

## BOARD OF DIRECTORS MEETING

Date: Wednesday, April 10, 2019

Time: 8:30 a.m. – 12:00 p.m.

Location: North Tahoe Event Center

8318 N. Lake Blvd., Kings Beach

### NLTRA Mission

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

### Board of Directors:

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

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

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

### 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/573148477>

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 March 6, 2019 [Link to preliminary online document](#)

B. Approval of NLTRA Financial Statements of February, 2019

C. Approval of CEO Expense Report

D. 18.19 Opportunistic Event Sponsorship Funds Allocations – 2019 Broken Arrow Skyrace Additional Funding

E. Augmentation to SMARI Insights 18.19 Contract

F. 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 February, 2019 [Link to online document](#)

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- Tourism Development Committee – February, 2019 \*posted online at nltra.org when available
- In – Market Tourism Development Committee February, 2019 [Link to online document](#)
- Business Association and Chamber Collaborative/Tourism Dev Committee – February 2019 [Link to online document](#)

**8:50 a.m.**

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**5. Action Items**

- A. Selection of Auditor for FYE 2019-2023 Audit and Tax Preparation
- B. Resolution Appointing Signatories for NLTRA and NLTMC Bank Accounts
- C. Consideration of Participation in Peak Tourism Research Study by SMG Consulting
- D. Letter of Support in Concept for – The Stages at Northstar
- E. 18.19 Opportunistic Event Sponsorship Funds Allocation – Enduro World Series Race at Northstar California

**10:10 a.m.**

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**6. Informational Updates/Verbal Reports**

- A. Tourism Business Improvement District Update
- B. 2018.19 Budget Reforecast and Budget Preparation for 19.20-Ver
- C. Staffing Transition Plan

**10:45 a.m.**

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**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 March, 2019
- B. Conference Revenue Statistics Report February 2019, March, 2019
- C. Tourism Development Report on Activities, March, 2019 *\*Will be distributed at meeting.*
- D. Chamber of Commerce Board Report March, 2019
- E. Visitor Information Center Visitor Report March, 2019
- F. North Lake Tahoe Marketing Coop Financial Statements February, 2019
- G. Membership Accounts Receivable Report February, 2019
- H. Financial Key Metrics Report February 2019
- I. Board Correspondence

**10:50 a.m.**

**8. CEO and Staff Updates**

**10:55 a.m.**

**9. Directors Comments**

**11:00 a.m.**

**10. Meeting Review and Staff Direction**

**11:05 a.m.**

**11. Closed Session**

**12. Adjournment.**

**NLTRA Mission**

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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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1. Call to Order at 8:44 a.m. – Quorum not immediately established. Quorum established at 9:38 a.m.  
Board members in attendance:  
Samir Tuma, Brett Williams, Chris Brown, Dan Tester, Lynn Gibson, Stephanie Hoffman, Tom Turner, Christy Beck (via telephone), Erin Casey (non-voting), Kevin Mitchell arrived at 9:38 a.m., Aaron Rudnick joined the meeting via telephone at 9:49 a.m.  
Board members absent:  
Gary Davis, Kevin Mitchell, Adam Wilson, Andre Priemer, Bruce Seigel, Greg Dallas, Jim Phelan, Karen Plank  
Staff Members in attendance:  
Cindy Gustafson, Daphne Lange, Bonnie Bavetta, Amber Burke, Sarah Winters, Liz Bowling, Anna Atwood, Dawn Teran, Andy Chapman  
Others in attendance:  
Carl Ribaudo, Lindsay Romack, Emily Setzer, Lindsay Moore and Mike Mezzanotte, Augustine Agency (via telephone)
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.
  - Lindsay Romack, Placer County, reported that Supervisor Montgomery announced that she is stepping down at the end of the month to accept an appointment by Gov. Gavin Newsom as director of California's Forest Management Task Force. A new Placer County District 5 supervisor will be appointed at the end of this month.

*Tom Turner arrived at 8:55 a.m.*

3. Agenda Amendments and Approval
  - Agenda amended. Item 6.A. moved to beginning of program to allow time for additional Board members to arrive in order to generate a quorum.

**MOTION to approve amended agenda MSC Brett/Tom/9-0-0**

6. Informational Updates/Verbal Reports **(Item order amended.)**

- A. Regional Air Service Corporation (RASC) Strategic Review Update-Carl Ribaud, Managing Director of RASC

*Kevin Mitchell arrived at 9:38 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](#)

**MOTION to approve consent calendar agenda items M/S/C Dan/Lynn/9-0-0**

5. Action Items

- A. Approval of Phase II Agreement with Civitas: Formation of the North Lake Tahoe Tourism and Business Improvement District
- Cindy distributed an updated Phase II proposal to Board members with word change from “consensus” to “education”. The reason for the change is that public dollars cannot be used for advocacy. (\*Updated proposal posted online by D. Teran, 3.6.19.)
  - Cindy noted that the action will include language to approve the agreement with understanding that if Placer County Board of Supervisors does not support the action, NLTRA has the option to end the contract with Civitas within 10 days.
  - Erin commented that Placer County may be able to make the changes to the NLTRA contract which are necessary without bringing it to the Placer County Board due to provisions in our contract. If so, it can be put into writing and can move forward. She said that otherwise, the item will have to be added to the Placer County Board consent calendar at the end of month. Attempt will be made to accommodate the time frame required. She added that Placer County staff does not have concerns with the Scope of Work as it is worded, or with the action at hand moving forward.

**MOTION to approve Phase II Agreement with Civitas: Formation of the North Lake Tahoe Tourism and Business Improvement District, with understanding that if the Placer County Board of Supervisors does not approve the action, the NLTRA can end the contract with Civitas within 10 days.**  
**M/S/C Dan/Kevin/9-0-0**

*Aaron Rudnick joined the meeting at 9:49 a.m. via telephone*

- B. Augustine Agency Contract Extension: Approve 1 year extension for Augustine Agency to continue to provide advertising and creative services for North Lake Tahoe.
- Cindy added that if TBID is enacted, it could change the budgeted amount.
  - Daphne added that the contract can be extended or withdrawn at any time (with a 30 day notice.)

**MOTION to extend Augustine Agency Contract for one year to continue to provide advertising and creative services for North Lake Tahoe. M/S/C Brett/ Dan 10-0-0**

- C. SMARI Research Proposal: Approve Ad Effectiveness and ROI Study Agreement from SMARI
- Daphne presented and pointed out that this is an annually approved budget item (budgeted within the coop.)

**MOTION to approve Ad Effectiveness and ROI Study Agreement from SMARI M/S/C Brett/ Lynn/10-0-0**

- 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.
- Amber presented information.
  - Amber noted that she is currently working with Northstar to expand the benefits offered to us.
  - Discussion about the budgeted amount. Request from Board that in the future the event budget be requested in order to understand what portion of the budget we are subsidizing, for ROI purposes and to confirm the amount is proportionate. Amber said she will request the total event budget from Vail.
  - Kevin asked what other sponsors receive and whether there are sponsorship categories. Daphne said Northstar/Vail does not have any other sponsors, although Enduro has some of their own.
  - Discussion regarding benefit to lakeside communities and whether Town of Truckee should be approached to contribute since they are benefitting from the event in tourism and hotel stays. Samir suggested encouraging the event entities (organizers) to reach out to Truckee for support as well as North Lake Tahoe.
  - Cindy recognized that there is a broader discussion needed on this subject and other Truckee events should be considered as well. Brett asked for a follow up to the subject.
  - Cindy suggested to take no action at this time; to get comments and ideas from Board and bring back information to Board before taking action.
  - Amