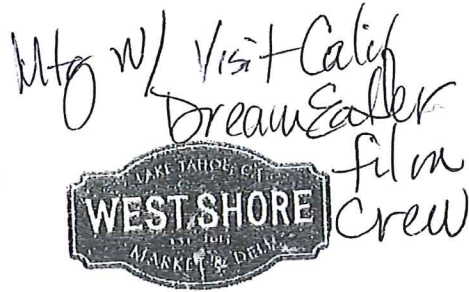
Retain this copy for statement validation

17-Jan-2019 12:34:44P  
\$56.25 | Method: SWIPED  
MASTERCARD XXXXXXXXXXXXX6903  
CINDY GUSTAFSON  
Ref #: 901700671200 | Auth #: 012405  
MID: \*\*\*\*\*3884  
AthNtwkNm: MASTERCARD  
SIGNATURE VERIFIED

Order 65XZECR7N3M06

Online: [https://clover.com/  
p/42E0GCK2JQZSP](https://clover.com/p/42E0GCK2JQZSP)





1780 West Lake Blvd  
Tahoe City, CA 96145  
(530) 584-2475

1/18/19 9:13 AM Receipt #: 420471  
Clerk: Ariel Poling Terminal: 01

409	LATTE MEDIUM	3.50
742	BANANA/ZUCH/pum BREAD	0.11
	Tipping via Pinpad	1.45
	SUBTOTAL	8.45
	Sales tax 7.25%	0.25
	TOTAL	8.70
	Credit Card	8.70
	TOTAL TENDERED	8.70
	Change	0.00

CARD INFORMATION:

Name: CINDY GUSTAFSON  
Card Type: M/C  
Account: 6903  
Amount: 8.70  
Approval #: 088962  
Date: 1/18/19  
Reference #: 901826092382

Thank you for shopping with us!

E

1/13/2019 2:33 PM  
Store: 1

Sales Receipt #37891  
Workstation: 1

Customer Copy



*Gift for  
Chase  
Ramsey  
V. ZITCA.  
Film*

north lake tahoe

Chamber of Commerce & Resort Association

Tahoe City Visitor Center

PO Box 1757  
Tahoe City, CA 96145  
GoTahoeNorth.com

Cashier:

Item Name	Qty	Price	Ext Price
Long Bow Ties	1	\$5.00	\$5.00
		D% 50%Employee - 1	
		Subtotal:	\$5.00
Local Sales Tax		7.25 % Tax:	+ \$0.36
RECEIPT TOTAL:			\$5.36

Credit Card: \$5.36 XXXX6903  
MASTERCARD Expiry Date: XX/XX  
Reference # 9000013459 Auth=073510  
Entry: Chip Merchant # \*\*\*05964

Signature

I agree to pay above amount according to card  
issuer agreement (merchant agreement  
if credit voucher).

AID: A0000000041010

Total Sales Discounts: \$5.00

PLEASE RETAIN FOR YOUR RECORDS

We Hope you Enjoy your Stay in North Lake Tahoe!



37891



## Cindy Gustafson

**From:** Cindy Gustafson  
**Sent:** Monday, February 4, 2019 12:55 PM  
**To:** Walter Auerbach; Cindy Gustafson  
**Subject:** Fw: Your itinerary for your upcoming trip

----- Forwarded Message -----

**From:** JetBlue Reservations <jetblueairways@email.jetblue.com>  
**To:** "cindygustafson@sbcglobal.net" <cindygustafson@sbcglobal.net>  
**Sent:** Saturday, January 19, 2019, 11:42:13 AM PST  
**Subject:** Your itinerary for your upcoming trip

Your upcoming trip on Sun, Feb 10

jetBlue

Flight status

Change/cancel

Manage flights

Travel info

Baggage info

# STRETCHING OUT IS SO IN.

Get ready to enjoy early boarding, early access  
to overhead bins and all that extra legroom!

LEARN MORE

**EVEN MORE<sup>®</sup>**  
SPACE

## IS YOUR ID STILL OKAY TO TRAVEL?

Customers from some states must bring a passport or Global Entry card  
to the airport as a primary form of identification. See if you're affected.

LEARN MORE

Your confirmation code is **DGDYLL**

This is not your boarding pass.



### YOUR ITINERARY

DATE

DEPARTS/  
ARRIVES

ROUTE

FLIGHT/  
OPERATED BY


TRAVELERS

FREQUENT  
FLIER<sup>1</sup>

SEATS<sup>2</sup>

TERMINAL



Sun, 01:25 PM	RENO/TAHOE, 43	Lucinda	N/A	11A
Feb 10 02:47 PM	NV (RNO) to <b>jetBlue</b>	Gustafson		
	LONG BEACH, CA (LGB)	Marie		
Wed, 11:17 AM	LONG BEACH, 42	Lucinda	N/A	<a href="#">select</a> Main
Feb 13 12:42 PM	CA (LGB) to <b>jetBlue</b>	Gustafson		<a href="#">seat</a>
	RENO/TAHOE, NV (RNO)	Marie		

#### Trip 1:

You've purchased a **Blue Plus fare**. This fare option includes one (1) checked bag per person. You may pay for additional bags [online](#) (within 24 hours of departure), or upon arrival at the airport via an airport kiosk or with an airport crewmember. Some restrictions apply. Please [click here](#) for additional information.

#### Trip 2:

You've purchased a **Blue Plus fare**. This fare option includes one (1) checked bag per person. You may pay for additional bags [online](#) (within 24 hours of departure), or upon arrival at the airport via an airport kiosk or with an airport crewmember. Some restrictions apply. Please [click here](#) for additional information.

For a detailed receipt, select a customer

[Lucinda Gustafson Marie](#)

Ticket number(s)

2792117574876

If your booking was made at least 7 days in advance, you may cancel it within 24 hours (by 01/20/2019 at 02:40 pm ET) without a cancellation fee. Please [click here](#) for details on our change and cancel policies.

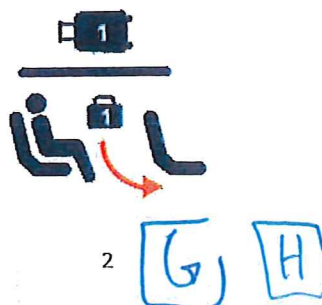
<sup>1</sup> To provide a frequent flier number, please call 1-800-JETBLUE (538-2583).

<sup>2</sup> Seat requests on other airlines are not guaranteed until confirmed by the operating carrier.

### \$ YOUR PAYMENT

FORM OF PAYMENT	FARE TYPE	FARE	EXTRAS	TAXES & FEES	TOTAL
Credit Card: Master XXXXXXXXXX6903	NONREF - FEE FOR CHG/CXL	USD297.37	USD35.00	USD50.90	USD383.27

Even More Space (RNO-LGB) (x1) : USD35.00





## Remember, 1 under + 1 up.

You can carry on 2 bags max. 1 item that fits under the seat in front of you—like a purse, daypack, laptop bag or pet carrier—plus 1 approved carry-on that fits in the overhead bin (space permitting). Click [here](#) for details about our carry-on and checked bag policy.



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Earn TrueBlue points and enjoy exclusive savings when you book with Avis and Budget.

LET'S GO →



### Zero in on a \$0 annual fee\*\*.

Enjoy no annual fee\*\* and earn 10,000 bonus TrueBlue points after spending \$1,000 on purchases in the first 90 days with the JetBlue Card\*\*. [Learn More.](#)

\*\*See Terms & Conditions for details



BlueTales Blog



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## CUSTOMER CONCERNS

Any customer inquiries or concerns can be addressed here, emailed to [dearjetblue@jetblue.com](mailto:dearjetblue@jetblue.com), or sent to JetBlue Airways, 6322 South 3000 East, Suite G10, Salt Lake City, UT 84121.

## NOTICE OF INCORPORATED TERMS

All travel on JetBlue is subject to JetBlue's Contract of Carriage, the full terms of which are incorporated herein by reference, including but not restricted to: (i) Limits on JetBlue's liability for personal injury or death, and for loss, damage, or delay of goods and baggage, including special rules for fragile and perishable goods; (ii) Claims restrictions, including time periods within which you must file a claim or bring an action against JetBlue; (iii) Rights of JetBlue to change the terms of the Contract of Carriage; (iv) Rules on reservations, check-in, and refusal to carry; (v) JetBlue's rights and limits on its liability for delay or failure to perform service, including schedule changes, substitution of aircraft or alternate air carriers, and rerouting; (iv) Non-refundability of reservations. International travel may also be subject to JetBlue's International Passenger Rules Tariffs on file with the U.S. Department of Transportation and, where applicable, the Montreal Convention or the Warsaw Convention and its amendments and special contracts. The full text of the Contract of Carriage is available for inspection at [www.jetblue.com](http://www.jetblue.com) and all airport customer service counters. Tariffs may also be inspected at all airport customer service counters. You have the right to receive a copy of the Contract of Carriage and tariffs by mail upon request.

## NOTICE OF INCREASED GOVERNMENT TAX OR FEE

JetBlue reserves the right to collect additional payment after a fare has been paid in full and tickets issued for any additional government taxes or fees assessed or imposed.

## CARRY-ON BAGGAGE RULES

In general, customers are restricted to: one (1) carry-on item that must be placed in the overhead bin and must not exceed external dimensions of 22in x 14in x 9in; and one (1) small personal item, such as a purse, briefcase, laptop computer case, small backpack, or a small camera, which must fit completely under the seat in front of the customer. Please visit [www.jetblue.com](http://www.jetblue.com) for additional information and exceptions. On any given flight, JetBlue reserves the right to further restrict the number of carry-on items as circumstances may require.

## CHECKED BAGGAGE ALLOWANCE/FEES

For Blue fares, the first checked bag fee is \$30 and the second checked bag is \$40. For Blue Plus fares, one checked bag is included and the second checked bag fee is \$40. For Blue Flex fares, two checked bags are included. For TrueBlue Mosaic members: two checked bags are included. For Mint fares: two checked bags are included. For all fares, the third and any additional bags are \$150 each. All bags are subject to size/weight restrictions. Other fees apply for oversized or overweight baggage. See [www.jetblue.com/bags](http://www.jetblue.com/bags). Excess baggage rules and size/weight restrictions may vary depending on load availability and country restrictions. See [www.jetblue.com/bags](http://www.jetblue.com/bags) for more



**TMA Board Meeting Breakfast Receipts**

Date: \_\_\_\_\_

Member: CGUSTAFSON

Amount: \$ 2.50

Signed: CGUSTAFSON

I

Starbucks Coffee #48346  
1003 L Street  
Sacramento, CA XXX-XXX-XXXX

CHK 725016  
01/24/2019 12:18 PM  
1122479 Drawer: 1 Reg: 1

Chs Fruit Prtein B	5.25
Super Fruit Greens	4.95
Bottle Dep/Crv	0.05
Visa	10.25
XXXXXXXXXXXX3472	

Subtotal	\$10.25
Total	\$10.25
Change Due	\$0.00

----- Check Closed -----  
01/24/2019 12:18 PM

*Lunch for interviews*  
*CTA*

Join our loyalty program  
Starbucks Rewards®  
Sign up for promotional emails  
Visit [Starbucks.com/rewards](https://www.starbucks.com/rewards)  
Or download our app  
At participating stores  
Some restrictions apply

J



City of Sacramento  
Parking Services  
(916)264-5011  
Machine #643

**Receipt**

E/R #29	A Payment No.00008305
I/D #21	Ticket No.078456
Entry Time	01/24/2019 (Thu) 8:57
Paid Time	01/24/2019 (Thu) 14:42
Parking Time	5:45
Parking Fee	Rate A \$18.00

VISA

Account #	*****3472
Slip #	08505
Auth Code	000002485D
Credit Card Amount	\$18.00

-----  
Total \$18.00

Thank You For Your Visit  
Please Come Again !

CTA - interviews of  
lobbyist

[K]

**GAR WOODS THANKS YOU**

530-546-3366 OR 800-298-2463

0002 Table 20 #Party 4

JEFFREY M SvrCk: 1 11:32a 01/28/19

**DINING ROOM IN**

1 FISH & CHIPS	20.90
1 AHI POKE TACOS	21.90
1 SANDWICH SPECIAL, \$ amount	
20.00	20.00
1 TOSSED COBB SALAD	23.90
1 ARNOLD PALMER	5.00

Sub Total: 91.70

Tax: 6.65

Sub Total: 98.35

01/28 12:24pTOTAL: 98.35

DINE FOOD 86.70

NO ALCOHOL 5.00

HOME OF THE WET WOODY-2.8 MILLION SERVED

CELEBRATING 30 YEARS ON LAKE TAHOE  
HAVING A WEDDING OR GROUP EVENT?  
GO UPSTAIRS & CHECK OUT OUR ROOMS & VIEW

LIVE MUSIC FRI & SAT 8-11  
NORTH SHORE NIGHTS & APRES MUSIC 12/14  
VALENTINE'S DAY - GAR WOODS ON THE LAKE  
A WET WOODY WILL GET YOU WHAT YOU WANT!

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

HAPPY HOURS MONDAY-FRIDAY 4:30-6:30  
CHEAP EATS & DRINKS ON THE LAKE

TOPLESS TUESDAYS-\$8 FLOAT ON THE SIDE  
ALL DAY. ALL NIGHT, ALL FALL/WINTER

QUARTERLY SPIRIT DISCOUNTS-JAMESON  
TASTINGS 3RD WED-\$10 OR BUY A DRINK  
NEXT WED APR 17TH - TENTH AI

Lunch: Supervisor Jim Holmes,  
Beverly Roberts, Samir Tuma,

0002

Server: JEFFREY M (#565)

Rec: 1

01/28/19 12:31, Swiped T: 20 Term: 4

GAR WOODS

5000 N. LAKE BLVD.

CARNELIAN BAY, CA 96140

(530)546-3366

CARD TYPE

ACCOUNT NUMBER

VISA

XXXXXXXXXXXX3472

Name: CINDY M GUSTAFSON

00 TRANSACTION APPROVED

AUTHORIZATION #: 03847D

Reference: 0128010000002

TRANS TYPE: Credit Card SALE

CHECK: 98.35

TAHOE FUND: \_\_\_\_\_

TIP: \_\_\_\_\_

TOTAL: \_\_\_\_\_

20.00  
\$ 118.35

X \_\_\_\_\_

\*\*\*Duplicate Copy\*\*\*

CARDHOLDER WILL PAY CARD ISSUER ABOVE  
AMOUNT PURSUANT TO CARDHOLDER AGREEMENT

THANK YOU!

PLEASE LEAVE SIGNED COPY FOR SERVER!

L

**Zas**  
120 Grove Street  
TAHOE CITY, CA 96145  
(530) 583-9292

**Dine In**

Server: Dima K. Jan 28, 2019  
Receipt: WW13-59 7:30 PM  
Ticket #: 59 Table: 1

**Item(s)**

Sobon \$8.00 x 3 \$24.00  
Zin Glass  
Drakes Pilsner \$8.00  
Pork Short Ribs \$22.00  
- No mash  
Sub brussels  
Pork Short Ribs \$22.00  
Smk Chicken Pasta \$21.00  
Spaghetti & Meatballs \$19.00

Subtotal \$116.00  
Sales Tax (7.25%) \$8.41  
CA Tourism (0.04%) \$0.05  
Total \$124.46

*Dinner with Robert Wiegand  
Larry Sena, Ron Treates*  
Customer Copy

M

**Zas**  
120 Grove Street  
TAHOE CITY, CA 96145  
(530) 583-9292

**Dine In**

Server: Dima K. Jan 28, 2019  
Receipt: WW13-59 7:30 PM  
Ticket #: 59 Table: 1

Subtotal \$116.00  
Sales Tax (7.25%) \$8.41  
CA Tourism (0.04%) \$0.05  
Total \$124.46

Amount Charged \$124.46

Tip

Total

25-  
149.46

Card Holder: CINDY M GUSTAFSON  
VISA  
Card #: \*\*\*\* 3472  
Auth Code: 05202D

**APPROVAL**

IMPORTANT - RETAIN FOR  
YOUR RECORDS

*Cindy Gustafson*

**Suggested Tip Amounts**

Tip	Tip Amount	Total
18%	\$22.40	\$146.86
20%	\$24.89	\$149.35
25%	\$31.12	\$155.58

01/28/2019 20:36:13

Customer Copy



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 2/28/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Contract Approval and Budget Revision  
Civitas, Formation of North Lake Tahoe Tourism Business Improvement District – Phase II

---

### **Action(s) Requested:**

Staff requests Board approval of:

- 1) the attached agreement with Civitas to complete the work necessary for the formation of the North Lake Tahoe Tourism and Business Improvement District; and,
- 2) revisions to our 2018/19 Budget to fund this work.

### **Background:**

Last August the Board approved entering into an agreement with Civitas to perform Phase 1 of research and planning on the formation of a Tourism Business Improvement District for North Lake Tahoe. The project incurred several months of delays due to non-disclosure agreements as well as staffing changes. Phase I is complete and it is now time to begin Phase II of the project.

The cost of this agreement for Phase II can be absorbed in our 2018/19 budget through reallocation of funds between categories. Through January we are \$118,000 under budgeted expenditures for this fiscal year. Staff is currently reforecasting the entire 2018/19 budget. We are confident that these savings will continue for the remainder of the year through postponing or eliminating enhancements to the Visitor Center and visitor information services.

We have worked closely with Placer County staff and legal counsel on Civitas' proposed scope of work and the necessary budget changes. These changes will be submitted to the Board of Supervisors on their March 12, 2019 Board meeting agenda.

### **Fiscal Impact:**

The cost of this agreement is a not to exceed amount of \$49,000 anticipating a completion by November, 2019.

### **Attachments:**

Civitas Proposal  
Proposed Budget Changes  
Revised Attachment C to Placer County Contract





February 25, 2019

Cindy Gustafson  
Chief Executive Officer  
North Lake Tahoe Resort Association  
1100 North Lake Blvd, 2nd Floor  
Tahoe City, CA 96145

Re: Proposal to form the North Lake Tahoe Tourism and Business Improvement District

Dear Ms. Gustafson:

I am pleased to present to you our enclosed proposal for services to form the next phase of the proposed North Lake Tahoe Tourism and Business Improvement District. Civitas is California's premier consultant in Tourism and Business Improvement District formation and renewal. We will bring to North Lake Tahoe the experience and expertise necessary to guide a successful TBID formation process.

Civitas has served as consultant to 88 of California's 106 TBIDs. We have been forming and renewing special districts since 1995, and assisting in the operation of those districts since 2000. Our track record in successfully forming and renewing districts is California's best.

Our proposal outlines the necessary steps for a successful TBID formation process. Our process is designed to educate business owners and seeking input for the project while complying with applicable laws. Throughout the process we will work closely with your staff, business owners, and local officials to create a specialized district meeting North Lake Tahoe's needs. We will guide a process that will be promptly responsive to the needs and concerns of North Lake Tahoe stakeholders.

Thank you for the opportunity to submit this proposal. I look forward to working with you on this exciting project.

Best Regards,

A handwritten signature in black ink that reads "Nichole Farley". The signature is fluid and cursive, with the first name "Nichole" and last name "Farley" clearly distinguishable.

Nichole Farley, Account Manager

## Index

<b>I. Executive Summary .....</b>	<b>3</b>
<b>II. Introduction .....</b>	<b>4</b>
<b>III. Scope Of Services .....</b>	<b>5</b>
OVERVIEW.....	5
STEP ONE: OUTREACH AND CONSENSUS BUILDING .....	6
STEP TWO: DOCUMENT PREPARATION.....	7
STEP THREE: DOCUMENT REVISION.....	8
STEP FOUR: HEARING PROCESS.....	9
<b>IV. Schedule And Fees.....</b>	<b>10</b>
SCHEDULE.....	10
FEES.....	10
<b>V. Qualifications .....</b>	<b>12</b>
PARTIAL CLIENT LIST – TBID PROJECTS.....	12
STAFF BIOGRAPHIES.....	13
INDUSTRY CONTACTS .....	15
<b>VI. Agreement.....</b>	<b>16</b>

## **I. Executive Summary**

Civitas proposes to assist North Lake Tahoe Resort Association (“Resort Association”) with formation of the proposed North Lake Tahoe Tourism and Business Improvement District (“NLT/TBID”). Civitas has formed or renewed a majority of California’s Tourism and Business Improvement Districts, and will provide expert advice and guidance throughout the project.

Our proposal encompasses four (4) steps leading to successful NLT/TBID formation. Civitas will create the database of district businesses, assist in consensus building, prepare and revise documents, and guide the Board of Supervisors hearing process. Throughout the project Civitas will work closely with business owners and County officials.

We anticipate completion of the project in nine (9) months. If started in March 2019, the project could be completed by November 2019. If the project is completed during this time period, Civitas’ fees and expenses would not exceed \$49,000.

## **II. Introduction**

Thousands of business owners in cities throughout the United States are successfully using business improvement districts to improve their businesses. The proven track records of those districts led to implementation of TBIDs for tourism promotion in California. Businesses in North Lake Tahoe have expressed interest in using this model to form and grow a stable funding source that will help support them.

The Property and Business Improvement District Law of 1994 (“1994 Law”) is a powerful tool available to business owners and local governments. This law empowers private business owners to work closely with local government officials and establish a new funding source dedicated to providing services which benefit the businesses.

As with most areas, there is a greater need for tourism promotion services in North Lake Tahoe than can be provided with limited government funding. The NLT/TBID can address this need and provide a dependable source of revenue for both tourism marketing and supporting overall economic stability and vitality for North Lake Tahoe businesses.

In concert with the Resort Association, the Civitas team will guide a formation process that includes developing and manipulating data, obtaining feedback from business owners, preparing legal documents including a Management District Plan, guiding the petition drive, and attending Board of Supervisors hearings.

This proposal is based on the understanding that business owners and the Resort Association will provide assistance and time needed to facilitate the process on the local level, including some database work, substantial time devoted to outreach meetings, and gathering support and signed petitions from businesses.



### III. Scope of Services

#### Overview

Four (4) steps are anticipated over nine (9) months, resulting in successful NLT/TBID formation. The four (4) steps are briefly described below and outlined in further detail on the following pages.

#### Step One: Outreach and Consensus Building

Education and outreach efforts are undertaken in step one (1) to inform business owners on the proposed NLT/TBID.

#### Step Two: Document Preparation

In step two (2), documents necessary to form the district are drafted. Civitas will work with the Resort Association, business owners, and the County to ensure documents reflect the needs and priorities of assessed businesses.

#### Step Three: Document Revision

Documents drafted by Civitas will be submitted to the Resort Association, business owners, and the County for review. Based on their input, Civitas will revise documents as necessary and prepare final documents.

#### Step Four: Hearing Process

Finally, Civitas will guide the Resort Association through the Board of Supervisors hearing process to form the district.

## **Step One: Outreach and Consensus Building**

The Resort Association and the steering committee will be responsible for conducting outreach to, and building consensus among, business owners within the district. Reaching out to business owners is a crucial piece of the formation process. This step includes four (4) trips by Civitas to North Lake Tahoe to meet with business owners and County staff and officials.

### **1.1 Develop Outreach Program**

Civitas and the Resort Association will work together to develop an effective education program to inform business owners and representatives about the proposed NLT/TBID. The program will include educating business owners about TBIDs, and seeking their input to develop a strategy for North Lake Tahoe sustainable business and economic vitality.

### **1.2 Confirm District Parameters**

During phase one (1) of the project, priorities for services were established and a service plan was created. In this step, we will begin to share those priorities with the proposed businesses within the district. The assessment rate proposed will be proportional to the services received by each business will be developed. Other elements of the district, such as governance provisions and service priorities, will also be confirmed.

### **1.3 Database**

The initial database will be updated and manipulated throughout the outreach process. Civitas and the Resort Association will build on previously obtained information to maintain a complete and current database of district businesses.

## **Step Two: Document Preparation**

Civitas will utilize information gathered in the outreach and consensus building process to prepare documents required for NLT/TBID formation.

### **2.1 Management District Plan**

Civitas will prepare a Management District Plan that complies with California law and serves as a user-friendly educational tool. The Management District Plan will include:

- District rationale and objectives
- District boundaries, benefit zones, and business classifications
- Service plan and annual budget
- Proposition 26 compliance provisions
- Assessment rate
- Governance structure
- District rules and regulations
- Exhibits including a map and list of businesses

### **2.2 Petition**

The 1994 Law requires signed petitions from businesses to begin the district formation process. Civitas will draft the petition based on the Management District Plan.

### **2.3 Resolutions and Notice**

Civitas will draft the two (2) resolutions necessary to form the district: a Resolution of Intention and a Resolution of Formation. The resolutions will include parameters from the Management District Plan and other legally required elements. A notice must also be sent to businesses proposed to be in the district; Civitas will draft the notice.

### **Step Three: Document Revision**

Draft documents will be submitted to the steering committee, the Resort Association, and County for review. Civitas will revise drafts as necessary.

#### **3.1 Steering Committee Review**

Civitas will submit draft documents to the steering committee for review. Civitas will revise documents to incorporate any comments from the steering committee.

#### **3.2 Consultation with Counsel**

Civitas' staff will work with the County Counsel's office to obtain their review and approval of documents. Civitas will incorporate their comments as necessary, and prepare finalized documents.

#### **3.3 Finalization**

Based on comments from the steering committee and County Counsel, Civitas will prepare a final version of the Management District Plan. Finalization may require several rounds of edits and negotiation between the parties.



## **Step Four: Hearing Process**

Once the steering committee and County have approved final documents, Civitas will assist in submitting the project to the Board of Supervisors. This step includes two (2) trips to North Lake Tahoe by Civitas to attend hearings.

### **4.1 District Finalization**

Civitas will take all necessary steps to prepare for district formation. This will include coordinating with County staff to set and prepare for hearings and discussing legal matters with the County Counsel. Frequent phone calls, email correspondence, and other communications will be necessary throughout this step.

### **4.2 Petition Collection**

Civitas will work with the steering committee to ensure adequate petition support has been garnered. This will include working with the County to devise a calculation method, and working with the steering committee to identify the most influential businesses. The steering committee and the Resort Association will be responsible for collecting signed petitions from businesses.

### **4.3 Resolution of Intention**

Civitas will attend the Board of Supervisors hearing on the Resolution of Intention. If necessary, Civitas will be prepared to make a brief presentation about the proposed district to the Board of Supervisors. After the Resolution of Intention is adopted, Civitas will coordinate with County staff to ensure notice is given to district businesses in accordance with the 1994 Law.

### **4.4 Public Meeting**

Civitas will help the Resort Association prepare for the public meeting. Civitas will outline the requirements of the meeting and work with counsel to ensure compliance with the 1994 Law.

### **4.5 Public Hearing**

Civitas will attend the public hearing and be prepared to make presentations and address any issues that may arise.

## IV. Schedule and Fees

### Schedule

We estimate that the project can be completed in nine (9) months. If started in March 2019, the project could be finished by November 2019. As you know, there are many unknown variables in a project of this nature. Although we would work diligently to form the district, factors outside Civitas and the Resort Association's control could delay or thwart even the best-developed plans. We will work to minimize risks and complete the project at the earliest possible date.

### Fees

#### Professional Fees

Civitas' fees for the scope of work in this proposal reflect our professional team's quality and experience. Our professional fees for the scope of services and timeline described herein shall be \$45,000. Fees and expenses include six (6) trips to North Lake Tahoe; four (4) to meet with business owners and County officials and two (2) to attend Board of Supervisors hearings. If additional trips are necessary, we would be happy to make additional trips for a professional fee of \$1,250 per trip, plus expenses.

#### Expenses

Civitas will incur various costs and expenses in performing services described in this proposal. The Resort Association will be responsible for all costs and expenses in addition to the professional fees. Ordinary costs and expenses, including telephone charges, postage, and photocopying will be billed at four percent (4%) of professional fees. Other costs, such as travel, overnight shipping, bulk mailing, and bulk printing costs (over 100 pages) shall be billed at Civitas' actual cost. Expenses are not expected to exceed \$4,000.

#### Billing

Civitas proposes a fixed monthly fee of \$5,000 per month for nine (9) months. A start-up fee of ten percent (10%) of project costs, \$4,900, will be due and payable upon execution of an agreement for services between Civitas and the Resort Association. The amount of the start-up fee will be deducted from the final invoice, which will also be adjusted to account for the total contract price. Civitas will send the Resort Association a monthly invoice for fees and costs incurred. Invoices will include the fixed professional fee and expenses. The basis of calculation or other method of determining expenses will be clearly identified by item and amount. If the project is completed within the scope and timeline described herein, fees and expenses shall not exceed \$49,000.

### Cost Assumptions and Guidelines

We have projected a specific amount of time for NLT/TBID formation. It is assumed that the project will not exceed the budgeted amount of time. If unanticipated matters result in additional time beyond that which has been projected, we would continue billing professional fees of \$5,000 per month for the project duration. Factors that could increase the scope of work and estimated costs outlined above include additional meetings not described in this proposal, analysis of additional issues above those described in this proposal, or a lack of steering committee and business owner involvement in the project.

When Civitas' services conclude, all unpaid charges will immediately become due and payable. The amount of professional fees set forth in this agreement are a fixed amount for completion of the project within a maximum nine (9) month timeframe. The total amount of professional fees has been divided over the maximum nine (9) month timeframe to determine the monthly billing amount. If the project is completed prior to the nine (9) month timeframe, the remaining balance of professional fees will be due and payable within thirty (30) days of project completion.

The pricing and scope outlined in this agreement will expire upon sixty (60) days post delivery of this proposal.

### Business Information

The database for this project will rely on information from the County. Errors can and will occur in this data. While Civitas will do its utmost to identify and correct any errors, it is acknowledged that data will always contain errors. We recommend the Resort Association continue to pursue data correction strategies during and after formation, including mailings and error checking by County officials.

Thank you for the opportunity to submit this proposal. We look forward to working with you.



## V. Qualifications

### **Partial Client List – TBID Projects**

Carlsbad Tourism Business Improvement District  
Claremont Tourism Business Improvement District  
Coronado Tourism Business Improvement District  
Dana Point Tourism Business Improvement District  
Del Mar Tourism Business Improvement District  
Fairfield Tourism Business Improvement District  
Folsom Tourism Business Improvement District  
Fresno-Clovis Tourism Business Improvement District  
Lodi Tourism Business Improvement District  
Long Beach Tourism Business Improvement Area  
Los Angeles Tourism Marketing District  
Madera County Tourism Business Improvement District  
Marin County Tourism Business Improvement District  
Mariposa County Tourism Business Improvement District  
Mendocino County Tourism Business Improvement District  
Monterey County Tourism Business Improvement District  
Napa Valley Tourism Improvement District  
National City Tourism Marketing District  
Newport Beach Tourism Business Improvement District  
Oceanside Tourism Marketing District  
Placer Valley Tourism Business Improvement District  
Rancho Cordova Tourism Business Improvement District  
Redding Hilltop Hotel Business Improvement District  
Sacramento Tourism Marketing District  
San Diego Tourism Marketing District  
San Jose Hotel Business Improvement District  
San Luis Obispo County Tourism Business Improvement District  
Santa Barbara South Coast Tourism Business Improvement District  
Santa Cruz County Tourism Business Improvement District  
Santa Monica Tourism Marketing District  
Santa Ynez Valley Tourism Business Improvement District  
Sonoma City Tourism Improvement District  
South Lake Tahoe Tourism Improvement District  
Stockton Tourism Business Improvement District  
Temecula Valley Tourism Business Improvement District  
Tri-Valley Tourism Business Improvement District  
Torrance Tourism Business Improvement District  
Vallejo Tourism Business Improvement District  
Ventura-Oxnard-Camarillo Tourism Business Improvement District  
West Hollywood Tourism Business Improvement District

## Staff Biographies

### Nichole Farley, Account Manager



Ms. Farley specializes in the development and execution of strategies with a strong focus on creating, maintaining, and growing B2B relationships. Nichole is working on a master's degree in Communication with an emphasis in Travel and Tourism and International Communications at California State University, Fullerton and bachelor's degree from California State University, Chico in Agriculture Business with a minor in Recreation Administration.

### Rachael Taylor, Project Manager



Ms. Taylor comes to us as the former Executive Director of a PBID in Oklahoma City, Oklahoma where she was integral to the 10-year renewal of that district. She is skilled in graphic design, marketing, and copywriting. With experience in managing a DMO and engaging with a wide range of property and business owners, she brings a lot of insight to the table with our clients.

### Gina Trechter, Project Manager



Ms. Trechter is Civitas' Project Manager in the Greater Los Angeles area. She has an extensive background in the hospitality industry in sales, marketing and event planning. She graduated from Loyola Marymount University in Los Angeles, CA with a bachelor's degree in Business Administration with an emphasis in Marketing, and is a founding member of the LAX Coastal Area Chamber Young Professional's Organization.

#### John Bilger, GIS & Database Specialist



Mr. Bilger attended California State University, Sacramento, where he earned Bachelor's degrees in history and geography. He graduated magna cum laude and was inducted into the Gamma Theta Upsilon geographic honors society. In geography, Mr. Bilger concentrated in geographic information systems (GIS). He specializes in cartographic design and communicating effectively through maps. Mr. Bilger utilizes his extensive knowledge in geographic technologies to create and maintain client databases, as well as producing customized maps for various projects.

#### Nathan Hyde, Paralegal



Mr. Hyde began his career in the legal field as an intern at Friends of the River while attending American River College. He earned an associate's degree in legal assisting with highest honors. Mr. Hyde graduated Lincoln Law School of Sacramento in 2018 and is preparing to take the state bar exam. He specializes in legal research and legal document drafting and revision, with an emphasis on creating new districts in states that have yet to establish a process for district formation.

#### John Lambeth, President



Mr. Lambeth specializes in creation and operation of improvement districts. He is a special district attorney and was the primary author of the Property and Business Improvement District Law of 1994. He assisted with creation of the first property-based business improvement district in California. He is an expert in all aspects of improvement district formation, including outreach to property owners, plan developments, and petition and ballot campaigns. He formerly served as clerk to the Honorable Malcolm M. Lucas, Chief Justice of the California Supreme Court.



## **Industry Contacts**

Civitas has had the pleasure of working with many experts in the tourism promotion field. The following individuals have extensive experience with tourism promotion, including establishing and operating Tourism and Business Improvement Districts.

Ms. Melyssa Laughlin  
President & CEO  
Visit Vacaville  
(707) 450-0500

Mr. Chuck Davison  
President & CEO  
Visit San Luis Obispo County  
(805) 541-8000

Mr. Scott White  
President & CEO  
Greater Palm Springs Convention & Visitors Bureau  
(760) 770-9000

## VI. Agreement

If you would like to agree to engage our services consistent with this proposal and the following terms, please sign below.

A start-up fee of ten percent (10%) of project costs, \$4,900, will be due and payable upon execution of this Agreement. Civitas will send the Resort Association a monthly invoice for fees and costs incurred. Each invoice will be payable within thirty (30) days of its mailing date. Either the Resort Association or Civitas shall have the right to terminate this agreement upon ten (10) days' notice. When Civitas' services conclude, all unpaid charges will immediately become due and payable, including the balance of any professional fees if the project is completed prior to the maximum nine (9) month time frame.

Nothing in this Agreement and nothing in statements by Civitas personnel to the Resort Association will be construed as a promise or guarantee about the outcome of the matter. Civitas makes no such promises or guarantees.

If any provision of this Agreement is held in whole or in part to be unenforceable for any reason, the remainder of that provision and of the entire Agreement will be severable and remain in effect. This Agreement may be modified by subsequent agreement of the parties only by an instrument in writing signed by both of them or an oral agreement only to the extent that the parties carry it out.

***The parties agree to accept the terms and conditions herein.***

North Lake Tahoe Resort Association, by

Date: \_\_\_\_\_

\_\_\_\_\_  
Cindy Gustafson,  
Chief Executive Officer

Civitas Advisors, by

Date: February 25, 2019  
\_\_\_\_\_

  
\_\_\_\_\_  
John Lambeth,  
President & CEO

**NLTRA 2018/19**

## Projected Budget Savings &amp; Proposed Change to Budget

<b>Projected Budget Savings</b>				
<b>Account Name</b>	<b>Description</b>	<b>Budgeted FY 18/19</b>	<b>Anticipated Savings</b>	<b>Comments</b>
Repairs & Maintenance	VIC Facility Enhancements	\$ 27,500	\$ 20,000	Postponed to refine long-term plan
Non-NLTMC Marketing Programs	Enhanced visitor information	\$ 41,800	\$ 39,800	Postponed to refine long-term plan
<b>Total</b>			<u>\$ 59,800</u>	

<b>Proposed Change to Budget</b>				
<b>Account Name</b>	<b>Description</b>	<b>Anticipated Savings</b>	<b>Revision to Budget</b>	<b>Comments</b>
Repairs & Maintenance	VIC Facility Enhancements	\$ 20,000	\$ (14,000)	Move to Professional Fees
Non-NLTMC Marketing Programs	VIC Programs	\$ 39,800	\$ (35,000)	Move to Professional Fees
Professional Fees	Unbudgeted TBID work		\$ 49,000	Fund second contract with Civitas for TBID project
	Net impact		<u>\$ -</u>	

North Lake Tahoe Resort Association  
 July 2018 - June 2019 TAHOE TOT BUDGET - Revision 2  
 ATTACHMENT C

TOURISM and VISITOR INFORMATION	Proposed		TOURISM MASTER PLAN IMPLEMENTATION	Proposed	TOTAL CONTRACT	Proposed
	7/1/2018 - 6/30/2019			7/1/2018 - 6/30/2019		7/1/2018 - 6/30/2019
RESORT ASSOCIATION CONTRACT:					RESORT ASSOCIATION CONTRACT:	
Personnel/Overhead Cap - Direct Costs	\$ 865,266		Personnel/Overhead Cap - Direct Costs	\$ 7,560	Personnel/Overhead Cap - Direct Costs	\$ 872,826
G+A Cap - Indirect Costs	\$ 773,616		G+A Cap - Indirect Costs	\$ 1,180	G+A Cap - Indirect Costs	\$ 774,796
Research and Planning	\$ 18,000				Research and Planning	\$ 18,000
Direct Marketing/Programs	\$ 1,554,823				Direct Marketing/Programs	\$ 1,554,823
Special Event Funding	\$ 513,225				Special Event Funding	\$ 513,225
Community Marketing Fund	\$ 80,000				Community Marketing Fund	\$ 80,000
TOTAL - RESORT ASSOC CONTRACT	\$ 3,804,930			\$ 8,740	TOTAL - RESORT ASSOC CONTRACT	\$3,813,670





north lake tahoe

Chamber | CVB | Resort Association

## Augustine Agency 1-year Contract Extension Approval

Date: 3/6/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Augustine Agency Contract Extension

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### **Action Requested:**

Approve extension for 1 year for Augustine Agency to continue to provide advertising and creative services for North Lake Tahoe.

### **Background:**

As the agency of record for the past three years Augustine has helped re-shape the North Lake Tahoe brand and brought in Richter 7 as our media buying arm. The combination of the two agencies has created results that have exceeded industry standards for campaign efficiency and targeting.

The 18/19 FY would be the last year of the initial 3-Year agreement with Augustine. Given a few key external factors including entering into a TBID and change of staff, we are recommending extending the current agreement for another year with the option to extend further if desired. This would allow for consistent messaging and keeping in place the agency teams of Augustine and Richter 7. The budget allocated for this agreement would remain the same with no increases.

Once approved by the Board of Directors and the Marketing Coop Committee, the agreement would be signed by the NLTRA, IVCBVB and the Marketing Coop.

### **Attachments:**

Augustine 3-Year Agreement, Addendum for 1-year extension

### **Fiscal Impact:**

Funds allocated in the Marketing Coop for Augustine Fee - \$265,000 – this includes creative production, account management/strategy, digital management & reporting, website strategy & analysis. This scope of work is reviewed an adjusted annual at the start of the budget year to account for changes in paid media, creative production or other goals associated with the NLT Marketing Coop.

## Augustine/Richter 7 Account Management and Paid Media Budgets 3-year History

### Budget 16/17

Account Strategy and Management: \$84,000 (\$7,000/month for 12 months)

Digital Management and Analysis: \$30,000 (\$3,000/month for 10 months)

Website Strategy and Analysis: \$24,000

Creative Production\*: \$175,000

Strategic Marketing Plan: \$17,500

Consumer Paid Media and Commission: \$725,000 (\$75k of this is for MCC)

SEO: \$45,000 (\$4,500/month for 10 months)

Meeting/Conference Paid Media and Commission: \$75,000

Opportunistic Media: \$50,000

Website Discovery & Analysis: \$3,500

Primary Research: \$15,765

Total: \$1,244,765

\*MCC Creative Production was not originally broken out separate from Consumer creative. Same with Leisure Sales. When we first started, it was just all one large bucket.

### Budget 17/18

Account Strategy and Management: \$84,000

Digital Management and Analysis: \$36,000

Website Strategy and Analysis: \$24,000

Consumer Creative Production: \$141,500

Consumer Paid Media and Commission: \$836,200

MCC Creative Production: \$25,000

MCC Paid Media and Commission: \$84,750

Leisure Sales Creative Production: \$8,500

Total: \$1,239,950

### Budget 18/19

Account Strategy and Management: \$84,000

Digital Management and Analysis: \$36,000

Website Strategy and Analysis: \$24,000

Consumer Creative Production: \$121,000

Strategic Marketing Plan: \$3,500

Consumer Paid Media and Commission: \$866,300

Meeting/Conference Creative Production: \$20,000

Meeting/Conference Paid Media and Commission: \$60,454

Leisure Sales Creative Production: \$2,500

Total: \$1,217,754



Addendum to Agreement

THIS ADDENDUM is made and entered into this the 20<sup>th</sup> day of February, 2019, by and between Augustine, (hereinafter referred to as "Augustine") and North Lake Tahoe Marketing Cooperative (hereinafter referred to as "Client").

WHEREAS, the parties desire to extend the term of the current contract, and NOW, THEREFORE, the parties agree to modify the following parts of the Agreement: Section 6.01 dated July 1, 2016 is hereby amended to extend the contract termination date from June 30, 2019 to June 30, 2020 and may be renewed in one year increments upon written agreement by both parties 2. Except as otherwise provided herein all terms and conditions of the agreement shall remain in full force and effect.

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

AUGUSTINE

NORTH LAKE TAHOE MARKETING  
COOPERATIVE

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

INCLINE VILLAGE CRYSTAL BAY  
VISITOR BUREAU

Sign: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

NORTH LAKE TAHOE RESORT  
ASSOCIATION

Sign: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Augustine

**AGREEMENT FOR ADVERTISEMENT, MARKETING, AND DESIGN**

- (1) THIS AGREEMENT ("Agreement") between Augustine a California corporation (hereinafter "AUGUSTINE") with its principal place of business at 532 Gibson Dr., Ste. 250, Roseville, California, 95678, and
- (2) **North Lake Tahoe Marketing Cooperative**, a marketing cooperative created by the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau, organized in the State of California and having its principal place of business at 100 North Lake Boulevard, Second Floor, Tahoe City, CA 96145 ("CLIENT").

WHEREAS, the purpose of this Agreement is to state the terms and conditions under which AUGUSTINE will furnish its services to CLIENT.

NOW, THEREFORE, for good and valuable consideration, the parties agree as follows:

**SECTION 1. TERM**

This Agreement shall commence on 7/1/2016 and shall continue in full force and effect until terminated as provided in Section 6.

**SECTION 2. OBLIGATIONS OF AUGUSTINE**

AUGUSTINE agrees to provide advertising, marketing, media placement, web development, design and reporting services to CLIENT. All costs associated with services will be generated through our estimating system and approved by CLIENT in writing prior to commencement.

**SECTION 3. OBLIGATIONS OF CLIENT**

3.01. CLIENT shall provide AUGUSTINE and its authorized employees and agents timely and reasonable access to its information and property for the purposes of AUGUSTINE's services.

3.02. Incorporated into AUGUSTINE's hourly rates are routine administrative costs that include long distance telephone calls, copy expenses, local courier expenses, regular postage and facsimiles. CLIENT will be billed for actual costs for non-routine costs that include, but are not limited to, travel expenses, third party service conference calls and non-routine postage and copying expenses.

3.03. AUGUSTINE shall invoice CLIENT monthly following the month during which service is performed. A 50% deposit on all hard costs estimated will be required prior to commencement of services. **All invoices shall be due net 30 from the date of invoice.** Payment shall be deemed "late" 40 days from the invoice date and thereafter shall be subject to a 2% per month late fee.

**SECTION 4. INDEMNITY**

4.01. Indemnification of CLIENT by AUGUSTINE.

Augustine hereby agrees to protect, defend, indemnify, and hold the Client and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the Client arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the Client or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. Augustine agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of Augustine. Augustine also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against Augustine, the Client, or Placer County, or to enlarge, in any way, Augustine's liability, but is intended solely to provide indemnification of the Client and Placer County from Augustine's performance pursuant to this contract or agreement.

These indemnification provisions shall survive any termination of the Agreement.

**Indemnification of AUGUSTINE by CLIENT.**

CLIENT agrees to cooperate fully with AUGUSTINE and provide it with information necessary to perform the services required under this Agreement, and to put forth its best efforts to avoid any claims, suits, investigations, or proceedings (collectively or individually, a "Claim") against AUGUSTINE. CLIENT shall indemnify, defend, and hold harmless AUGUSTINE, its subsidiaries and affiliates, and their directors, officers, employees, agents, representatives, suppliers and vendors from and against any and all suits, actions, damages, costs, losses (including, without limitation, reasonable attorneys' fees), expenses, judgments, settlement costs, and other liabilities arising from:

- A. Information or representations provided by the CLIENT, or any of their products or services, in any advertising which AUGUSTINE may prepare for CLIENT and which CLIENT approves in writing before its publication or broadcast; or
- B. An advertising element which is furnished by CLIENT to AUGUSTINE and which allegedly violates the personal or property rights (including copyrights, trademarks or service marks) of anyone, or otherwise injures anyone; or
- C. Any alleged injury that a third party may attribute to CLIENT's products or services; or
- D. Any negligent or willful errors or omissions on the part of CLIENT; or
- E. Any breach of this Agreement by CLIENT.

These indemnification provisions shall survive the termination of this Agreement.

**4.03. Talent Union Codes.** AUGUSTINE will advise CLIENT in writing of AUGUSTINE's obligations under applicable union codes or contracts relating to the use of the commercials produced by AUGUSTINE for CLIENT, as such codes or contracts exist from time to time. If any Claim is made or brought



against AUGUSTINE because CLIENT or its employees, agents or representatives have used such commercials without complying with such union codes or contracts in accordance with AUGUSTINE's advice to CLIENT, CLIENT shall indemnify, defend and hold harmless AUGUSTINE and its subsidiaries and affiliates, and their officers, directors, employees, agents and representatives against any loss they may sustain resulting from such Claim. CLIENT's duty under this paragraph attaches to all commercials produced by AUGUSTINE for CLIENT pursuant to this Agreement, and will survive the termination of this Agreement.

## **SECTION 5. PROPRIETARY RIGHTS**

### **5.01. Ownership**

- A. Ownership of Work Product. AUGUSTINE agrees and acknowledges that all images, logos, trademarks, slogans, artwork, written materials, drawings, photograph, graphic material, film, or music, that is created specifically for CLIENT by AUGUSTINE under this agreement and accepted by CLIENT as provided in 5.01(B) below (collectively the "Work Product") are the property of CLIENT. CLIENT agrees and acknowledges that all intellectual property such as original work, ideas, concepts, images, trademarks, photograph, graphic material, film, music, other materials names, processes and procedures, any and all other intellectual property or other materials that are subject to copyright, trademark, patent, or similar protection, used in connection with the services provided to CLIENT by AUGUSTINE under this agreement (collectively the "Intellectual Product") are the exclusive property of AUGUSTINE. To the extent any of the Work Product is licensed to AUGUSTINE by a third party for AUGUSTINE's exclusive use and enjoyment, AUGUSTINE shall retain all rights, title, and interest in and to the licensed portion of the Work Product (e.g. fonts and stock photos) and to any modifications or improvements made thereto and may use such Work Product as part of its services to other parties. It is understood that AUGUSTINE may, on occasion, license materials from third parties for inclusion in Work Product. In such circumstances, ownership of such licensed materials remains with the licensor at the conclusion of the term of the license described in 5.01B below and does not belong to CLIENT. AUGUSTINE will keep CLIENT informed of any such limitations by third parties. AUGUSTINE may use any stock photo accounts provided by CLIENT. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of Client, and Augustine agrees to deliver reproducible copies of such documents to Client on completion of services hereunder. The Client agrees to indemnify and hold Augustine harmless from any claim arising out of reuse of the information for other than this project.
- B. Acceptance of and Grant of License to Work Product. After review of AUGUSTINE's work, CLIENT shall provide AUGUSTINE with written acceptance of the work. CLIENT acknowledges that the fees charged by AUGUSTINE for this work, as outlined in Exhibit A, an estimate or a statement of work, were specifically calculated based on the usage contemplated by CLIENT. AUGUSTINE grants CLIENT a unlimited, exclusive right to use the Work Product but only for the uses associated with the projects described in any estimate or written project description agreed to by the parties, and only in the event the following conditions are met: (1) such Work Product is accepted in writing by the CLIENT within twelve (12) months of being proposed by AUGUSTINE; (2) Client pays all fees and costs associated with creating and, where applicable, producing such Work Product. No license shall be granted for Work Product that does not meet the two foregoing conditions and CLIENT shall return such Work Product to AUGUSTINE within 30 days. Select Work Product may be repurposed by CLIENT, only in the event the following conditions are met: (1) CLIENT receives authorization from AUGUSTINE prior to Work Product being repurposed, (2) upon completion of repurposed Work Product, AUGUSTINE gives creative approval. Live files will not be provided to CLIENT under any circumstances unless AUGUSTINE receives satisfactory information determined in AUGUSTINE'S sole discretion that sufficient licenses and



other necessary rights have been obtained by CLIENT in order that no third party intellectual property rights will be violated or impaired in any way. Client is not restricted from using the Work Product to produce print collateral for use at trade shows, conventions, or similar events, social media campaigns, promotional products and signage, or any other use authorized by Agency

**5.02. Return of Materials.** CLIENT shall promptly return any and all tangible AUGUSTINE property that has come into CLIENT's possession. Upon termination of this Agreement for any reason, CLIENT shall, within ten (30) days of such termination and in accordance with any instruction provided by AUGUSTINE, return to AUGUSTINE any and all tangible AUGUSTINE property that has come into CLIENT's possession, including all copies thereof and any notes, memoranda, and other documents of other media relating thereto. Unless transferred pursuant to Section 5.01, the product of all work performed under this Agreement, including, without limitation, reports, drawings, computer programs, data, devices or models, shall be the property of AUGUSTINE or its nominees, and AUGUSTINE or its nominees shall have the sole right to use, sell, license, publish or otherwise disseminate or transfer rights of such work products.

**5.03. Confidentiality.**

A. CLIENT's Confidential Property. Except in the course of rendering the services contemplated by this Agreement, AUGUSTINE shall not disclose or cause to be disclosed to any third party (other than its employees, consultants and contractors rendering services or providing facilities or materials in connection with AUGUSTINE services to CLIENT) any information of any type that is secret, concerns CLIENT's business and is not otherwise known outside of CLIENT or its affiliates, including, but not limited to, such information contained in marketing timetables, projections, information and operation methods, specifications, know-how, techniques, manuals and the like, both written and unwritten ("Confidential Property") which may be given or shown to AUGUSTINE or to which AUGUSTINE may be granted access by CLIENT or its affiliates. Confidential Property shall not include anything which (i) is approved for release pursuant to CLIENT's written authorization; (ii) is a matter of public information; (iii) is information previously known to AUGUSTINE which was not obtained from CLIENT or in any improper manner; (iv) is information now in the public domain or which subsequently enters the public domain not as the result of AUGUSTINE's action or inaction; or (v) is information subsequently made available to a third party under no duty to CLIENT to preserve its confidentiality. AUGUSTINE agrees to take all reasonable measures to avoid any wrongful disclosures, and to exercise no less than the standard of care AUGUSTINE uses to safeguard its own trade secrets and other of its own Confidential Property. AUGUSTINE shall advise each of its employees, consultants and contractors working on any of CLIENT's matters as to this obligation and shall use reasonable efforts to have them agree to comply with the requirements set forth in this paragraph. AUGUSTINE agrees to protect CLIENTS Work Product and all similar concepts and creative both finished and concept from being used for other uses for within CLIENTS competitive set.

B. AUGUSTINE's Confidential Property. AUGUSTINE considers any information of any type that is secret, concerns AUGUSTINE's business, and is not otherwise known outside of AUGUSTINE or its subsidiaries or affiliates, including, but not limited to, broadcast spot rates negotiated by AUGUSTINE with stations and their representatives, and such information contained in marketing timetables, projections, information and operation methods, specifications, know-how, financial information, strategies, techniques, methodologies, manuals and the like, both written and unwritten, to be its Confidential Property. CLIENT agrees to hold

such Confidential Property in confidence, to take all reasonable measure to avoid any wrongful disclosures, and to exercise no less than the standard of care CLIENT uses to safeguard its own trade secrets and other of its own Confidential Property. CLIENT shall advise each of its employees, consultants and contractors working on any matters relating to AUGUSTINE as to this obligation and shall use reasonable efforts to have them agree to comply with the requirements set forth in this paragraph.

**5.04. Specific Performance.** CLIENT acknowledges that the subject matter of AUGUSTINE's services are of a special, unique and extraordinary character and that it would be impossible to value the damages rendered in the event of disclosure by CLIENT to third parties and CLIENT further acknowledges that a violation by CLIENT of any of the restrictive covenants contained in this Agreement could cause irreparable injury to AUGUSTINE and that in such event money damages would not be readily calculable and that AUGUSTINE would not have an adequate remedy at law. By reason thereof, CLIENT agrees and consents that if it violates any of the provisions of this Agreement, in addition to any other rights and remedies available under this Agreement or otherwise, shall be entitled to an injunction to be issued by any tribunal of competent jurisdiction restraining CLIENT from committing or continuing any violation of this Agreement.

#### **SECTION 6. TERMINATION**

**6.01. Expiration of Agreement.** Unless otherwise terminated as provided for herein, this Agreement shall continue in full force and effect for three (3) years from execution date.

**6.02. Termination on Notice.** This Agreement may be terminated upon 30 days written notice by either AUGUSTINE or CLIENT.

**6.03. Termination on Occurrence of Stated Events.** This Agreement shall automatically terminate on occurrence of any of the following events:

- a) Bankruptcy or insolvency of either party;
- b) Sale of the business of either party;
- c) Assignment of this Agreement by either party without the consent of the other party.

**6.04 Termination for Default.** In the event that either party materially defaults with respect to any of the other provisions of the Agreement, the other party may, at its option, give written notice of such default to defaulting party and provide five (5) days to cure said default. If the default is not cured within that time period, the other party may terminate this Agreement and all rights granted to the parties under the terms of this Agreement terminate. Such a remedy shall be in addition to and without prejudice to any right or remedy in law or equity or provided for elsewhere in this Agreement on account of any violation or breach.

#### **SECTION 7. NOTICES**

All notices, requests, demands and other communication given or required to be given under this Agreement shall be in writing, duly addressed to the parties as follows:

To AUGUSTINE:                      Augustine  
   532 Gibson Dr., Ste. 250  
   Roseville, California, 95678  
   Attn: Debra Augustine

To CLIENT:

North Lake Tahoe Marketing Cooperative  
P.O. Box 5459  
Tahoe City, CA 96145  
Attn: JT Thompson

#### **SECTION 8. SUCCESSORS**

This Agreement shall be binding upon the parties hereto and their respective heirs, successors or representatives.

#### **SECTION 9. SURVIVABILITY**

If any paragraph, section, sentence, clause or phrase contained in this Agreement shall become illegal, null or void or against public policy, for any reason, or shall be held by any court of competent jurisdiction to be illegal, null or void against public policy, the remaining paragraphs, sections, sentences, clauses or phrases contained in this Agreement shall not be affected thereby.

#### **SECTION 10. DISPUTES**

Either party may request that the parties submit any claim to nonbinding arbitration under the rules of the American Arbitration Association. If, after the ruling by the arbitrator, either party elects to go forward with litigation, the party electing to go forward shall pay the statutory rate of interest on any award amount in excess of the arbitration award against them, if any, ultimately awarded by the court. AUGUSTINE and CLIENT further agree that if any party finds it necessary to enforce this Agreement in court, the prevailing party is entitled to recover all reasonable costs, expenses and attorney's fees incurred in enforcing the terms of this Agreement.

#### **SECTION 11. WAIVER**

The waiver of any breach of any provision under this Agreement by any party hereto shall not be deemed to be a waiver of any preceding or subsequent breach under this Agreement.

#### **SECTION 12. GENERAL PROVISIONS**

**12.01. No Assignment of Obligations.** Neither Party may assign any of its respective obligations under this Agreement without the express written consent of the other Party.

**12.02. Assignment of Owner's Rights.** AUGUSTINE may assign or sublicense all or any portion of AUGUSTINE'S rights under this Agreement to any third party, without the permission of CLIENT. CLIENT may assign or sublicense all or any portion of CLIENT's rights under this agreement to any third party, without the permission of AUGUSTINE.

**12.03. Modifications.** This Agreement may be amended at any time and from time to time, but any amendment must be in writing and signed by each Party to be bound.

**12.04. Undefined Terms.** Terms that are not specifically defined in this Agreement are used as set forth in the California Uniform Commercial Code.

**12.05. Joint Drafting and Neutral Construction.** This Agreement is a negotiated document and shall be deemed to have been drafted jointly by the Parties, and no rule of construction or interpretation shall apply against any particular Party based on a contention that the Agreement was drafted by one of the Parties including, but not limited to California Civil Code section 1654, the provisions of which are hereby waived. This Agreement shall be construed and interpreted in a neutral manner.

**12.06. Time is of The Essence.** The Parties understand that time is of the essence in carrying out their respective obligations under this Agreement.

**12.07. Entire Agreement.** This Agreement, including all Exhibits, Appendices, and Attachments, contains the entire agreement of the Parties relating to the rights granted and obligations assumed in this Agreement. Any oral representations or modifications concerning this instrument shall be of no force or effect unless contained in a subsequent written modification signed by the Party to be charged.

**12.08. Venue and Applicable Law.** This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

**12.09. Attorney Fees and Costs.** In any action brought under this Agreement, the prevailing party shall be entitled to recover its actual costs and attorney fees pursuant to California Civil Code section 1717 and all other litigation costs, including expert witness fees, and all actual attorney fees and litigation costs incurred in connection with the enforcement of a judgment arising from such action or proceeding. The provisions of the preceding sentence shall be severable from the provisions of this Agreement and shall survive the entry of any such judgment.

**12.10 Independent Contractor.** Neither party shall, for any purpose, be deemed to be an agent of the other party and the relationship between the parties shall only be that of independent contractors. Neither party shall have any right or authority to assume or create any obligations or to make any representations or warranties on behalf of any other party, whether express or implied, or to bind the other party in any respect whatsoever. Augustine shall perform this Agreement as an independent contractor and the officers, agents and employees of Augustine are not, and shall not be deemed, Client or Placer County employees for any purpose. Augustine shall determine, at its own risk and expense, the method and manner by which duties imposed on Augustine by this Agreement shall be performed; provided, however, that the Client may monitor the work performed. Augustine agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTMC, NLTRA, IVCBVB or Placer County.

**12.11 Competitive Bidding.** It is understood that In participating in this Agreement, to the extent Placer County TOT funding is expended by the Client or by a third party Contractor for service or support in any amount greater than \$25,000, the Client shall utilize and require any Contractor to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include the method of award determination. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold. The Client competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, service, and/or support. On expenditures over \$100,000, a minimum of three qualified bids should be sought, if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the Client. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by Client and/or Contractor acting as a third party contractor

**12.12 Insurance.** Prior to providing any services, AUGUSTINE shall provide CLIENT with certificates of insurance, as may be appropriate, with original endorsements and copies of policies with Best's Class A or better

carriers. All costs of complying with these insurance requirements shall be included in AUGUSTINE's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.

**12.13 Non-Discrimination.** Neither party shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.

**12.14 Counterparts.** This Agreement may be executed in counterpart.

Executed this 1<sup>st</sup> day of July, 2016

AUGUSTINE

Sign: [Signature]

Name: Robert Nelson

Title: President

NORTH LAKE TAHOE MARKETING  
COOPERATIVE

Sign: [Signature]

Name: JOHN THOMPSON

Title: TOURISM DIRECTOR / CONTRACT ADMINISTRATOR

INCLINE VILLAGE CRYSTAL BAY VISITOR  
BUREAU

Sign: [Signature]

Name: Andy Chapman

Title: President / CEO

NORTH LAKE TAHOE RESORT ASSOCIATION

Sign: [Signature]

Name: Sandy L Evans Hall

Title: CEO

**Exhibit A**  
**Scope of Work**

This document details the scope of work, and budget associated with that work, that Augustine will perform for North Lake Tahoe Marketing Cooperative as its agency of record.

**Primary Research:**

Conduct online research with leisure travelers and meeting/event planners to gain a thorough understanding of:

- Visitor and non-visitor sentiment regarding North Lake Tahoe
- Key brand differentiators and competitive advantages
- Emotional and functional drivers of destination choice
- Path to purchase
- Media preferences/habits

**Account Management:**

Collaborative client, stakeholder and partner agency relationship management. Includes time devoted to:

- Strategic account planning
- Project management
- Project estimates
- Budget tracking
- Results reporting
- Client meetings, presentations and conference calls

**Website Discovery & Analysis:**

Information-gathering sessions and analysis of the current GoTahoeNorth website. Includes assessment, evaluation and reporting of web data in order to understand and optimize site performance. Includes recommended strategies and enhancements needed to improve site experience.

**Website Updates:**

Implementation of approved revisions to the current GoTahoeNorth website. Includes revised site map, web design and development.

**Strategic Marketing Plan:**

Creation of a comprehensive strategic blueprint and action plan detailing the activities, timelines and budgets required to achieve the client's marketing goals and objectives – specifically, increasing visitation and visitor spending during the shoulder seasons.

**Creative Production & Collateral Materials:**

Provide graphic design and creative content for digital, video, print, and collateral material as required. Based on specific initiatives outlined in the strategic marketing plan.

**Search Engine Marketing (SEM):**

Includes search engine optimization (SEO) keyword research, competitive analysis, paid listings and other search engine initiatives required to increase paid and organic search traffic to GoTahoeNorth.com.

**Paid Digital, Social and Traditional Media:**

Includes media plan development based upon in-depth research into target audience media, technology and social preferences. Includes monthly performance analysis and adjustments as required to maximize efficiencies and return on media spend. Includes media rate negotiations, purchase and placement.



**Opportunistic Media:**

Budget set aside to ensure that the Agency is able to take advantage of unplanned media opportunities as they arise. Agency will provide POVs (Point of Views) for all recommended opportunistic media.

**Digital Media Management & Reporting:**

Detailed monthly results and analysis based on approved Key Performance Indicators (KPIs). Includes a review of past performance data to establish baselines and incorporate key learnings. Measurements include, but not limited to:

- Year-over-year and month-over-month website activity (total sessions, bounce rates, page views, time on site, top origin markets, referral traffic, top-performing pages, etc.)
- Paid media performance (total clicks, cost-per-click, conversions)
- SEM analysis (year-over-year and month-over-month click-through rates and cost-per-clicks, top performing ads, etc.)

*Please note: These are estimates only and we ask a +/- 10% contingency fee. All budgets will be formally estimated, with pricing subject to change once discovery and strategic marketing plan are completed.*



north lake tahoe

Chamber | CVB | Resort Association

## SMARI Research Proposal Approval Request

Date: 3/6/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: SMARI Research Proposal

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### **Action Requested:**

Approve Ad Effectiveness and ROI Study Agreement from SMARI for 2018/19.

### **Background:**

Best practices in the tourism industry indicate a need for accurate research that indicates effectiveness of advertising measures as well as provides meaningful feedback that can help shape marketing decisions.

As the committee knows, we embarked on the SMARI study this past fiscal year to gain a better understanding of our advertising effectiveness. Staff recommends continuing this analysis as one of our measurement tools now and into the future.

SMARI has extensive qualifications within the market research space and have conducted research for travel and tourism related organizations since 1990. They offer personalized consultation and develop a plan based on the organization's needs. Additionally, they have worked with Visit California providing the ROI metrics for the state for over the last 16 years.

Once approved by the Board of Directors and the Marketing Coop Committee, the start of the research will take place throughout June, providing the ability to have insights available in August. This will create a baseline to measure ROI going forward and glean insights from our perspective visitors' perception of the destination.

### **Attachments:**

SMARI Ad Effectiveness and ROI Agreement

### **Fiscal Impact:**

Funds allocated in the Marketing Coop - \$24,000

## **Strategic Marketing & Research Insights, LLC Agreement for Contracted Services**

This Agreement is made and entered into this 15th day of February 2019 between Strategic Marketing & Research Insights LLC, an Indiana Corporation with principal offices at 135 North Pennsylvania Street, Ste 1330, Indianapolis, Indiana 46204 (hereinafter called "SMARInsights") and North Lake Tahoe (hereinafter called "Client").

The parties agree as follows:

### **1. Services.**

"SMARInsights" will provide advertising effectiveness/ROI research and consulting services with the following specifications:

- 1,400 completed online surveys in the Client's target markets
- Data collection in July 2019
- Final report in PowerPoint format delivered in August 2019

### **2. Fees and Deposits**

For the services performed, "Client" agrees to pay "SMARInsights" \$21,500. An in-person presentation of results will be an additional \$2,500. "Client" further agrees that invoices submitted by "SMARInsights" are due and payable upon receipt.

### **3. Term and Termination**

This Agreement shall commence upon its execution, as noted by the signature date, and shall continue in full force and effect for the time period reasonably necessary for the accomplishment and completion of the services outlined in "Research Proposal", and this Agreement shall expire upon the completion of said services to the satisfaction of "Client". "Client" may terminate this agreement upon fifteen (15) days prior written notice to "SMARInsights" at any time. "Client" may terminate a specific task or any portion thereof without terminating this Agreement upon fifteen (15) days prior written notice. In the event of termination of either (i) any task or portion thereof; or (ii) this Agreement for any reason, "SMARInsights" shall cease performing work on the task or portion thereof, as applicable, upon receipt of such notice from "Client", and "Client" shall pay for the services satisfactorily performed prior to the termination date on a prorated basis without further liability.

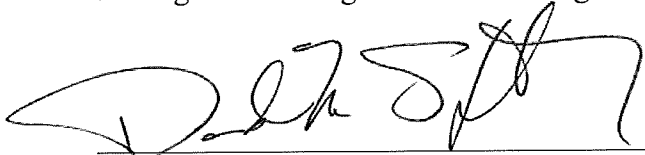
### **4. General.**

Each party agrees that it has read this Agreement, understands it, and agrees to be bound by its terms and further agrees that it is the complete and exclusive statement of the Agreement between the parties, which supersedes and merges all prior proposals, understandings, and all other Agreements, oral or written, between the parties relating to this Agreement. This Agreement and performance hereunder shall be governed by and construed in accordance

with the laws of the State of Indiana. If any provision of this Agreement shall be held to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall in no way be affected or impaired thereby. The waiver or failure of either party to exercise in any respect any right provided for herein shall not be deemed a waiver of any further right hereunder. Neither party shall assign or otherwise transfer, in whole or in part, this Agreement or any right hereunder with out the prior written consent of the other party, which consent shall not be unreasonably withheld, provided, however, that “SMARInsights” may assign or otherwise transfer this Agreement to any affiliate of “SMARInsights” with notice to “Client” but any such assignment shall not relieve “SMARInsights” from its obligations hereunder.

Strategic Marketing & Research Insights

North Lake Tahoe

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

David Seiferth  
\_\_\_\_\_  
Printed

\_\_\_\_\_  
Printed

President  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Title



## MEMORANDUM

Date: March 1, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 18.19 Opportunistic Event Sponsorship Funds Allocation – Enduro World Series Race at Northstar California

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### Action Requested:

Approval to sponsor the 7<sup>th</sup> leg of the Enduro World Series (EWS) International Mountain Bike Competition taking place at Northstar California August 23 – 25, 2019 with an \$80,000 sponsorship pending agreement on additional sponsor benefits.

### Background:

Northstar is requesting an \$80,000 sponsorship for the 2019 Enduro World Series Race being held at Northstar in August 2019. The internationally sanctioned event draws competing teams from over 40 countries with and has already sold out with 650 prequalified competitors.

The average duration of stay for riders and teams is 5-6 nights and on average the event generates 3,000/4,500 bed nights per stop, not including spectators.

The event also has significant coverage through the EWS channels including 1.26 million online video views per year and 2.7 million page views on [enduroworldseries.com](http://enduroworldseries.com) per year.

There is potential to fund this event out of either the 18.19 or 19.20 FY or a combination of both.

Northstar and Staff will continue to negotiate additional NLT benefits, per feedback from the Tourism Development committee. The following are being discussed:

- Activation on the EWS website
- Promotional plan of region wide lodging options
- Utilization of EWS athletes as influencers for North Lake Tahoe social channels

### Fiscal Impact:

\$80,000 Sponsorship

- \$30,000 – Allocated from remaining 18.19 FY Event Budget
  - *Currently, there is \$38,691 of unallocated funds in the 18.19 FY Event Budget.*
- \$50,000 – Allocated from the 19.20 FY Event Budget

### Attachments:

- Northstar Presentation
- 19.20 FY Event Sponsorship Budget – Working Forecast
- 18.19 FY Event Sponsorship Budget - Current





# Event Sponsorship Enduro World Series

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Hosted at Northstar California

**VAIL RESORTS®**

# Event Overview

## What

Enduro World Series

## Where

Northstar California

## When

August 23 – 25, 2019

## Who

650 prequalified competitors (already sold out)

## Overview

Northstar California is proud to host the seventh leg of the Enduro World Series International Mountain Bike Competition.

The Enduro World Series (EWS) is the groundbreaking race format that has brought together the best enduro mountain bikers in the world. A concept originating in the French Alps, enduro is a unique event designed to reflect and engage with the largest sector of the mountain bike market demographic.

By creating an exciting international platform for mountain bike racing that directly replicates what recreational riders do for fun, the Enduro Word Series now showcases the best trails, destinations, riders and brands to a global audience.



# Awareness & Exposure

International spotlight on your region and its best trails	
Average number of entrants per event	400 (biggest event 600)
Average duration of stay for riders and teams	5-6 nights
Bed Nights per Event (not inc spectators) 1 day race/ 2day race	3000/4500
Nationalities competing in the series	43
Showcases the exact trail network that tourists will want to visit and experience for themselves	
Official EWS online video views per year	1.26 million
Page views on enduroworldseries.com per year	2.7 million
Average views on individual event page	160,00
Views to <a href="http://EWS.com">EWS.com</a> in event week	>300,000
Average press articles published per event	>220
Languages used in all EWS communications	Four - English, French, Italian, Spanish
EWS Fan Demographic	28-45 Years Old
Puts your venue on the global mountain biking map	
Official online videos produced per event	Four
Official TV Shows produced for global distribution	1 x 26min show per event + 1 season round up
Official professional teams registered (2017)	33
Average number of journalists accrediting per event	45-60
Average hotel occupancy in Whistler, Canada during EWS weekend inc Sunday night	98%
Economic Impact on tourism promotion in 1 year of hosted event (Aisna, Spain)	5 Million Euros
Annual tourism market value from MTB in Ligure region	23 million Euros

\*Source: Enduro World Series

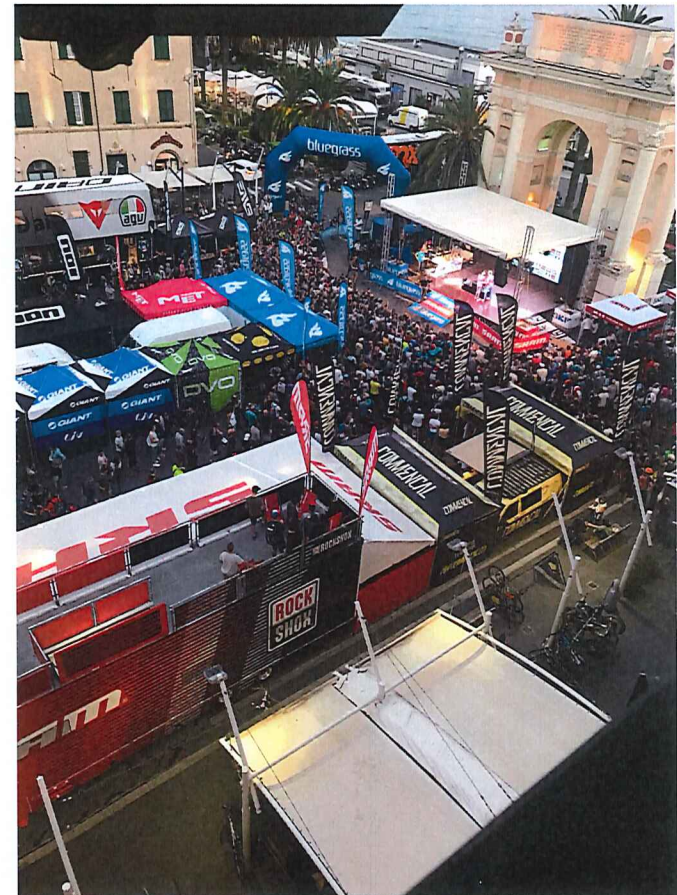
**VAIL RESORTS**

VAIL ▲ BEAVER CREEK ▲ WHISTLER BLACKCOMB ▲ BRECKENRIDGE ▲ PARK CITY ▲ KEYSTONE ▲ CRESTED BUTTE ▲ HEAVENLY ▲ NORTHSTAR  
KIRKWOOD ▲ STEVENS PASS ▲ STOWE ▲ OKEMO ▲ MOUNT SUNAPEE ▲ WILMOT ▲ AFTON ALPS ▲ MT. BRIGHTON ▲ PERISHER

# Event Sponsorship Opportunity

Support Requested: \$80,000

- Branded race tape at all stage starts & finishes
- Branding on all event signage and collateral
- Branding on podium
- Branding on event swag (staff/volunteer shirts, athlete shirts/hats, awards,
- North Tahoe info in event briefs/Official Race Book/emails to teams and riders/event website
- Branding on Highlight Video
- Discuss partnering on a media reception after Media Recce the day before the race
- Discuss Post event survey and email pushes
- Free of charge expo space- prime location near the stage
  - Access to additional expo opportunity in the village



## 19.20 FY Event Sponsorship Budget - Working Forecast

<b>Committed Funds</b>	
2019 Spartan World Championships	\$254,500
2020 Mountain Travel Symposium	\$80,000
2019 Autumn Food & Wine Festival	\$35,000
<b><i>TOTAL Committed Funds</i></b>	<b><i>\$369,500</i></b>

<b>Anticipated Funds</b>	
2020 WinterWonderGrass Festival	\$20,000
2020 Broken Arrow Skyrace	\$25,000
2020 Tahoe Lacrosse Tournament	\$5,000
2020 4th of July Fireworks - TC & KB	\$20,000
2020 Wanderlust Festival	\$38,000
<b><i>TOTAL Anticipated Funds</i></b>	<b><i>\$108,000</i></b>

<b>TOTAL Forecast 19.20 FY Expenses</b>	<b>\$477,500</b>
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18.19 FY Event Budget

\$513,225



Special Event/Sponsorship Budget  
July 2018 - June 2019

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Remaining
<b>Sponsorships</b>				
2018 Spartan World Championships	\$254,500	\$254,000	\$500	\$0
Cash Sponsorship	\$250,000	\$250,000		
The Abbi Agency	\$4,000	\$4,000		
Booth Staffing	\$500		\$500	
2020 Mountain Travel Symposium	\$5,000	\$5,000	\$0	\$0
Sponsorship/Operation Costs	\$5,000	\$5,000		
2019 Tough Mudder (CANCELLED)	\$35,550	\$0	\$0	\$35,550
Cash Sponsorship Deposit	\$17,500			
Cash Sponsorship Balance	\$17,500			
Booth Staffing	\$550			
2019 No Barriers Summit	\$12,400	\$8,400	\$4,000	\$0
Cash Sponsorship Deposit	\$8,000	\$8,000		
The Abbi Agency	\$4,000		\$4,000	
Tahoe City Banners	\$400	\$400		
2019 WinterWonderGrass Tahoe	\$19,400	\$447	\$19,000	(\$47)
Cash Sponsorship	\$15,000		\$15,000	
Tahoe City Banners	\$400	\$400		
The Abbi Agency	\$4,000		\$4,000	
Lunch with Ariel		\$47		
2018 Autumn Food & Wine Festival	\$37,375	\$34,337	\$0	\$3,038
Cash Sponsorship	\$30,000	\$30,000		
The Abbi Agency	\$4,000	\$4,000		
Swag	\$3,000	\$0		
NLTRA Liquor Liability Insurance				
ABC Special Event License	\$250	\$200		
Placer County Sherrif Processing Fee		\$120		
FedEX	\$25	\$17		
Booth Staffing	\$100			
2019 Broken Arrow Skyrace	\$20,000	\$20,000	\$0	\$0
Cash Sponsorship	\$20,000	\$20,000		
2019 Tahoe Lacrosse Tournament	\$5,000	\$0	\$5,000	\$0
Cash Sponsorship	\$5,000		\$5,000	
4th of July Fireworks Sponsorship	\$20,300	\$20,000	\$150	\$150
2019 Tahoe City Fireworks	\$10,000	\$10,000		
Booth Staffing (2018)	\$150		\$0	
2019 Kings Beach Fireworks	\$10,000	\$10,000		
Booth Staffing (2018)	\$150		\$150	
2019 Wanderlust	\$37,700	\$30,000	\$7,700	\$0
Cash Sponsorship	\$30,000	\$30,000		
Swag - Essential Oils	\$3,000		\$3,000	
The Abbi Agency (2018)	\$4,000		\$4,000	
Booth Staffing (2018)	\$700		\$700	
2019 Free-Ride Festival (CANCELLED)	\$15,000	\$0	\$0	\$15,000
Cash Sponsorship	\$15,000			
2019 Hot August Nights (NO SPONSORSHIP)	\$10,000	\$0	\$0	\$10,000
Cash Sponsorship	\$10,000			
New Event Development	\$33,000	\$8,000	\$50,000	(\$25,000)
Miscellaneous	\$33,000			
Homewood Halloweekends		\$5,000		
Partnership Funding Overage		\$3,000		
Event Surveys			\$15,000	
NASTAR National Championships			\$10,000	
Lake Tahoe Dance Festival			\$15,000	
Kid's Adventure Games			\$10,000	
<b>Sponsorship Totals</b>	<b>\$505,225</b>	<b>\$380,184</b>	<b>\$86,350</b>	<b>\$38,691</b>
<b>Operations</b>				
Operations	\$8,000	\$716	\$7,284	(\$0)
Swag	\$8,000		\$7,284	
Cornhole Boards		\$257		
Branding Stickers - Cornhole Sets		\$133		
Ladderball Game		\$220		
Partnership Funding Presenation Expenses		\$106		
<b>Operations Totals</b>	<b>\$8,000</b>	<b>\$716</b>	<b>\$7,284</b>	<b>(\$0)</b>
<b>Total Spend</b>	<b>\$513,225</b>	<b>\$380,900</b>	<b>\$93,634</b>	<b>\$38,691</b>

Approved Budget	\$513,225
Spent	\$380,900
Allocated (Not Yet Paid)	\$93,634
Remaining Budget	\$38,691



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 2/28/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Presentation by Carl Ribaud, Managing Director RASC

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### Action(s) Requested:

Board discussion and direction.

### Background:

The Regional Air Service Committee (RASC) was formed in June 2001 to assist the Reno-Tahoe Airport Authority (RTAA) in providing incentives to maintain and grow air service and to promote the Reno-Tahoe area as a year-round leisure travel destination as well as a hub for an expanding business community and business convention and meeting destination.

The organization was officially incorporated in the state of Nevada in February 2015 as the Regional Air Service Corporation (RASC). The purpose of the corporation is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the Reno-Sparks-Lake Tahoe region as one destination, to focus on identifying national and international markets, to increase quality air service to and from the Reno-Tahoe International Airport and to target common tourism and business industry concerns for cooperative action.

NLTRA serves on the Regional Air Service Corporation (RASC) Board of Directors and contributes \$50,000 to the RASC budget of \$755,000 (see attached).

Last fall the Board of Directors identified the need for retaining a "managing director" to assist the organization in strategic initiatives to meet the above goals. Carl Ribaud was selected for the position and will be presenting a strategic review to our Board at this meeting.

### Fiscal Impact:

None at this time.

### Attachments:

RASC Member Contributions

# RASC 2017-18 Member Contributions

Revised 3/5/2018

			Votes	Quarter1	Quarter2	Quarter 3	Quarter 4	TOTALS
				Invoiced July 15	Invoiced Oct 15	Invoiced Jan 15	Invoiced April 15	
Hotels	Location			Jul-Sept	Oct-Dec	Jan-Mar	Apr- June	
Atlantis Casino Resort Spa (824 rooms)	Reno	John R. McGinnes	1	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$10,000
Circus Circus Reno(1572)	Reno	Rick Murdock	2	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$20,000
Eldorado Hotel Reosrt Casino (815)	Reno	Rick Murdock	1	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$10,000
Grand Sierra Resort and Spa (1990 rooms)	Reno	Christopher Abraham	2	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$20,000
Harrah's	Reno	Rick Wagner	1	\$ 5,000	\$ 5,000			\$10,000
Peppermill Resort and Spa (1623 rooms)	Reno	Pat Flynn	2	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$20,000
Silver Legacy Resort Casino (1710)	Reno	Rick Murdock	2	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$20,000
				\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$110,000
<b>Bureaus</b>								
Alpine/Squaw	Tahoe	Tom Feiten	1	\$ 10,000				\$10,000
EDAWN	Reno	Mike Kazmierski	1		\$ 10,000			\$10,000
Incline Village Crystal Bay Visitors Bureau	Incline (Tahoe)	Andy Chapman	5	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$50,000
Lake Tahoe Visitors Authority	Tahoe	Carol Chaplin	5	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$50,000
North Lake Tahoe Resort Association	Tahoe	Cindy Gustafson	5	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$50,000
NV Energy	Reno	Mary Simmons	0		\$ 10,000			\$10,000
Reno-Sparks Convention and Visitors Authority	Reno	Jennifer Cunningham	15	\$ 25,000	\$ 25,000	\$ 175,000	\$ 25,000	\$250,000
Reno-Tahoe International Airport	Reno	Marilyn Mora	5	\$ 50,000				\$50,000
Ski Lake Tahoe	Tahoe	Daniel Dorr	1		\$ 7,500			\$7,500
Tahoe-Douglas Visitors Authority	Tahoe	John Packer	5	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$50,000
Truckee Tourism Business Improvement District	Truckee	Colleen Dalton	1	\$ 10,000				\$10,000
Travel Nevada	Carson City	Yennifer Reyes	5	\$ 50,000				\$50,000
Truckee North Tahoe Transportation Management Association	Truckee	Jamie Wright	1	\$ 10,000				\$10,000
Truckee Tahoe Airport	Truckee	Kevin Smith	1				\$ 10,000	\$10,000
Switch	Reno	Adam Kramer	0			\$ 10,000		\$10,000
Reno Tahoe Territory	Reno-Tahoe	Jan Vandermade	1		\$ 7,500			\$7,500
The Chamber	Reno-Sparks	Ann Silver	1		\$ 10,000			\$10,000
				\$ 205,000	\$ 120,000	\$ 235,000	\$ 85,000	\$645,000
			63					
<b>Note: Travel Nevada not holding the Five votes</b>		41,958	63 total 42 for 2/3's majority	\$ 235,000	\$ 150,000	\$ 260,000	\$ 110,000	\$755,000



north lake tahoe

Chamber | CVB | Resort Association

## Spring Creative Preview

Date: 3/6/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Spring Creative Presentation

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**Action Requested:**

Review and direction on spring creative directed to the drive markets

**Background:**

Using insights gleaned from the SMARI Research, Augustine Agency created a new suite of spring creative assets that will be used across advertising platforms. This spring season will be using the "dual days" messaging along with lifestyle imagery to target on a more behavior-based approach vs. age. Two ideas will be presented with the desire to receive input to move this forward to the BOD and Marketing Coop Committee for the final approval.

Additionally, you will see concepts for a winter photo shoot and a North Lake Tahoe Destination Video.

**Attachments:**

None

**Fiscal Impact:**

None





north lake tahoe

Chamber | CVB | Resort Association

## NLT PR Summit Recap

Date: 3/6/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: NLT PR Summit Recap

---

### Action Requested:

None

### Background:

Partners and their respective PR staff were invited to attend a meeting on January 30, 2019 to share tactics North Lake Tahoe is implementing to communicate and distribute information, and to provide a forum for feedback on what we can do better to help drive success from a PR perspective.

Partners in attendance were: North Tahoe PUD, SquawValley|Alpine Meadows, Northstar California, Granlibakken Tahoe, Squaw Valley Lodge, Tahoe Getaways, JVP Communications, Tahoe City PUD, Tahoe City Downtown Association, Tahoe Luxury Properties, Ritz-Carlton Lake Tahoe.

Items that were discussed included:

- Current North Lake Tahoe Public Relations Strategy Overview
- North Lake Tahoe Winter Communications Plan Overview
  - Partner Messaging & Communications
  - Content Collection & Asset Sharing
  - Public Relations Strategies
- Regional Crisis Communication Plans & Winter/Emergency Messaging

These meeting will become a semi-annual (spring/fall) event to keep us all on the same page and share insights, best practices and other needed information.

### Attachments:

- *1.30.19 PR Summit Presentation* – the presentation that was reviewed during the meeting
- *3\_NLT\_CrisisResponse\_11.2* – The North Lake Tahoe Winter Crisis Response Matrix. A guideline we put together for how to handle a few different winter crisis scenarios. Of course,

each situation is different and could require additional methods, but this was our effort to be proactive and to have a starting point in case these situations arose.

- *NLT-Editorial/Cal-2019 (003)* – A list of NLT’s scheduled editorial topics for each month, January - June 2019. These topics lead to almost all PR, social media, blogs/newsletters, etc. This is a guide for requested information from partners on upcoming content topics.

**Fiscal Impact:**


None





# North Lake Tahoe Winter Partner Summit

January 30, 2019

 north lake tahoe

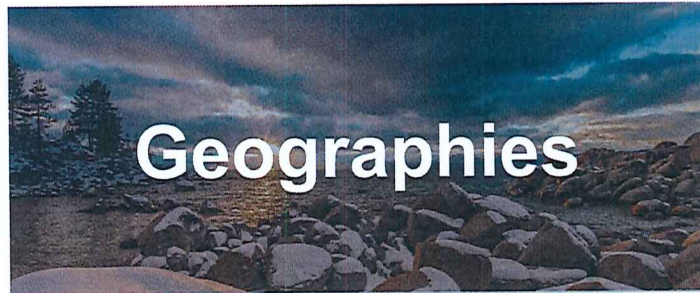




## North Lake Tahoe PR Strategy Overview



# Public Relations Target Audiences

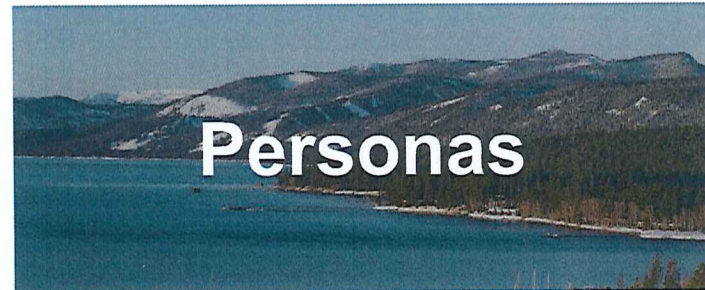


### **Summer/Winter - Flight Markets**

*Long-haul and mid-week stays*  
SoCal (S.D., L.A., O.C.), NYC

### **Spring/Fall - Drive Markets**

Bay Area, SoCal



### **Outdoor Experience Seekers**

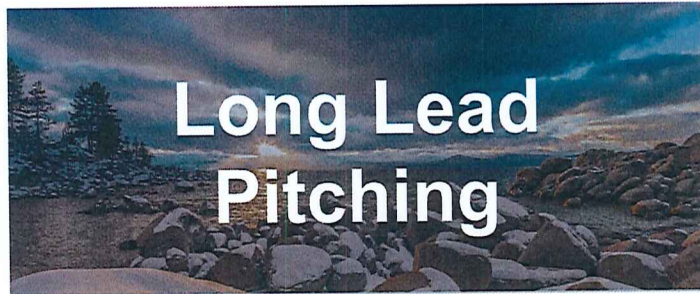
Active Boomers

Workaholics

Experiential Families

North Lake Tahoe PR Summit | Jan. 30, 2019

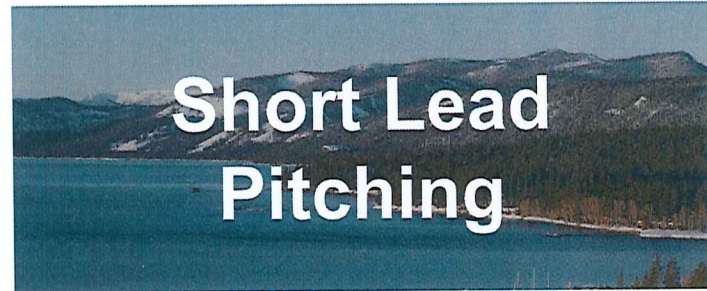
# Public Relations Strategies



Target large national and flight market pubs

Provide holistic view to destination

Align with major pubs' editorial calendars



Target regional drive market and some flight market pubs

Timely messaging, incl. weather, events and seasonal updates

North Lake Tahoe PR Summit | Jan. 30, 2019



# Public Relations Strategies



## Provide Holistic NLT experience

NLT frames itineraries to give journalists experiences around the lake, in the mountains, and immersed in the NLT culture.



## Align with target season geographies

Provide overview of destination and key partner updates

North Lake Tahoe PR Summit | Jan. 30, 2019

# International PR Strategies



## **Provide Holistic NLT experience**

NLT frames itineraries to give journalists experiences around the lake, in the mountains, and immersed in the NLT culture.



## **Align with target season geographies**

Provide overview of destination and key partner updates

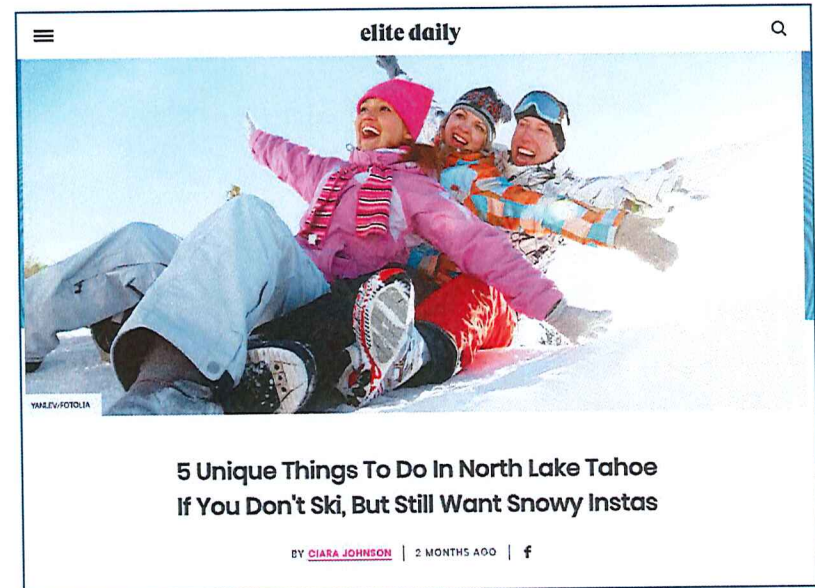
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# Winter PR Strategies

## Key Messaging Insights

- Seasonal “What’s New”
- Introduce target audiences to diverse winter sport options (12 resorts; HPS)
- Identify key timeframes in fly markets to incentivize longer stays
- Expand to less “adventure”-focused messages
  - *SMARI Insights*
  - Highlight food & beverage, relaxing/low-key experiences, luxe experiences, etc.
- Leverage snow for all messages



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## Winter Wonderland: How to Do Tahoe With Kids

2018/01/17 | Kate Loweth

Shares 13



It's official, Tahoe ski season is underway! From skiing and snowboarding to just plain old winter fun like outdoor ice skating, sledding and snowman building, Tahoe has it all. Here's your ultimate guide to this winter wonderland. Don't forget to pack the hot cocoa!



photo: Resort at Squaw Creek

**Where to Stay**

# Reader's Digest

TRAVEL

## 15 Romantic Weekend Getaways to Celebrate Valentine's Day

 Sherry Amatenstein

Whether you think it's commercial or dreamy, Valentine's Day is an opportunity to express your feelings to the one you love. Here, some great vacation packages that make spending time together a snap—from around the country, the Caribbean, and Mexico.

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# PR Tools + Monitoring

**Fusion7** - monitor overall conversation

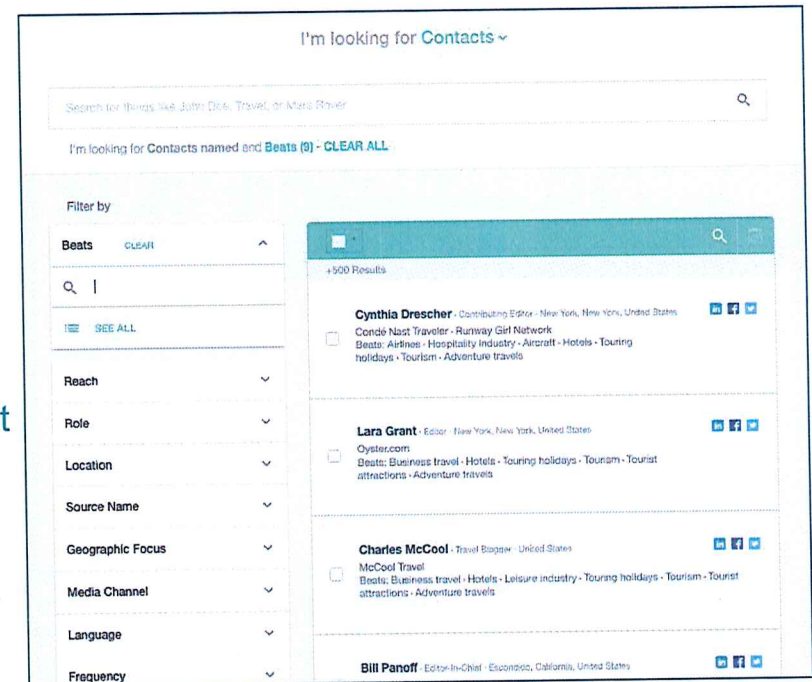
**Meltwater** - media searching, monitoring, reporting

**SimilarWeb** - digital media performance

**Muck Rack** - recent placements and reputation management

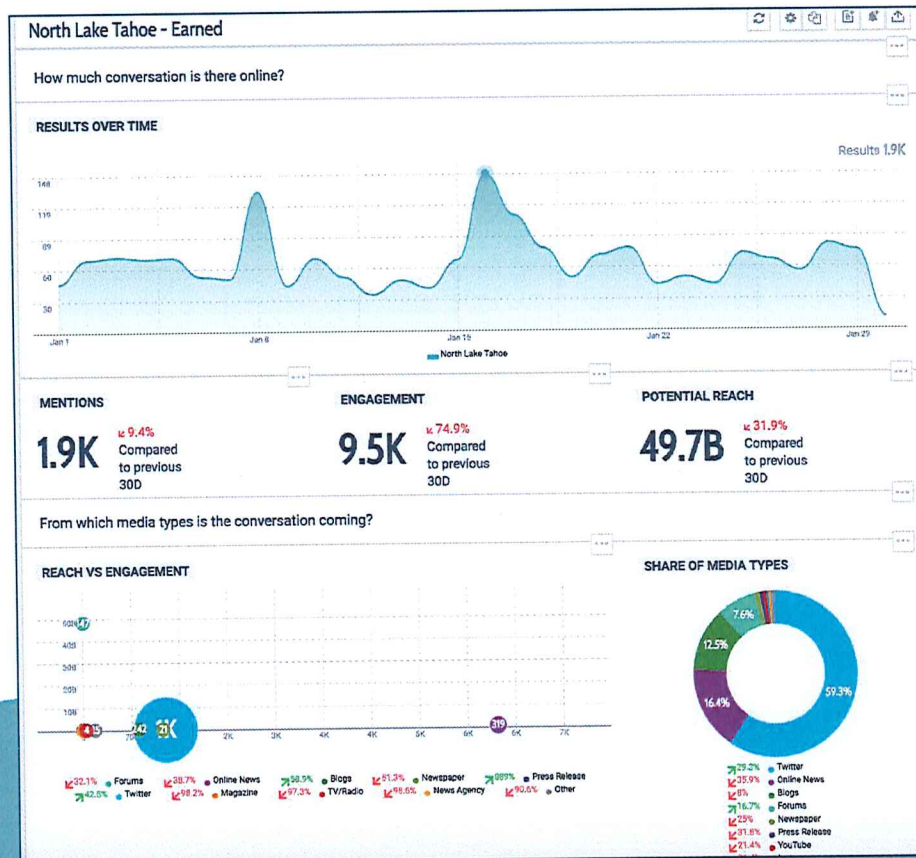
**Moz** - domain rank authority

**CoverageBook** - compile all PR coverage and monitor SEO impact



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# PR Tools + Monitoring

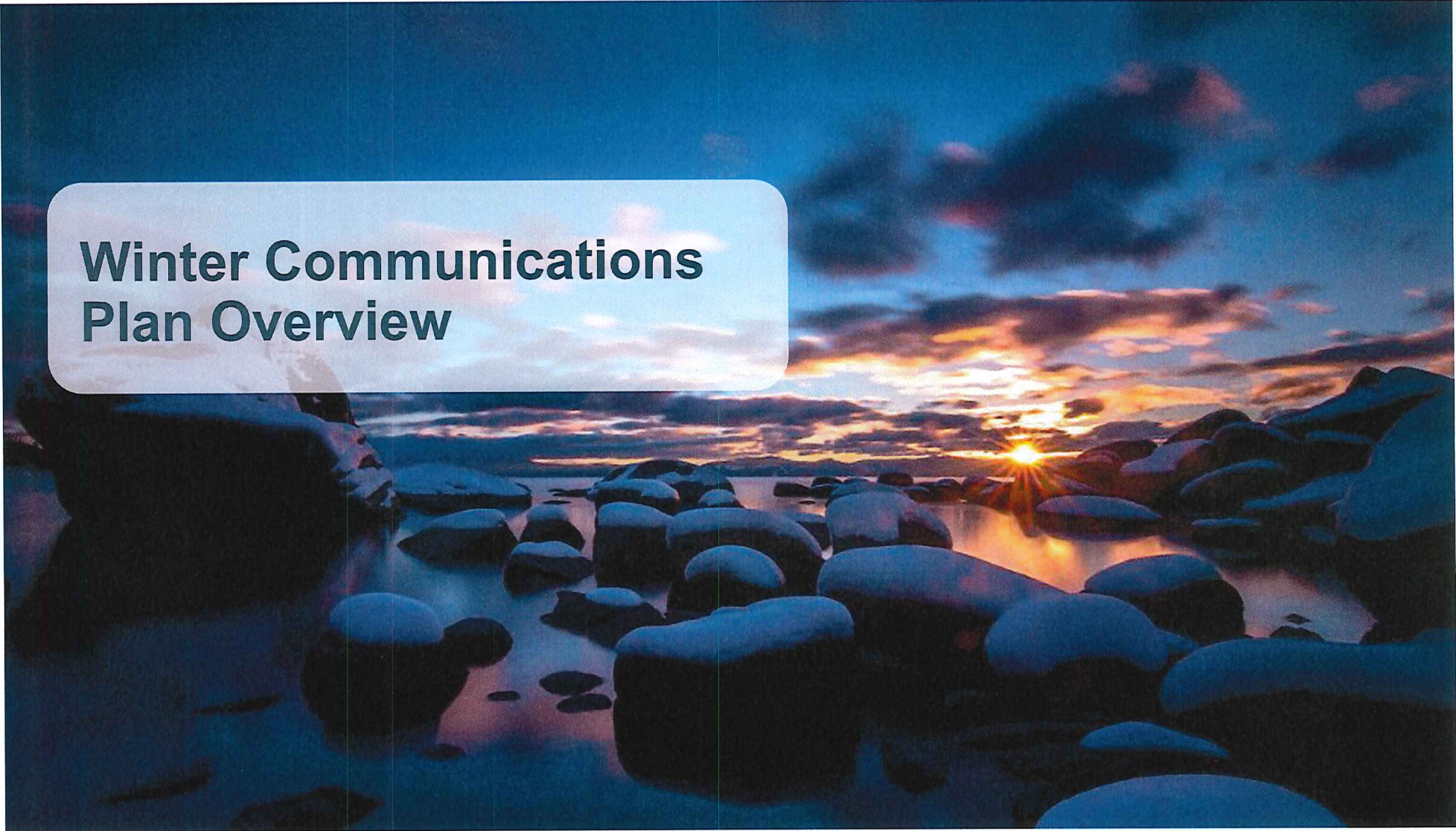






**Questions or Comments?**



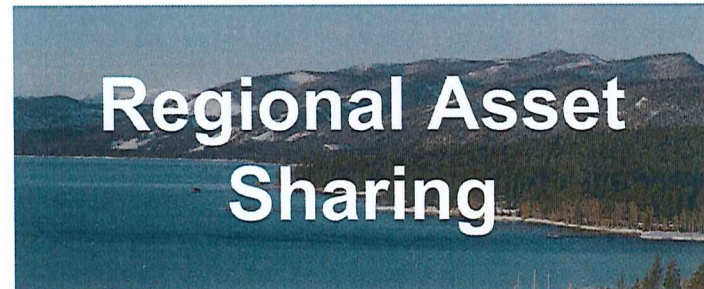


## Winter Communications Plan Overview

# Partner Messaging + Communications



- Resort Snow Updates
- Snow-bassador Program
- Seasonal Content Collection Form



- GTN.com Press Room
- Editorial Calendar
- Snow Image Sharing
- Seasonal Talking Points
- Business to Business & Front Line Staff Synergies

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# Winter Messaging

## Preemptive Strategies

- Regional Transportation Meetings
- Lodging Packages to Extend Long Weekends/Holiday Periods

## Winter Regional Partner PR Calls

What's useful? How often?

Who to include?

## Real Time Messaging

- CalTrans QuickMap App
- NLTRA Notifications to Partners
- Messaging to Guests Prior to Leaving Property/Business

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# Social Media + Content

## #TahoeSnowTracker + Winter Content

Video = critical

Leverage hashtag where appropriate

## Current Tags + Initiatives

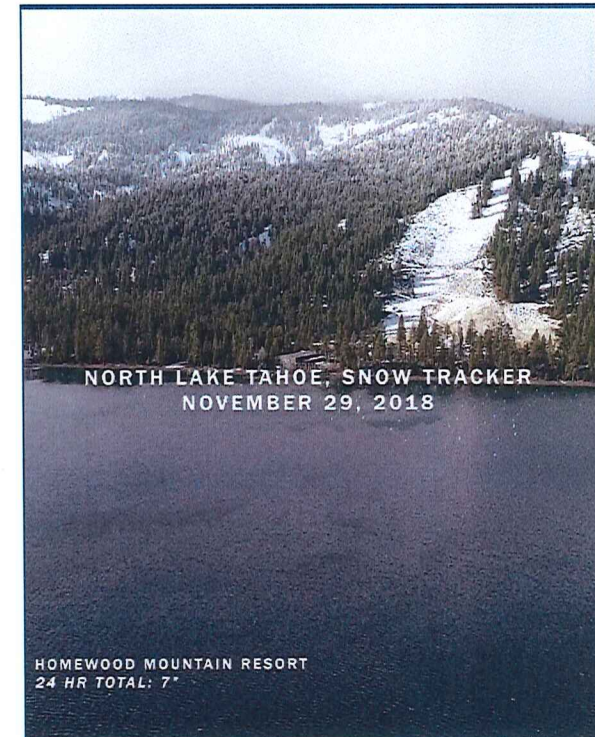
#TahoeNorth

#TahoeSnowTracker

#CatchtheWinterWave

#TahoeTreasures

#WinterWow



North Lake Tahoe PR Summit | Jan. 30, 2019

# Social Media + Content

## Treasures of Tahoe

- Winter videos to promote lakeside
- Spring will promote shoulder season experiences
- Content and Static PDFs available for any partners - download at <http://gotahoenorth.com/treasures>

## #WinterWow Winter Bucket List

- February-March Roll out



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# Call for Luminaries

## Luminary Shorts

Submit to participate in the campaign!

<http://bit.ly/Nominate-Tahoe-Luminary>



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**Questions or Comments?**





## Crisis Planning

# Visit California Crisis Evaluation Matrix



## Crisis Evaluation Matrix

### Instructions:

Rate each criteria on a 1-4 scale.

Add points together to arrive at a total Crisis Evaluation Score.

Re-evaluate the crisis on a daily basis.


### CRISIS ASSESSMENT

	1	2	3	4
<b>Emergency declaration</b>	City	Multiple cities	State/Province	National
<b>Longevity of crisis</b>	One week	One month	Multiple months	One year or more
<b>Population impacted</b>	Rural	Residential area	Urban	Multi-city
<b>Geographic scale</b>	One town	One city	Multiple cities	Statewide
<b>Breadth of media coverage</b>	In-state	National	International	Multiple priority markets

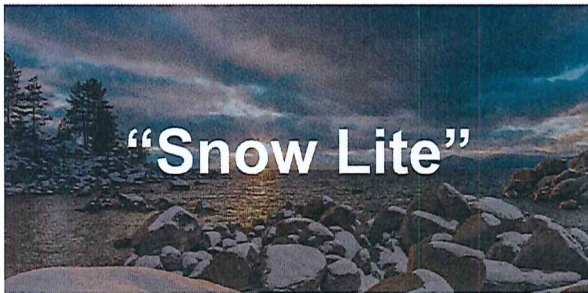
Total crisis assessment points: \_\_\_\_\_



# North Lake Tahoe Crisis Response Matrix

 north lake tahoe		
Winter 2018.19 Crisis Response Matrix		
Snow Lite	<b>Tier 1</b> <i>Ex: 1 month with minimal snow</i> 1. Conversation monitoring via Fusion7 2. activate partner calls - gauge message points 3. Deploy ambassadors - real-time images, videos, photos in each location (above the lake AND by the lake) 4. Develop and distribute key messages for partners 5. Timestamp everything that comes back 6. Don't address directly on social & content (blog/newsletter); focus on key messages 7. Proactive & reactive regional PR outreach, focus on key messages 8. Include holistic winter activity messaging 9. Potential to host reactive PR FAMs and/or influencers  <b>Potential Key Messages:</b> snowmaking capacity, conditions at higher elevations, possible learn to ski & ride tie-in, winter signature events	<b>Tier 2</b> <i>Ex: 2+ months minimal or no snow</i> 1. Activate partner calls - gauge message points and severity 2. Identify competitive advantages with other resorts 3. Develop and distribute Key Messages and Talking Points for partners 4. Host in-person partner summit 5. Connect with SLT to create cohesive lake-wide messaging, including releases, social campaign, etc. 6. Shift targeting to local/regional drive market 7. Shift messaging strategy to focus on non-snow-driven experiences 8. Media Hosting and/or Influencer Hosting to focus on non-snow-driven experiences and content campaigns 9. Extend and expand Tahoe Treasures and Luminaries  <b>Key Messages:</b> Dual Days, Regional Lodging Specials, Apres/F&B, Wellness, Non-snow Winter Experiences, Signature Events
	<b>Tier 1</b> <i>ex: roads are closed / safety concerns</i> 1. Conversation monitoring via Fusion7 2. activate partner calls - gauge message points 3. Deploy ambassadors - real-time images, videos, photos in each location (above the lake AND by the lake) 4. Develop and distribute key messages for partners 5. Timestamp everything that comes back 6. Switch to safety & informative messaging on social, directing to CalTrans for details 7. Joint messaging and press release with SLT to promote safety & informative message  <b>Potential Key Messages:</b> promote safety and travel timing, provide information, promote off-beat winter sports, provide messages for novice skiers/riders	<b>Tier 2</b> <i>ex: avalanches, trees/power lines falling, death/tragedies</i> 1. Conversation monitoring via Fusion7, pause EVERYTHING (PR, social, ads, etc.) 2. Develop key messages with NLT team 3. Activate partner calls - provide messages and resources 4. Establish connection with Visit CA and Travel NV to push out cohesive messages 5. Release official statement (within 24 hours) 6. Gague severity over next 2-10 days to determine relaunch of "business as usual"  <b>Potential Key Messages:</b> TBD based on situation
Extreme Crisis or Tragedy	N/A	

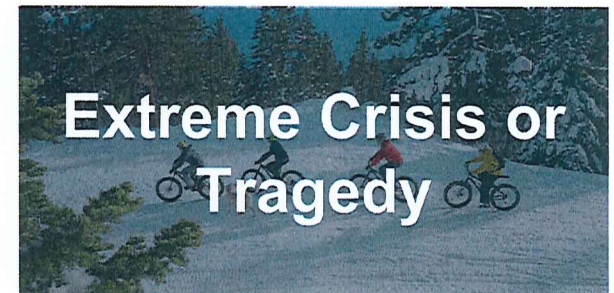
# Crisis Response Matrix



- Tier 1: messaging to debunk incorrect information
- Tier 2: Shift to early spring, Dual Days



- Educational Strategy: message around safety and transportation
- Unified front with SLT and other regional partners



- Qualifiers from destination level
- Tier 2: develop key messages and provide partner support

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**Questions or Comments?**



## Semi-Annual Meetings



# Continuing the Conversation

## Spring & Fall Meetings

- May: Summer Messaging Review & Discussion
- October/November: Winter Review & Discussion

## Feedback & Discussion

- What additional information would be useful to you?
- How can we better communicate with you?
- How can we help communicate your message?

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A scenic landscape photograph of a lake at sunset. The sky is a mix of orange, yellow, and purple. The lake is calm, reflecting the sky. In the foreground, there are dark green pine trees. A semi-transparent white box with rounded corners is centered over the image, containing the text "Thank you!" in a dark blue, sans-serif font.

**Thank you!**



## Winter 2018.19 Crisis Response Matrix

	Tier 1	Tier 2
	<i>Ex: 1 month with minimal snow</i>	<i>Ex: 2+ months minimal or no snow</i>
<b>Snow Lite</b>	<ol style="list-style-type: none"> <li>1. Conversation monitoring via Fusion7</li> <li>2. activate partner calls - gauge message points</li> <li>3. Deploy ambassadors - real-time images, videos, photos in each location (above the lake AND by the lake)</li> <li>4. Develop and distribute key messages for partners</li> <li>5. Timestamp everything that comes back</li> <li>6. Don't address directly on social &amp; content (blog/newsletter); focus on key messages</li> <li>7. Proactive &amp; reactive regional PR outreach, focus on key messages</li> <li>8. Include holistic winter activity messaging</li> <li>9. Potential to host reactive PR FAMs and/or influencers</li> </ol> <p><b>Potential Key Messages:</b> snowmaking capacity, conditions at higher elevations, possible learn to ski &amp; ride tie-in, winter signature events</p>	<ol style="list-style-type: none"> <li>1. Activate partner calls - gauge message points and severity</li> <li>2. Identify competitive advantages with other resorts</li> <li>3. Develop and distribute Key Messages and Talking Points for partners</li> <li>4. Host in-person partner summit</li> <li>5. Connect with SLT to create cohesive lake-wide messaging, including releases, social campaign, etc.</li> <li>6. Shift targeting to local/regional drive market</li> <li>7. Shift messaging strategy to focus on non-snow-driven experiences</li> <li>8. Media Hosting and/or Influencer Hosting to focus on non-snow-driven experiences and content campaigns</li> <li>9. Extend and expand Tahoe Treasures and Luminaries</li> </ol> <p><b>Key Messages:</b> Dual Days, Regional Lodging Specials, Apres/F&amp;B, Wellness, Non-snow Winter Experiences, Signature Events</p>
	Tier 1	Tier 2
	<i>ex: roads are closed / safety concerns</i>	
<b>Too Much Snow</b>	<ol style="list-style-type: none"> <li>1. Conversation monitoring via Fusion7</li> <li>2. activate partner calls - gauge message points</li> <li>3. Deploy ambassadors - real-time images, videos, photos in each location (above the lake AND by the lake)</li> <li>4. Develop and distribute key messages for partners</li> <li>5. Timestamp everything that comes back</li> <li>6. Switch to safety &amp; informative messaging on social, directing to CalTrans for details</li> <li>7. Joint messaging and press release with SLT to promote safety &amp; informative message</li> </ol> <p><b>Potential Key Messages:</b> promote safety and travel timing, provide information, promote off-beat winter sports, provide messages for novice skiers/riders</p>	
	Tier 1	Tier 2
	N/A	<i>ex: avalanches, trees/power lines falling, death/tragedies</i>
<b>Extreme Crisis or Tragedy</b>		<ol style="list-style-type: none"> <li>1. Conversation monitoring via Fusion7, pause EVERYTHING (PR, social, ads, etc.)</li> <li>2. Develop key messages with NLT team</li> <li>3. Activate partner calls - provide messages and resources</li> <li>4. Establish connection with Visit CA and Travel NV to push out cohesive messages</li> <li>5. Release official statement (within 24 hours)</li> <li>6. Gague severity over next 2-10 days to determine relaunch of "business as usual"</li> </ol> <p><b>Potential Key Messages:</b> TBD based on situation</p>



## north lake tahoe Editorial Calendar

On the reverse side, please find North Lake Tahoe's scheduled editorial topics for each month January - June, 2019. These topics lead all public relations, social media and blog/newsletter content initiatives on behalf of the destination.

We always aim to include compelling partner information around each topic. Seasonally, we'll reach out with a submission form to collect aligned information from each of you, as well as "What's New" seasonal updates. Please understand we have numerous partners, and do our best to highlight each resort, business or organization when it makes sense.

All throughout the year, we are also interested in any big news you have on your end, even if it doesn't align with our topics or initiatives.

Reach out to Liz Bowling, [liz@gotahoenorth.com](mailto:liz@gotahoenorth.com) or Allegra Demerjian, [allegra@theabbiagency.com](mailto:allegra@theabbiagency.com), with any questions, or if you have content to share at any time. Thank you!

*Note: These monthly topics could shift throughout the year, but we're supplying this overview to give partners the best advanced notice to think about aligning messaging.*

### About North Lake Tahoe

*Lake Tahoe is the crown jewel of the Sierra. Formed approximately two million years ago, it is the largest alpine lake in North America and the second deepest in the United States. North Lake Tahoe spans two states and boasts two dozen beaches, twelve ski resorts, hundreds of miles of biking trails, half a dozen communities, and a growing number of nationally recognized human-powered events, races and festivals.*

*North Lake Tahoe is a 45-minute drive from the Reno Tahoe International Airport, two hours from Sacramento International Airport and just over three hours from San Francisco International Airport. Visitor information centers are located at 100 North Lake Boulevard in Tahoe City and 969 Tahoe Boulevard in Incline Village. For more information, visit: [gotahoenorth.com](http://gotahoenorth.com).*



 north lake tahoe

[GoTahoeNorth.com](http://GoTahoeNorth.com)



## North Lake Tahoe Editorial Calendar

January - June 2019

Month	Topics and Initiatives
January	<ul style="list-style-type: none"> <li>• Learn to Ski &amp; Ride</li> <li>• Apres All Day</li> <li>• Luxury Winter Experiences</li> </ul> <p><i>Key Initiatives: Winter Lakeside Features (Treasures), Snow/Storm Pitching, Tahoe Snow Tracker</i></p>
February	<ul style="list-style-type: none"> <li>• Romance in Tahoe</li> <li>• Winter Wellness + Health</li> <li>• What's New Spring</li> <li>• Mountaineering - Training in the Off-season</li> </ul> <p><i>Key Initiatives: Winter and Spring Treasures, Tahoe Snow Tracker, #WinterWow Photo Contest, Instagram Meetup</i></p>
March	<ul style="list-style-type: none"> <li>• Secret Season + Dual Days</li> <li>• Spring Treasures of Tahoe</li> <li>• Luxury Apres Experiences</li> <li>• WinterWonderGrass</li> </ul> <p><i>Key Initiatives: Spring Treasures, #WinterWow March Madness, Dual Days Giveaway, Spring Influencers</i></p>
April	<ul style="list-style-type: none"> <li>• Secret Season + Dual Days</li> <li>• Wedding and Events</li> <li>• Girls' Getaways</li> <li>• What's New Summer</li> </ul> <p><i>Key Initiatives: Dual Days Giveaway, Spring Treasures</i></p>
May	<ul style="list-style-type: none"> <li>• Family Celebrations + Getaways</li> <li>• Spring/Summer Outdoor Recreation</li> <li>• What's New Summer</li> </ul> <p><i>Key Initiatives: Welcome to Summer</i></p>
June	<ul style="list-style-type: none"> <li>• Guys' Getaways</li> <li>• Warm Weather Wellness</li> <li>• Summer Events Program</li> <li>• Tahoe On the Water - Boating Culture + Experience</li> </ul> <p><i>Key Initiatives: Event Highlights, "On the Water" push</i></p>

### Get Social with North Lake Tahoe!

We love highlighting all of our partners via the North Lake Tahoe social media channels! Please participate with us on social media by tagging our page and hashtags so that we can find and share your images and photos.

Year-Round - #TahoeNorth, @TahoeNorth

Winter - #TahoeSnowTracker, #WinterWow

Campaigns - #TahoeTreasures #TahoeLuminaries #TahoeAleTrail



## Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1270 Units ('DestiMetrics Census\*\*') and 39.33% 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 (Jan) changed by (30.1%)	Occupancy (Jan) :	55.1%	42.3%	30.1%
North Lake Tahoe ADR for last month (Jan) changed by (-1.4%)	ADR (Jan) :	\$ 320	\$ 325	-1.4%
North Lake Tahoe RevPAR for last month (Jan) changed by (28.3%)	RevPAR (Jan) :	\$ 176	\$ 138	28.3%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Feb) changed by (24.4%)	Occupancy (Feb) :	55.0%	44.2%	24.4%
North Lake Tahoe ADR for next month (Feb) changed by (-5.4%)	ADR (Feb) :	\$ 343	\$ 363	-5.4%
North Lake Tahoe RevPAR for next month (Feb) changed by (17.6%)	RevPAR (Feb) :	\$ 189	\$ 160	17.6%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (12.2%)	Occupancy	49.8%	44.4%	12.2%
North Lake Tahoe ADR for the past 6 months changed by (0.1%)	ADR	\$ 296	\$ 295	0.1%
North Lake Tahoe RevPAR for the past 6 months changed by (12.4%)	RevPAR	\$ 147	\$ 131	12.4%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-2.8%)	Occupancy	25.7%	26.4%	-2.8%
North Lake Tahoe ADR for the future 6 months changed by (2.7%)	ADR	\$ 335	\$ 326	2.7%
North Lake Tahoe RevPAR for the future 6 months changed by (-0.2%)	RevPAR	\$ 86	\$ 86	-0.2%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Jan 31, 2019 vs. Previous Year				
Rooms Booked during last month (Jan,19) compared to Rooms Booked during the same period last year (Jan,18) for all arrival dates has changed by (25.2%)	Booking Pace (Jan)	9.8%	7.8%	25.2%

\* Intopia Census: Total number of rooms reported by participating Intopia 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 Intopia's other participants. As is the case in all Intopia 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 January 2019

## 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 1/31/19:	\$2,159,924	\$1,985,921	9%
Forecasted Commission for this Revenue:	\$45,780	\$52,881	-13%
Number of Room Nights:	12114	11556	5%
Number of Delegates:	14946	9559	56%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>January-19</u>	<u>January-18</u>	
<u>Number of Groups Booked:</u>	<u>6</u>	<u>13</u>	
Revenue Booked:	\$728,273	\$518,936	40%
Projected Commission:	\$2,100	\$2,146	-2%
Room Nights:	2998	2845	5%
Number of Delegates:	3033	1153	163%
	3 Corp., 3	7 Corp., 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	0	4	
 <u>Arrived in the month</u>	 <u>January-19</u>	 <u>January-18</u>	
Number of Groups:	1	3	
Revenue Arrived:	\$33,378	\$57,116	-42%
Projected Commission:	\$0	\$0	
Room Nights:	78	244	-68%
Number of Delegates:	60	89	-33%
		1 Corp., 2	
Arrived Group Types:	1 Corp.	Assoc.	

<u>Monthly Detail/Activity</u>	<u>December-18</u>	<u>December-17</u>	
<u>Number of Groups Booked:</u>	<u>7</u>	<u>1</u>	
Revenue Booked:	\$357,079	\$4,500	7835%
Projected Commission:	\$6,635	\$0	
Room Nights:	1994	28	7021%
Number of Delegates:	1145	30	3717%
	5 Corp, 2		
Booked Group Types:	Assoc.	1 SMF	
Lost Business, # of Groups:	6	4	
 <u>Arrived in the month</u>	 <u>December-18</u>	 <u>December-17</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$45,377	
Projected Commission:	\$0	\$0	
Room Nights:	0	153	
Number of Delegates:	0	64	

Arrived Group Types:

1 Corp, 1  
Assoc.

**Monthly Detail/Activity**

	<u>November-18</u>	<u>November-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>2</b>	
Revenue Booked:	\$133,642	\$13,868	864%
Projected Commission:	\$7,252	\$551	1216%
Room Nights:	846	76	1013%
Number of Delegates:	355	34	944%
Booked Group Types:	3 Corp.	Assoc.	
Lost Business, # of Groups:	9	10	

**Arrived in the month**

	<u>November-18</u>	<u>November-17</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$240,580	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	1396	0	
Number of Delegates:	470	0	
Arrived Group Types:	1 Corp., 1 Assoc.		

**Monthly Detail/Activity**

	<u>October-18</u>	<u>October-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>5</b>	
Revenue Booked:	\$124,184	\$221,137	-44%
Projected Commission:	\$0	\$5,257	-100%
Room Nights:	586	1099	-47%
Number of Delegates:	190	437	-57%
Booked Group Types:	2 Corp, 1 Smf, 1 Semiar/Educ.	2 Corp, 1 Assoc, 2 SMF	
Lost Business, # of Groups:	21	12	

**Arrived in the month**

	<u>October-18</u>	<u>October-17</u>	
Number of Groups:	4	6	
Revenue Arrived:	\$211,162	\$531,593	-60%
Projected Commission:	\$8,600	\$15,631	-45%
Room Nights:	1228	1586	-23%
Number of Delegates:	500	597	-16%
Arrived Group Types:	4 Corp, 3 Assoc.	2 Corp, 3 Assoc, 1 Govt.	

**Monthly Detail/Activity**

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

**Arrived in the month**

<u>September-18</u>	<u>September-17</u>
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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%
		3 Corp, 1	
	4 Corp, 3	Assoc., 1 Smf,	
Arrived Group Types:	Assoc.	1 Film crew	

Monthly Detail/Activity	<u>August-18</u>	<u>August-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>2</b>	
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	
 <b><u>Arrived in the month</u></b>	 <b><u>August-18</u></b>	 <b><u>August-17</u></b>	
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%
		2 Corp, 1	
	5 Corp, 1	Assoc., 1 Non-	
Arrived Group Types:	Assoc., 2 SMF	Profit	

Monthly Detail/Activity	<u>July-18</u>	<u>July-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>6</b>	<b>7</b>	
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%
	2 Corp, 3	4 Corp, 2	
Booked Group Types:	Assoc., 1 SMF	Assoc., 1 SMF	
Lost Business, # of Groups:	5	1	
 <b><u>Arrived in the month</u></b>	 <b><u>July-18</u></b>	 <b><u>July-17</u></b>	
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%
	5 Corp, 3	4 Corp, 1	
Arrived Group Types:	Assoc.	Assoc.	
	 <b><u>Current Numbers</u></b>	 <b><u>Goals</u></b>	
For 2019/20:	<b>\$2,110,520</b>	<b>\$750,000</b>	



For 2020/21:

\$369,619

\$500,000

NUMBER OF LEADS Generated as of 1/31/19:

210

YTD 1/31/18:

186

YTD 1/31/17:

157

**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



## north lake tahoe

Chamber | CVB | Resort Association

### Tourism Development Report on Activities

January 2019

Departmental Reports Posted - <http://www.nltra.org/marketing/?cat=1>

#### PR Highlights

- 16 placements; \$87,171 in ad value; 9,423,944 in total impressions.
  - Elite Daily, Brides.com, San Francisco Chronicle, NBC Bay Area, NBC Los Angeles, NBC San Diego, Roseville Today, Red Tricycle, The Telegraph, Peter Greenberg, KKOH, KRSO Santa Rosa, Tahoe Magazine, The Upsider.
- Hosted:
  - group influencer FAM from Visit California with 4 domestic and 1 international guest: @carrierad, @gettingstamped, @jamesreldyer and @thetravelingchild. Upcoming FAMS include David Dickstein, freelancer for Southern California News Group (LA Daily News, OC Register, LB Press-Telegram and many other dailies); and Messenger Publishing Group, Gold Country Media and Herberger Publications in NorCal; Sam Boykin of Connect Meetings and Kim Westerman of Forbes
- [https://coveragebook.com/coverage\\_books/87ce240c/](https://coveragebook.com/coverage_books/87ce240c/)

#### Content Review

- 3 Blogs Posted
  - 52 Weeks In North Lake Tahoe | 646 Social Shares
  - Find Your #WinterWow in North Lake Tahoe | 55 Social Shares
  - Treat Yourself Tahoe: Indulge On your Winter Getaway | 31 Social Shares
  - Fireplaces and Hot Toddlies: Getting Cozy in North Lake Tahoe | 51 Social Shares
  - Treasures of Tahoe: Tahoe Lakeside S'more Tour | 5 Social Shares
- 2 Newsletter Distributed
  - Find Your #WinterWow in North Lake Tahoe!
    - 7.4% open rate, 0.3% click-thru rate (CTR), Majority opened around 9 AM.
- Learn to Ski in North Lake Tahoe's 4 Feet of Fresh Pow!
  - 8.0% open rate, 0.3% click-thru rate (CTR), Majority opened around 10–11 AM.

#### Social Media Update

- 1,730 New followers across FB, Instagram and Twitter
- 6.6 M impressions
- 80.6k engagements
  - Total impressions were also up for the month of January with a 70.3% increase in impressions across all channels. Facebook saw the highest increase in impressions with a 124% increase!
- With record snow storms, North Lake Tahoe's social media focused on snow conditions and winter activities to drive activity to the region during optimum weather conditions.
- In January, The Abbi Agency continued the #TahoeSnowTracker initiative and campaign, compiling snow totals in engaging ways for online audiences.
  - Total Impressions: 26,690
  - Total Engagements: 1,532

- Total Shares: 26
- North Lake Tahoe participated in the #FoodTravelChat on Twitter hosted by Visit California to promote California Restaurant Month. Posts received interactions from other California DMOs, prolific food bloggers, and Visit California, providing a positive impact on the @TahoeNorth Twitter.

#### Paid Media Update

- 8.45 million impressions
- 13,600 website visits
  - Over 15.4K users visited GoTahoeNorth.com in January, up 75% from the same month last year. Paid ads drove 10% of total site visits in January.
- 918 Book Now Conversions
- 3,986 Time on Site Conversions
- Trip Advisor drove the largest share of time on site conversions and book now conversions with 969 people spending more than 115 seconds on site and 125 book now clicks.
- Paid Search ads continued to drive the highest quality site traffic, resulting in nearly 4.1K website visits, 799 time on site conversions, and 377 book now conversions. This equated to 42% of all book now conversions in January. Keywords related to “snowboarding” and “ski” were particularly effective, driving a high volume of ad clicks and, in turn, site traffic.
- Display ads were highly effective this month, accounting for 50% of all conversions. This is likely due to the new strategy of 11 different ads to better highlight the variety of activities in the destination.
- YouTube ads were viewed over 292.2K times, resulting in an average cost per view of just \$0.02. In addition, YouTube ads drove 916 ad clicks and 125 time on site conversions.
  - 42% of the ads served were viewed to a 100% completion rate which continues to outperform YouTube’s average of 18%, indicating the audience is engaged with the content.

#### Leisure Sales Efforts

##### Marketing Co-operatives:

- NEW:
  - Expedia: Launching spring campaign for April 1- June 1<sup>st</sup>. Partner participation will be going out shortly.
  - BA Holidays, UK
  - Launched our BA Holidays Campaign, which includes: online sales, press with The Daily Telegraph, BA’s in-flight magazine, High Life and digital push through the Telegraph’s online hub. All sales are funneling through ba.com/California. This is centered around BA’s California air service programming.
  - High Life Magazine, 3.6 million per month
  - [Link here](#) for the digital Daily Telegraph piece
    - Circulation 500,000
- Past Campaign Re-cap Reports:
  - American Sky, UK: This was a full year 2018 UK sales campaign with digital components and brand awareness.
    - 21.4% open rate
    - 12.59% click rate
    - Bookings increased 30% year over year from 2017 to 2018
  - Vacations to America, UK
    - Four NLT participating hotels
    - Sales increased by 6% by volume and 23% by value in a year over year comparison.
    - Sales came from 10% more agents than in the previous year.
    - Room revenue generated for NLT is up by 51% and equated in \$74K in visitor spend.

##### Travel Trade Sales Calls and Trainings:

- Attended Travel San Francisco Sales Mission to Mexico City, Guadalajara and Cabo



- January 20-25<sup>th</sup>
- Upcoming Tradeshows/Sales Calls:
  - Visit California Outlook Forum: Feb 11-13<sup>th</sup>
  - Go West Summit: Feb 24-28<sup>th</sup>
  - Ski Tops: March 25-29<sup>th</sup>
  - Mountain Travel Symposium: March 31-April 4<sup>th</sup>
  - NLT Vancouver Event & Trainings: April 4-5<sup>th</sup>
  - NAJ East Coast: April 23-26<sup>th</sup>
  - California Cup Industry Trade FAM: April 29-3<sup>rd</sup>
  - IPW: June 1-5<sup>th</sup>

#### International Media:

- Hosted:
  - Mrs. Around the World, UK – January 1-5<sup>th</sup>
  - Travel Nevada Winter Media Fam – January 15-16<sup>th</sup>
    - [Australia](#) article produced from this visit.
  - Latitude Blog, Mexico – January 17-19<sup>th</sup>
    - Our first Gold Pass, Visit California paid for the flight and rental car and NLT coordinated this trip with SF and Sacramento
  - Visit California Domestic & International Digital Influencer FAM: Jan 30-Feb
- Upcoming:
  - A Lady in London, UK Blogger: Feb 22-Feb 24<sup>th</sup>
  - Juana Arias, South American Celebrity and Digital Influencer: March
  - Le Monde de Tikale, France: March
  - Marie Claire, Australia: March

#### Travel Trade Hosted FAMs

- Hosted:
  - China Visit California FAM – January 13-14<sup>th</sup>
  - North Lake Tahoe Winter FAM – January 14-17<sup>th</sup>
- Upcoming:
  - RSCVA Travel Agent FAM - Feb
  - RSCVA Winter FAM – March 1<sup>st</sup>
  - UK Winter FAM (2) FAMs running at the same time – March 18<sup>th</sup> & 19<sup>th</sup>
  - Australia Winter FAM – April

#### International Office Update:

- Canada October Update:
  - 4 – Meetings conducted with Kensington Tours, Air Canada, WestJet Vacations and G Adventures
  - Invitations and list for Vancouver Event created
  - Highlights: (6) partners confirmed for our Vancouver NLT Event
  - SportVac Vacations out of Quebec did site visits and is adding a Ski & Sip product with Squaw Valley and Sonoma County.
- UK/Ireland Update:
  - 3 – Meetings Conducted
  - Trainings conducted with: Travelopia, US Airtours
  - Highlights: Launched British Airways Marketing Co-op.
  - In the process of planning (2) Winter FAMS with BA
- Australia October Update:
  - 78 people trained with Qantas, Infinity Holidays, Travel Partners, Sno'n'ski, Helloworld, IMG, and more.
  - 3 – Meetings Conducted

#### Definite Bookings:

- Central Garden & Pet - TM Meeting, March 12-14, 2019, \$7,098 in room revenue and 42 pp at the Hyatt
- Google Search - Tahoe Offsite, August 12-14, 2019, \$177,148 in room revenue and 500 ppl at the Resort at Squaw Creek
- Google Search - Tahoe Offsite, August 12-14, 2019, \$68,070 in room revenue and 138 ppl at the Ritz Carlton Lake Tahoe
- Google Search - Tahoe Offsite, August 12-14, 2019, \$54,200 in room revenue and 376 ppl at the Village at Squaw Valley.
- Google Search - Tahoe Offsite, August 12-14, 2019, \$29,930 in room revenue and 120 ppl at Tahoe Mountain Lodging
- Google Search - Tahoe Offsite, August 12-14, 2019, \$60,608 in room revenue and 836 ppl at Northstar California
- Google Search - Tahoe Offsite, August 12-14, 2019, \$27,534 in room revenue and 92 ppl at PlumpJack Squaw Valley Inn
- National Association of Ski Areas, January 18 – 25, 2020, \$225,207 in room revenue and 300 people at the Resort at Squaw Creek
- Employer Associations of America – Fall CEO Conference, September 14 – 17, 2019, \$14,761 in room revenue and 35 people at the Hyatt
- The Institute of Makers of Explosives – Annual Fall Meeting, September 28 – October 5, 2019, \$56,980 of room revenue and 80 people at the Hyatt

#### Site Visits/Contacts:

- In the months of January, staff made over 400 contacts with prospective clients.
- The Sans Institute, January 14-16, 2019. The Sans Institute is considering the Hyatt Lake Tahoe, Resort at Squaw Creek and Ritz Carlton for their August -September 2019 Program. 350 room nights and 100 people.
- San Diego Concierge – Marriage Enrichment Retreat May & July 2019, 45 room nights, 30 people
- GCA Advisors, LLC March 2019 Tahoe, 111 room nights, 90 people
- HPN 61972 Corporate - May 2021 Meeting, 923 room nights, 300 people
- HPN 62205A - Corporate Health - Wellness, May 2019 195 room nights, 130 people
- Flyers Energy Owners Meeting, October 2019, 63 room nights, 45 people.
- Subaru 2019 SFO Zone STARS Recognition Program, March 2019, 50 room nights, 45 people
- Butte County Behavioral Health– 2019 California Opioid Summit, May 2019, 200 room nights, 400 people
- B/G Wedding, September 2019, 108 room nights, 120 people
- Hemophilia Foundation, October 2020, 200 room nights. 200 people
- HPN 62601 Corporate - May 2022 Meeting, 750 room nights, 300 people
- IRELAND PRESENTATIONS - Glint - People Success Summit 2019, October 2019, 210 room night, 100 people
- Alpine Investor - 2019 Annual Retreat, September 2019, 190 room nights, 90 people
- VerticalXchange – Xchange, March 2019, 122 room nights, 40 people
- Korn Ferry – Leadership Team Meeting, March 2019, 60 room nights, 15 people
- Grammarly – 10 Year Anniversary Retreat, April 2019, 130 room nights, 130 people
- National Association of Chemical Distributors, July 2019, 83 room nights, 90 people
- Zurich North America – Wholesale BAC, July 2019, 112 room nights, 51 people
- HPN Global – 60687V2, September 2019, 150 room nights, 45 people
- HPN Global – 61980, October 2019, 155 room nights, 70 people
- Direct Selling Association, December 2019, 375 room nights, 250 people
- Fastline Media Group – Presidents Club, March 2020, 90 room nights, 30 people
- American Wood Protection Association – Annual Meeting, April 2020, 750 room nights, 300 People

- HPN Global - 62575 Training Symposium, May 2020, 380 room nights, 150 people
- HPN Global – 62398 Annual Retreat, April 2020, 475 room nights, 150 people
- HPN Global – 62297 2020 Annual Retreat, June 2020, 114 room nights, 120 people
- National Coal Transportation Association – Operations & Maintenance Conference, June 2020, 264 room nights, 50 people
- National Radio Astronomy Observatory – Assembly Planetary Systems, July 2020, 700 room nights, 250 people
- Military Officers Association of America – Leadership Conference, September 2020, 55 room nights, 70 people
- American Foundry Society – Leadership Summit, September 2020, 257 room nights, 150 people
- HPN Global – 62604 Membership Conference, October 2020, 140 room nights and 35 people
- California Association of Health Facilities – Summer Conference – July 2022, 670 room nights and 200 people
- American Bar Association – ULC Annual Meeting, July 2022, 1800 room nights, 450 people

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	Arrived Group Types:	1 Corp.	1 Corp., 2 Assoc.	



## North Lake Tahoe Resort Association/Chamber of Commerce Board Report: February 2019

### Communications Update

NLTRA.org: Website content and creative development is complete and the ChamberMaster integration is underway. Website testing will be completed in early March with a public launch shortly thereafter. The new site is equipped with robust information about the North Lake Tahoe business community, Chamber benefits and organization services, along with a dedicated blog and event calendar for NLTRA functions.

Social Media: February posts continued to focus on weather and road advisories to assist with Caltrans efforts and real-time communications with local business partners to direct in-market guests. The page highlighted visitor services during storm timeframes and also promoted member events including SnowFest and The Great Ski Race. To correlate with consumer messaging, the page shared visitor resources from the GoTahoeNorth blog and the Tahoe Treasures campaign videos. On Feb. 26, the Digital Marketing Small Business Seminar was live-streamed through the page and to date has garnered 431 views.

### Facebook Insights: Feb. 1 – Feb. 28

- Total Page Followers: 3,986
- Total Post Reach: 4,157
- Total Post Engagements: 1,428
- Total Video Views: 787

### Media:

- Press Release: North Tahoe Chamber and Business Associations Partner on 2019 Small Business Seminar Series
- Press Release: Sexual Harassment Prevention Training Mandatory for Business Owners, Employees
- Pending: Local Business Staying Power - Gar Woods Celebrates 30 Years in North Lake Tahoe, Sierra Sun (interview: Mar. 4)
- Ongoing Breakfast Club advertising via Sierra Sun (twice per month; value: \$5,280)

### Chamber of Commerce Updates, Events & Partnerships

- Hosted Business Insurance Workshop on Feb. 1 in conjunction with Sierra Insurance Associates. Kayla Woods led the training and provided insight on navigating the unique challenges a mountain community faces with insurance.
- February Breakfast Club was cancelled due to weather.
- Chamber Mixer Planning: Squaw Dogs on March 7 in conjunction with SnowFest, event will take place at the Visitor Center.
- W.A.C.E. Seminar: Attended Western Association of Chamber Executives annual conference Feb. 6-8 which included breakout sessions and keynote speakers. Focus included executive leadership, Chamber communications, and reliable income streams that are non-event related.
- Hosted BACC meeting on Feb. 14 and identified focus and priorities for the committee.
- Hosted Digital Marketing Training on Feb. 26 in conjunction with North Tahoe Business Association, Tahoe City Downtown Association and Sierra Small Business Development Center. The training was led by Tracy Owen-Chapman (TOC Consulting) and Kathleen Lee (East River PR) and provided tips, tools and best practices for brand communications. Truckee Tahoe Community Television signed on as a trade sponsor and live-streamed the training through the Chamber Facebook page. The video has reached 1,178 people. Additional results: 106 engagements; 8 shares.
- Continued to market and promote the upcoming March Mixer (Mar. 7) and Sexual Harassment & Bullying Awareness/Prevention (Mar. 8).

### Looking Ahead

- Breakfast Club: Tuesday, Mar. 5 at 7-8:30am. Speakers include: Jennifer Merchant, Mike Geary and Rex Hime
- March Mixer: Meet the Squaw Avalanche Dogs in the Visitor Center on Thursday, Mar. 7 from 5:30-7:30pm
- Sexual Harassment & Bullying Awareness/Prevention: Friday, Mar. 8 at 8:30-10:30am
- Community Awards Dinner: Thursday, Apr. 18 at Granlibakken Tahoe Resort



THE NORTH LAKE TAHOE RESORT ASSOCIATION/CHAMBER &  
SIERRA INSURANCE ASSOCIATES PRESENT:

# BUSINESS INSURANCE WORKSHOP

## PROTECT YOUR BUSINESS & PERSONAL ASSETS

NAVIGATE BOTH BUSINESS AND PERSONAL INSURANCE  
IN A WILD FIRE AREA WHILE ALSO ADDRESSING THE UNIQUE  
CHALLENGES OUR MOUNTAIN COMMUNITY FACES WHEN  
DEALING WITH INSURANCE

FRIDAY, FEB. 1  
10AM TO 12PM  
NORTH LAKE TAHOE VISITOR CENTER

FREE ADMISSION  
REGISTER ON EVENTBRITE



north lake tahoe

Chamber | CVB | Resort Association





FOR IMMEDIATE RELEASE

## **North Tahoe Chamber and Business Associations Partner on 2019 Small Business Seminar Series**

North Lake Tahoe, Calif. (Feb. 12, 2019) — For the seventh consecutive year, a free training series is being offered for local business leaders to enhance workforce development and support business vitality. Three seminars will take place over the 2019 calendar year, the first will focus on digital marketing and best practices for communicating brand value. Teaming up to host the Small Business Seminar Series is the North Lake Tahoe Resort Association/Chamber, North Tahoe Business Association, Tahoe City Downtown Association and Sierra Small Business Development Center.

The first seminar will take place on Tues., Feb. 26 from 8 a.m. to 9:30 a.m. at the Fairway Community Center in Tahoe City. The training will be co-led by Tracy Owen Chapman, owner of TOC Consulting and Kathleen Lee, creative marketing lead with East River Public Relations. Chapman specializes in strategic communications with an expertise focused on meaningful messaging to deliver a consistent brand promise. Lee has experience working for several tech startups and specializes in design, social media and influencer marketing in order to deliver content to create memorable brand moments.

This small business seminar will provide businesses with the essential tools to sharpen marketing impact and learn proven brand strategies along with top tactics for execution in the digital arena. The speakers will explore best practices to help tell a brand's story with personality and originality.

The seminar is free for Association/North Lake Tahoe Chamber members, \$20 for prospective-members. Pre-registration is required through Eventbrite, space is limited.

###

### **Press Contact:**

Liz Bowling

O: (530) 581-8778 C: (303) 726-7104

[Liz@GoTahoeNorth.com](mailto:Liz@GoTahoeNorth.com)



# FREE Small Business Seminar

## Digital Marketing Tips, Tools & Best Practices to Communicate Your Brand

### Date

**February 26, 2019**

### Time

**8:00 - 9:30am**

### Where

**Fairway Center**  
330 Fairway Dr.  
Tahoe City, CA

### Seminar Details

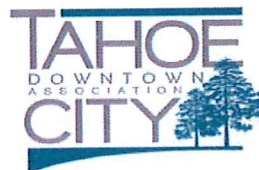
Developing a branded communications strategy is a smart investment in your organization. This small business seminar will provide you with the essential tools to sharpen marketing impact and learn proven brand strategies along with top tactics for execution in the digital arena. The speakers will explore best practices to help you tell your brand's story with personality and originality.

This seminar will be co-led by Tracy Owen Chapman, owner of TOC Consulting and Kathleen Lee, creative marketing lead with East River Public Relations. Chapman specializes in strategic communications with an expertise focused on meaningful messaging to deliver a consistent brand promise. Lee has experience working for several tech startups and specializes in design, social media and influencer marketing in order to deliver content to create memorable brand moments.

The seminar is brought to you by the North Lake Tahoe Resort Association/Chamber, North Tahoe Business Association, Tahoe City Downtown Association, and Sierra Business Council. The seminar is free for Association/NLT Chamber members, \$20 for non-members. Optional coffee and pastries are \$5/person. Pre-registration is required. Space is limited, so sign up today. For more information, please contact NLTRA staff at (530) 581-8778.

**Register Online at Eventbrite**

**Brought to you & sponsored by**







FOR IMMEDIATE RELEASE

## Sexual Harassment Prevention Training Mandatory for Business Owners, Employees

North Lake Tahoe, Calif. (Feb. 11, 2019) — An employer's legal obligation to provide sexual harassment prevention training has expanded under new law, SB 1343. As of Jan. 1, 2019, employers with five or more employees must provide two hours of sexual harassment prevention training to all supervisors and one hour to all non-supervisory employees. Trainings must take place within six months of hire or promotion.

To assist with local business compliance, the North Lake Tahoe Resort Association/Chamber will host a Sexual Harassment and Bullying Awareness and Prevention workshop for business owners and managers on Fri., Mar. 8 from 8:30 a.m. to 10:30 a.m. at the North Lake Tahoe Visitors Center in Tahoe City. Laura Moriarty of Tahoe Training Partners will lead the training and provide steps to recognize, classify and intervene in harassment and bullying situations.

This training satisfies California's AB 1825 requirements, including information on *SOGIE (Sexual Orientation, Gender Identity and Expression)*. In addition, participants can expect to learn:

- Three steps to disrupt harassment, bullying and textual harassment
- The harassment/bullying continuum
- The investigation and interview process
- Documenting and resolving complaints
- Prevention methods

The seminar is \$15 for North Tahoe Chamber members, \$25 for prospective-members. Pre-registration is required through Eventbrite, space is limited.

###

**About Tahoe Training Partners:** Laura Moriarty, SPHR, SCP is a seasoned HR executive, nationally known corporate trainer and frequent presenter of public workshops. Tahoe Training Partners has provided high quality, intellectually fresh training, executive coaching, 360-feedback, compensation and strategic planning, meeting facilitation, and customized organizational retreats since 2007. Audience evaluations note the rapid development of useful skills, the take-away of practical tools and the frequent participant comment "Time Well Spent."

**About North Lake Tahoe Resort Association:** The North Lake Tahoe Chamber | Resort Association | CVB is celebrating 64 years of supporting small businesses and major resorts, ultimately enhancing the strong and vibrant North Tahoe community. The Resort Association combines Chamber of Commerce and Destination Marketing services to assist local businesses and connect community leaders. Supported by a contract with Placer County and Membership dues, the team is focused on midweek and shoulder season visitation, transportation and housing solutions, and visitor services. The North Tahoe Chamber ultimately provides a collective voice for the local community.

**Press Contact:**

Liz Bowling

O: (530) 581-8778 C: (303) 726-7104

[Liz@GoTahoeNorth.com](mailto:Liz@GoTahoeNorth.com)



# SEXUAL HARASSMENT & BULLYING AWARENESS PREVENTION

**Employers & Managers:** Comply with NEW 2019 Labor Laws.  
This training satisfies California's AB 1825 requirements, including information on SOGIE (Sexual Orientation, Gender Identity & Expression).

---

**SPEAKER: LAURA MORIARTY**

**FRIDAY, MARCH 8**

**8:30AM - 10:30AM**

**NORTH LAKE TAHOE VISITOR CENTER, TAHOE CITY**

Register now! Visit Eventbrite to secure your spot. Limited tickets available.

Member: \$15

Prospective Member: \$25



north lake tahoe

Chamber of Commerce





Tucker

Kaya

Wylee

Boon

Murphy

Boomer

# Meet and Support the **SQUAWDOGS!**

**North Lake Tahoe Visitor Center**  
**100 N. Lake Blvd., Tahoe City**  
**Thursday, March 7th 5:30-7:30pm**  
**Fun for the whole family!**

**Learn how they become  
 rescue dogs and save lives!**  
**Get your picture with a furry friend-  
 for \$5 for individual or \$10 per family  
 to benefit Squawdogs**  
**Snacks and Beverages Provided**





## North Lake Tahoe Visitor Information Center Visitor Report: February 2019

### VISITORS SERVED:

#### Jan. 2019

Total TC Walk-ins: 1,299  
Total Phone Calls: 159  
Events: 0  
Total 1,458

#### Feb. 2018

Total TC Walk-ins: 1,736  
Total Phone Calls: 158  
Events: 0  
Total 1,894

#### Feb. 2019\*

Total TC Walk-ins: 527  
Total Phone Calls: 185  
Events: 0  
Total 712

### REFERRALS GIVEN TO VISITORS:

<b>Restaurants</b>	<b>Lodging</b>	<b>Historic / Museum</b>	<b>Events</b>
<b>127</b>	<b>40</b>	<b>42</b>	<b>20</b>
<b>Tours</b>	<b>Surrounding Towns (SLT / Truckee)</b>	<b>Shopping</b>	<b>Transportation</b>
<b>6</b>	<b>29</b>	<b>25</b>	<b>42</b>
<b>Real Estate</b>	<b>Activities Mountain / Trails</b>	<b>Activities / Lake</b>	<b>Maps / Directions</b>
<b>0</b>	<b>117</b>	<b>16</b>	<b>169</b>

**TOTAL: 633 = 24 referrals per day**

*\*Visitor Center was closed for two days in February due to extreme weather conditions. The above referral number reflects 26 days in February.*

### Visitor Surveys Gathered: 5

### Guest Book Signatures: 17

- Domestic Visitation included: CA, PA, OH, OK, VA, WA, MD, MI
- International visitation included Kenya, Australia, India, Iran, Spain

### February 2019 Highlights

- Started planning and promotion of Mar. 7 Squaw Dogs Mixer in conjunction with SnowFest
- Facebook promotion of visitor service offerings during heavy storm cycles
- Visitor Center staff provided real-time road information to visitors via Caltrans and suggested alternate routes
- Artist of the Month: Ryan Bush

# North Lake Tahoe Marketing Cooperative

## Balance Sheet

As of January 31, 2019

Accrual Basis

	Jan 31, 19	Jan 31, 18	\$ Change	% Change	Jun 30, 18
<b>ASSETS</b>					
Current Assets					
Checking/Savings					
1000-00 · Cash	538,631	765,511	(226,880)	(30%)	479,914
Total Checking/Savings	538,631	765,511	(226,880)	(30%)	479,914
Accounts Receivable					
1200-00 · Accounts Receivable	11,874	5,722	6,152	108%	145,394
Total Accounts Receivable	11,874	5,722	6,152	108%	145,394
Other Current Assets					
1300 · Reimbursements Receivable	984	0	984	100%	0
1350-00 · Security Deposits	100	0	100	100%	100
Total Other Current Assets	1,084	0	1,084	100%	100
Total Current Assets	551,589	771,233	(219,644)	(28%)	625,408
Other Assets					
1400-00 · Prepaid Expenses	30,292	37,177	(6,885)	(19%)	6,289
Total Other Assets	30,292	37,177	(6,885)	(19%)	6,289
<b>TOTAL ASSETS</b>	<b>581,881</b>	<b>808,410</b>	<b>(226,529)</b>	<b>(28%)</b>	<b>631,697</b>
<b>LIABILITIES &amp; EQUITY</b>					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	299,520	553,213	(253,693)	(46%)	442,239
Total Accounts Payable	299,520	553,213	(253,693)	(46%)	442,239
Credit Cards					
2080 · Bank of the West Credit Cards					
2080-02 · MC_4222 Jason	0	237	(237)	(100%)	0
2080-05 · MC_2107 Greg	0	1,905	(1,905)	(100%)	0
2080-09 · MC_3126 Sarah	0	3,069	(3,069)	(100%)	25
Total 2080 · Bank of the West Credit Cards	0	5,211	(5,211)	(100%)	25
Total Credit Cards	0	5,211	(5,211)	(100%)	25
Total Current Liabilities	299,520	558,424	(258,904)	(46%)	442,264
Total Liabilities	299,520	558,424	(258,904)	(46%)	442,264
Equity					
32000 · Unrestricted Net Assets	189,433	176,268	13,165	7%	176,268
Net Income	92,928	73,718	19,210	26%	13,164
Total Equity	282,361	249,986	32,375	13%	189,432
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>581,881</b>	<b>808,410</b>	<b>(226,529)</b>	<b>(28%)</b>	<b>631,696</b>



# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

January 2019

	Jan 19	Budget	Jul '18 - Jan 19	YTD Budget	Annual Budget
<b>Income</b>					
4000-00 · LTIVCBVB Funding	33,435	33,435	570,057	570,057	942,000
4001-00 · NLTRA Funding	121,652	121,652	851,567	851,562	1,459,822
4004-00 · IVCBVB Entertainment	2,000	2,000	6,000	6,000	8,000
<b>Total Income</b>	<b>157,087</b>	<b>157,087</b>	<b>1,427,624</b>	<b>1,427,619</b>	<b>2,409,822</b>
<b>Gross Profit</b>	<b>157,087</b>	<b>157,087</b>	<b>1,427,624</b>	<b>1,427,619</b>	<b>2,409,822</b>
<b>Expense</b>					
<b>5000-00 · CONSUMER MARKETING</b>					
5001-00 · Broadcast / Radio - High Notes	0		13,472	20,000	20,000
5002-00 · Consumer Print	0	8,000	24,000	32,000	40,000
5002-01 · Native Display	0	8,000	3,063	21,750	50,000
5004-00 · Trip Advisor	35,153	19,375	55,826	54,375	95,000
5005-00 · Paid Social	24,428	25,950	62,030	78,900	135,000
5005-01 · Digital Display	21,155	15,938	71,861	66,552	115,004
5005-02 · Retargeting Video	0	1,410	0	5,620	10,000
5007-00 · Creative Production	13,478	5,000	72,300	66,000	121,000
5010-00 · Account Strategy & Management	7,000	7,000	49,000	49,000	84,000
5010-01 · Digital Management & Reporting	3,000	3,000	21,000	21,000	36,000
5010-02 · Website Strategy & Analysis	2,000	2,000	14,000	14,000	24,000
5013-00 · Outdoor	103,000	95,000	103,000	95,000	95,000
5015-00 · Video	6,690	0	13,262	16,000	25,000
5017-00 · Rich Media	615	12,500	20,615	12,500	50,000
5018-00 · Media Commission	24,948	26,675	47,319	61,056	98,796
5018-01 · Digital Ad Serving	0	625	609	4,375	7,500
5018-03 · Strategic Marketing Plan	0		0	3,500	3,500
5020-00 · Search Engine Marketing	7,969	8,000	28,073	28,200	50,000
5022-00 · Email	7,650	11,025	20,528	23,775	45,000
5023-00 · Additional Opportunities	0		0	40,479	40,479
5025-00 · Expedia	0	0	0	22,500	30,000
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>257,085</b>	<b>249,498</b>	<b>619,957</b>	<b>736,582</b>	<b>1,175,279</b>
<b>5110-00 · LEISURE SALES</b>					
5107-00 · Creative Production	420	0	2,584	500	2,500
5111-00 · FAMS - Domestic	2,425	1,000	947	1,000	1,250
5112-00 · Training / Sales Calls	0	0	1,279	2,000	3,500
5113-00 · Additional Opportunities	458	0	5,097	3,000	7,000
5115-00 · Travel Agent Incentive Program	0	1,000	0	1,000	1,000
5120-00 · Domestic - Trade Shows	0	0	1,147	2,750	4,750
5131-00 · FAMS -Intl - Travel Trade	475	0	1,898	2,750	6,500
5132-00 · FAMS -Intl - Media	819	1,000	4,320	7,000	12,000
5133-00 · Ski-Tops	0	0	0	2,000	3,250
5134-00 · Intl Marketing - Additional Opp	0	3,000	3,555	6,000	13,000
5136-00 · Tour Operator Brochure Support	0	0	5,500	0	6,000
5137-00 · Co-op Opportunities	0	2,000	4,000	7,000	13,000
5141-00 · Australian Sales Mission	0	0	2,456	0	5,500
5142-00 · UK Sales Mission	0	0	0	0	5,500
5143-00 · Mountain Travel Symposium	0	0	4,241	2,500	5,500
5144-00 · IPW - POW WOW	0	10,000	9,930	10,000	9,000
5145-00 · TIA Annual Dues	0	2,500	2,635	2,500	2,500
5146-00 · UK / Black Diamond	8,235	11,250	24,607	33,750	45,000
5147-00 · AUS / Gate 7	0	10,250	25,939	30,750	41,000
5149-00 · Mexico Program	864		4,710	5,000	5,000
5150-00 · China Program	0		3,551	8,500	8,500
5151-00 · RTO West	427	1,000	2,322	2,695	4,195
5152-00 · Go West	0	1,500	0	1,500	1,500
5154-00 · Canada	10,000	5,000	27,388	20,000	25,000
5155-00 · California Star Program	0		3,500	3,500	3,500
<b>Total 5110-00 · LEISURE SALES</b>	<b>24,122</b>	<b>49,500</b>	<b>141,605</b>	<b>155,695</b>	<b>235,445</b>
<b>5200-00 · PUBLIC RELATIONS</b>					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,200	2,200	15,400	15,400	26,400
5201-00 · National, Regional, & Local PR	5,000	5,000	35,000	35,000	60,000
5202-00 · PR Program/ Content Dev - Blogs	1,800	1,800	12,600	12,600	21,600
5204-00 · Media Mission(s)	1,039	0	2,789	5,300	10,600
5206-00 · Digital Buy/ Social Media Boost	500	500	3,500	3,500	6,000
5207-00 · Content Campaigns/Tools-My Emma	300	300	2,100	2,100	3,600
5208-00 · International Travel Media FAMS	0	0	4,466	6,000	12,000
5209-00 · Domestic Travel Media FAMS	0	3,209	9,953	22,459	38,500
5210-00 · Content Dev - Newsletters	2,000	2,000	14,000	14,000	24,000
5211-00 · Social Media Strategy & Mgmt	4,000	4,000	28,000	28,000	48,000
5212-00 · Social Giveaways & Contests	0	0	4,600	4,450	8,900
5213-00 · Facebook Live	0	0	1,500	3,240	6,480

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

January 2019

Accrual Basis

	Jan 19	Budget	Jul '18 - Jan 19	YTD Budget	Annual Budget
5214-00 • Social Takeover	0	1,100	6,688	7,500	13,000
5215-00 • Content Campaign-Local Luminary	6,750	0	20,250	11,000	22,000
<b>Total 5200-00 • PUBLIC RELATIONS</b>	<b>23,589</b>	<b>20,109</b>	<b>160,847</b>	<b>170,549</b>	<b>301,080</b>
<b>6000-00 • CONFERENCE SALES</b>					
6002-00 • Destination Print	3,500	3,500	12,300	12,000	20,500
6003-00 • Geo-Fence Targeting	0		3,000	3,000	3,000
6004-00 • Email	850	850	6,750	5,950	10,200
6004-01 • Newsletter	0	0	0	1,650	5,950
6005-00 • Paid Media	813	1,234	5,541	7,312	12,154
6006-00 • CVENT	0		13,196	13,196	13,196
6007-00 • Creative Production	1,998	2,000	18,099	12,000	20,000
6008-00 • Conference PR / Social Outreach	1,000	1,000	7,000	7,000	12,000
6010-00 • Collateral Production	0	0	0	5,000	7,500
6018-00 • MCC Media Commission	721	726	6,791	5,605	8,450
6018-01 • MCC Digital Ad Serving	0		36	200	200
6019-00 • Conference Direct Partnership	0		0	5,000	5,000
6128-00 • HelmsBriscoe Strategic Partner	500	0	3,500	0	6,000
6152-00 • Client Events / Opportunities	0	3,000	14,740	10,500	18,000
6153-00 • Chicago Sales Rep Support	0	0	6,540	3,000	10,000
<b>Total 6000-00 • CONFERENCE SALES</b>	<b>9,382</b>	<b>12,310</b>	<b>97,494</b>	<b>91,413</b>	<b>152,150</b>
<b>6100-00 • TRADE SHOWS</b>					
6111-00 • Site Inspections	311	250	3,295	2,750	7,000
6115-00 • Chicago Holiday Showcase	0	0	0	0	3,000
6116-00 • CalSAE Seasonal Spectacular	0	5,000	4,142	7,950	3,000
6118-00 • ASAE Annual	0		5,946	4,250	4,250
6120-00 • AFW Client Event	0		821	3,000	3,000
6120-01 • Sac River Cats Client Event	0		2,003	3,000	3,000
6127-00 • CalSAE Annual	4,931	0	5,115	5,000	6,700
6136-00 • Mountain Travel Symposium	0	0	0	2,500	4,895
6143-00 • Connect Marketplace	0	0	2,402	2,500	10,000
6144-00 • ASAE XDP	475	0	475	2,500	4,000
6150-01 • Luxury Meeting Summit Northwest	0	0	1,650	1,500	3,000
6150-02 • Luxury Summit Meeting Texas	514		3,814	4,500	4,500
6150-03 • Luxury Meeting Summit NorCal	0	0	1,650	1,500	2,800
6150-05 • Luxury Meeting Summit PHX/SD/OC	0		3,300	4,200	4,200
6151-00 • Destination CA	0	0	0	0	1,500
6154-00 • HelmsBriscoe ABC	0	0	0	4,000	5,500
6156-00 • Connect California	0	0	0	3,750	5,000
6156-02 • Connect Chicago	0	0	0	3,750	4,000
6156-03 • Connect New England	0	0	112	3,750	6,250
6156-04 • Connect Georgia	0		4,877	5,750	5,750
6157-00 • HPN Partner Conference	0		3,718	3,700	3,700
6157-01 • HPN Spring Training CE (RSCVA)	0	0	0	0	3,000
6160-00 • AllThingsMeetings Silicon Valley	0	0	1,038	500	1,500
6160-01 • AllThingsMeetings East Bay	0		1,756	2,000	2,000
6161-00 • Connect Southwest	0		3,700	4,450	4,450
6162-00 • Connect Tech & Medical	0		4,746	5,250	5,250
6163-00 • Connect Financial	0	0	0	3,750	5,250
6164-00 • Connect Mountain Incentive	0	0	0	3,750	5,250
6165-00 • Bay Area Client Appreciation	0	0	0	0	5,000
6166-00 • Sports Commission	0	1,600	795	1,600	2,900
6167-00 • Nor Cal DMO	0	0	0	2,500	4,500
<b>Total 6100-00 • TRADE SHOWS</b>	<b>6,231</b>	<b>6,850</b>	<b>55,355</b>	<b>93,650</b>	<b>134,145</b>
6106-00 • CalSAE Seasonal Spectacular	(4,933)		(2,537)		
<b>7000-00 • COMMITTED &amp; ADMIN EXPENSES</b>					
5008-00 • Cooperative Programs	10,669	9,000	25,851	27,000	51,000
5009-00 • Fulfillment / Mail	210	3,500	9,693	10,500	13,000
5021-00 • RASC-Reno Air Service Corp	0	25,000	50,000	75,000	100,000
5123-00 • HSVC - High Sierra Visitors	0	2,250	2,000	2,250	2,250
7001-00 • Miscellaneous	0	250	0	1,750	3,000
7002-00 • CRM Subscription	833		5,833	10,000	10,000
7003-00 • IVCBVB Entertainment Fund	664	0	3,015	4,000	8,000
7004-00 • Research	422	21,000	5,595	21,000	45,000
7005-00 • Film Festival	0		15,000	15,000	15,000
7006-00 • Special Events	0	20,000	0	20,000	45,000
7007-00 • Destimetrics / DMX	8,338	8,338	25,013	25,014	33,352
7008-00 • Opportunistic Funds	467	0	76,967	6,600	16,600
7009-00 • Tahoe Cam Usage	0	177	531	1,239	2,124
8700-00 • Automobile Expense*	252	200	3,105	1,400	2,400
<b>7000-00 • COMMITTED &amp; ADMIN EXPENSES - Other</b>	<b>0</b>		<b>(5,779)</b>		

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

January 2019

	Jan 19	Budget	Jul '18 - Jan 19	YTD Budget	Annual Budget
Total 7000-00 • COMMITTED & ADMIN EXPENSES	21,854	89,715	216,823	220,753	346,726
8000-00 • WEBSITE CONTENT & MAINTENANCE					
8002-00 • Content Manager Contractor	3,583	3,750	25,083	26,250	45,000
8003-00 • Website Hosting Maintenance	0	5,000	20,071	15,000	20,000
Total 8000-00 • WEBSITE CONTENT & MAINTENANCE	3,583	8,750	45,154	41,250	65,000
Total Expense	340,912	436,732	1,334,697	1,509,892	2,409,825
Net Income	(183,825)	(279,645)	92,928	(82,273)	(3)



## Accounts Receivable Summary

Invoices With Apply Dates Through January 31, 2019

Aged as of Thursday, January 31, 2019

<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	28.49	0.00	420.00	0.00	25.00	473.49
Community Awards 2018- Employee Award		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	35,495.00	0.00	5,660.00	2,145.00	6,600.00	49,900.00
Email Blast		0.00	0.00	80.00	0.00	0.00	0.00	80.00
TMBC - Annual		0.00	495.00	0.00	0.00	0.00	0.00	495.00
TMBC - Ticket		0.00	30.00	15.00	15.00	15.00	30.00	105.00
TMBC Sponsorships		0.00	1,500.00	0.00	0.00	0.00	0.00	1,500.00
<b>Total Open Invoices</b>		0.00	37,548.49	95.00	6,095.00	2,160.00	6,695.00	52,593.49

Unapplied Payments With Payment  
Dates Prior to and Including  
01/31/2019

25.00

Pre-Payments: Payments Made Prior to 01/31/2019 on Invoices With Apply Dates After 01/31/2019

Total Pre-Payments

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

52,568.49

# KEY METRICS FOR January 31, 2019 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru January 2019)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279
2013 - 2014	4,525,882	2,145,820	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	2,349,780	\$ 16,535,963
2016 - 2017	5,505,352	3,320,312	6,115,617	3,353,607	\$ 18,294,888
2017 - 2018	6,270,608	3,443,265	5,616,300	3,171,062	\$ 18,501,235
2018 - 2019	6,982,386	624,955			\$ 7,607,341

updated

Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Dec 2018)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
<b>Tahoe City:</b>					
Walk In	27,453	26,529	29,109	27,903	-4.14%
Phone	1,632	2,312	2,051	1,827	-10.92%
Email	129	228	242	250	3.31%
<b>Kings Beach (Walk In)</b>	8,609	3,926	8,733	11,439	30.99%
<b>NLT - Event Traffic</b>	2,069	4,195	3,127	3,295	5.37%
<b>Total</b>	<b>39,892</b>	<b>37,190</b>	<b>43,262</b>	<b>44,714</b>	<b>3.36%</b>

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%
<b>Total</b>	<b>\$ 2,542,230</b>	<b>\$ 2,832,127</b>	<b>\$ 3,164,927</b>	<b>\$ 733,660</b>	<b>-76.82%</b>

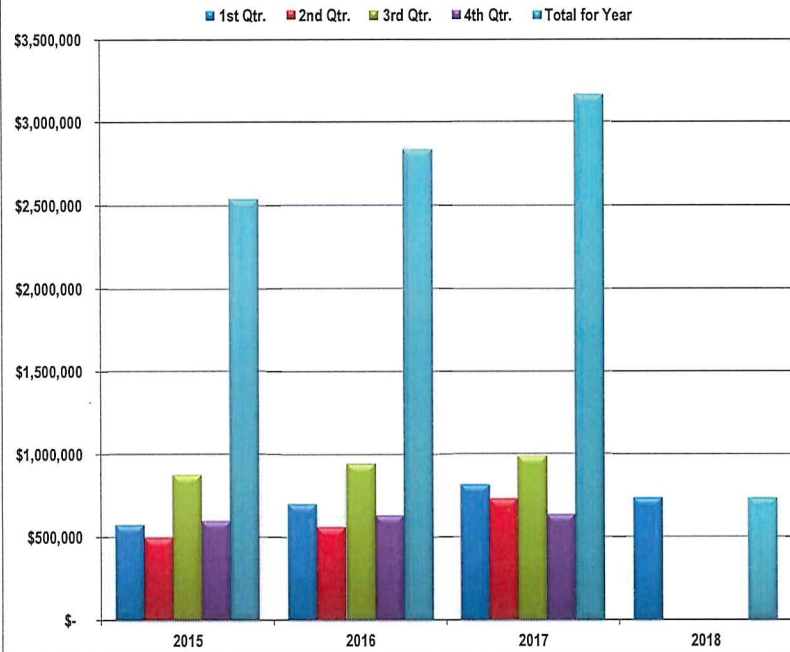
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Dec 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.2%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	3.0%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.5%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.2%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	42.3%	55.1%	30.1%
ADR (Average Daily Rate)	\$ 325	\$ 320	-1.4%
RevPAR (Rev per Available Room)	\$ 138	\$ 176	28.3%
Occupancy 1 Mth Forecast	44.2%	55.0%	24.4%
ADR 1 Mth Forecast	\$ 363	\$ 343	-5.4%
RevPAR 1 Mth Forecast	\$ 160	\$ 189	17.6%
Occupancy (prior 6 months)	44.4%	49.8%	12.2%
ADR (prior 6 months)	\$ 295	\$ 296	0.1%
RevPAR (prior 6 months)	\$ 131	\$ 147	12.4%
Occupancy (next 6 months)	26.4%	25.7%	-2.8%
ADR (next 6 months)	\$ 326	\$ 335	2.7%
RevPAR (next 6 months)	\$ 86	\$ 86	-0.2%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)	Total Chamber Membership
FY 2015-16 Contract	June 2014 457
	June 2015 474
FY 2016-17 Contract	June 2016 508
<b>Total Fund Balances</b>	June 2017 424
	Jun 2018 378

Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 1/31/2019						
	2017-18		2017-18	2018-19	YOY %	
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Forecasted	Change	
Total Revenue Booked	\$2,570,830	\$	2,342,974	\$	2,829,902	20.78%
Commission for this Revenue	\$ 60,863	\$	61,254	\$	75,397	23.09%
Number of Room Nights	12,962		14,326		14,986	4.61%
Number of Bookings	76		58		63	8.62%
Conference Revenue And Percentage by County:						
	17-18	18-19				
Placer	50%	66%	\$1,392,285	\$	1,166,757	\$ 1,872,091 60.45%
Washoe	33%	10%	\$730,318	\$	768,151	\$ 287,833 -62.53%
South Lake	15%	24%	\$397,939	\$	357,778	\$ 669,978 87.26%
Nevada	2%	0%	\$50,288	\$	50,288	\$ - -100.00%
Total Conference Revenue	100%	100%	\$2,570,830	\$	2,342,974	\$ 2,829,902 20.78%
CURRENT						
NLT - Annual Revenue Goal				\$	2,500,000	\$ 2,500,000 0.00%
Annual Commission Goal				\$	70,000	\$ 50,000 -28.57%

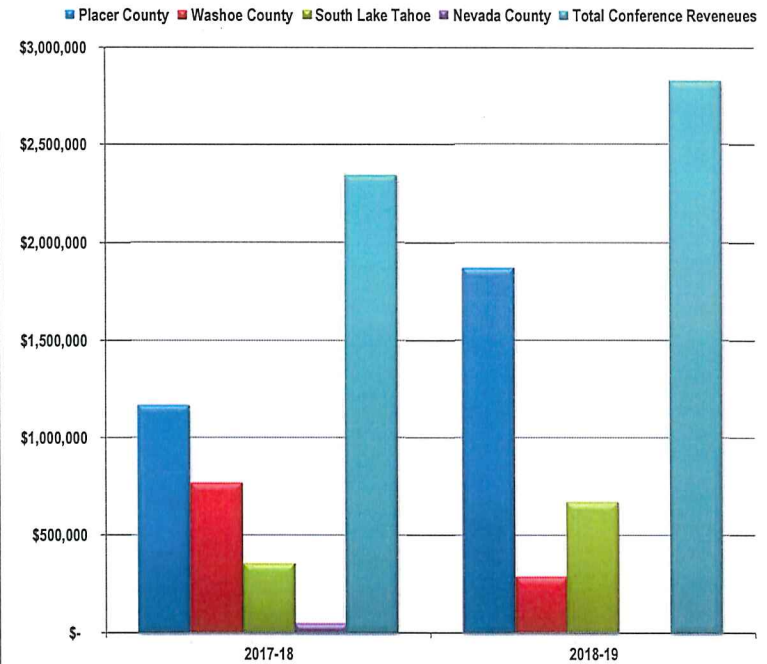
### Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



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%
<b>Total</b>	<b>\$ 2,542,230</b>	<b>\$ 2,832,127</b>	<b>\$ 3,164,927</b>	<b>\$ 733,660</b>	<b>-76.82%</b>

### Conference Revenue Statistics & Revenue Share by County

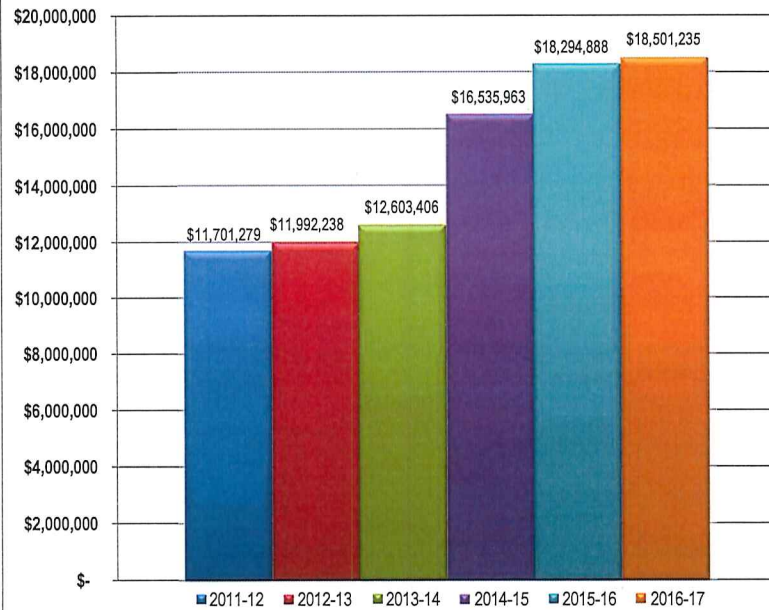


Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 1/31/2019

	2017-18	2018-19	YOY %
<b>FORWARD LOOKING</b>			
	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 2,342,974	\$ 2,829,902	20.78%
Commission for this Revenue	61,254	75,397	23.09%
Number of Room Nights	14,326	14,986	4.61%
Number of Bookings	58	63	8.62%
<b>CURRENT</b>			
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	\$ 1,166,757	\$ 1,872,091	60.45%
Washoe	\$ 768,151	\$ 287,833	-62.53%
South Lake	\$ 357,778	\$ 669,978	87.26%
Nevada	\$ 50,288	\$ -	-100.00%
<b>Total Conference Revenue</b>	<b>\$ 2,342,974</b>	<b>\$ 2,829,902</b>	<b>20.78%</b>

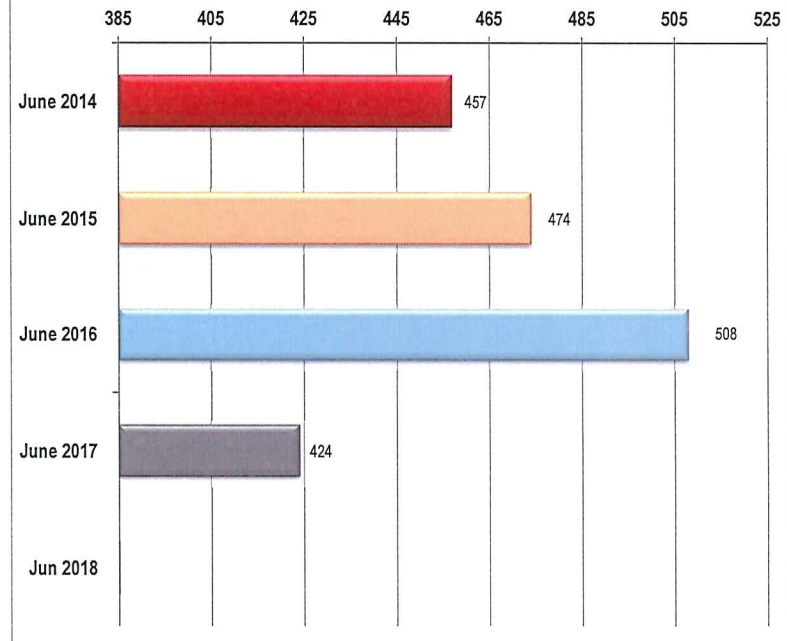


### 5-Year Annual TOT Collections (Fiscal Year Basis)



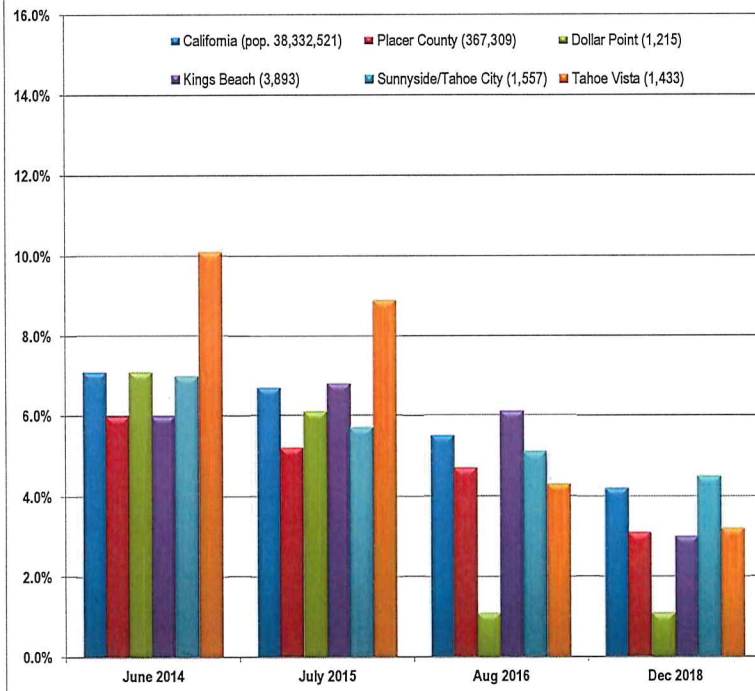
Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru January 2019)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
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2018 - 2019	\$ 6,982,386	\$ 624,955	\$ -	\$ -	\$ 7,607,341

### Chamber Membership (# of Members)



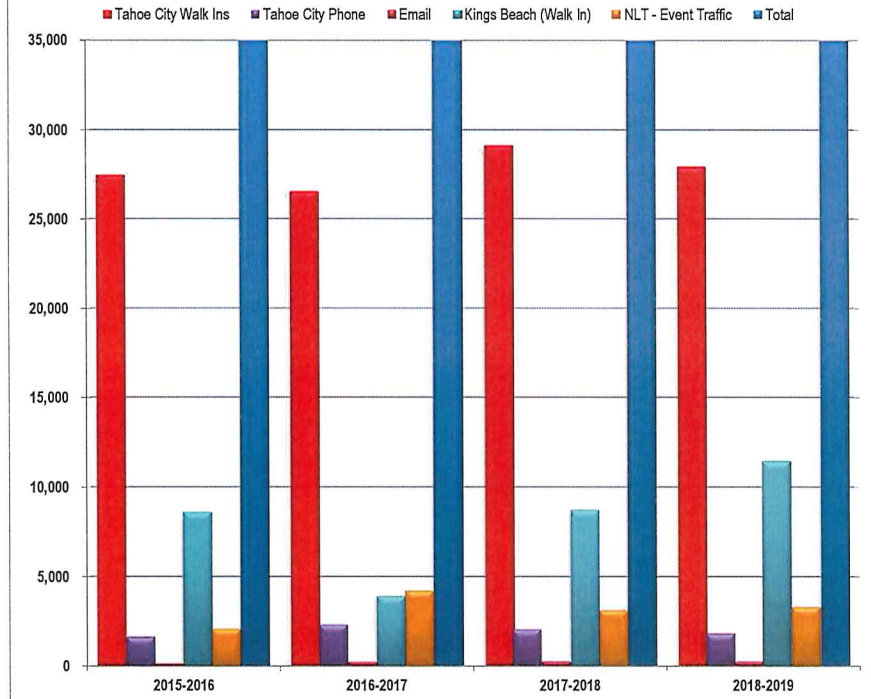
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jun 2018	378

### Unemployment Rates by Region



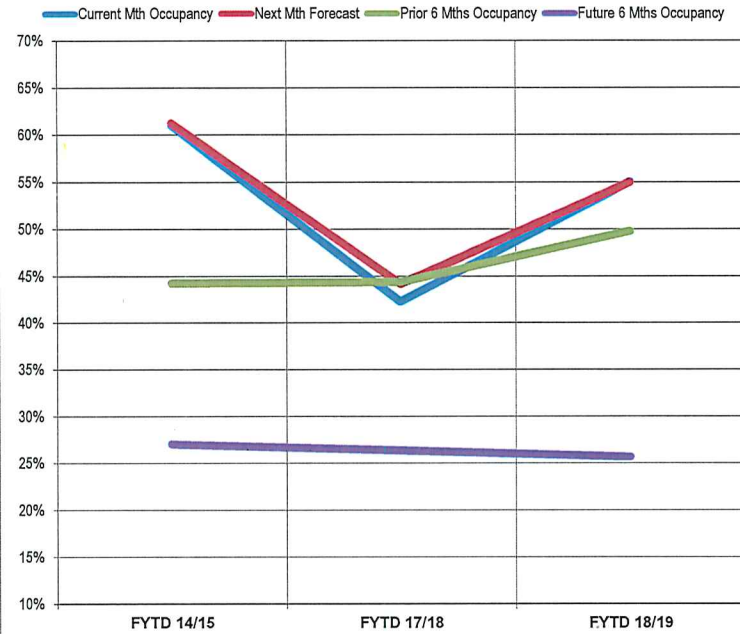
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### Visitor Information - FYTD YOY

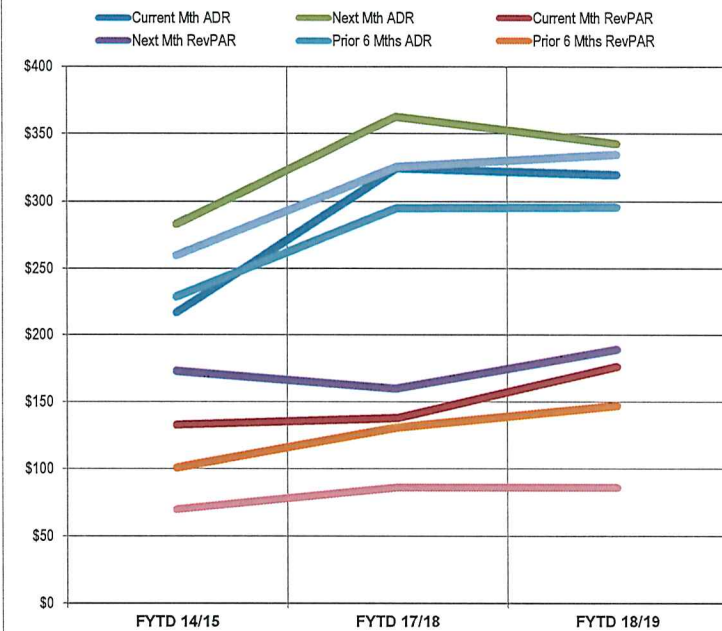


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NLT - Event Traffic	2,069	4,195	3,127	3,295	5.37%
Total	39,892	37,190	43,262	44,714	3.36%

### Destimetrics Occupancy in NLT Comparisons



### Destimetrics RevPAR in NLT Comparisons





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HAVING SUCH A GREAT TURNOUT MAKES THE BOARD AND STAFF FEEL WELCOMED AND IS A HALLMARK OF OUR GREAT COMMUNITY THAT IS NOTICED BY ALL. I LOOK FORWARD TO OUR CONTINUED PARTNERSHIP ON HOUSING AND OTHER ISSUES IN THE COMING MONTHS.

SINCERELY,

JENNIFER

DEAR CINDY,

THANK YOU VERY MUCH FOR YOUR EFFORTS IN MAKING THE BOARD'S JAN. 28+29 TAHOE MEETINGS A SUCCESS.

I APPRECIATED VERY MUCH YOU AND YOUR BOARD'S ATTENDANCE AT THE HOUSING WORKSHOP AND REGULAR SESSION. IT IS IMPORTANT TO KNOW THIS IS A KEY ISSUE FOR BUSINESS.

ALSO, THANKS FOR HOSTING THE RECEPTION.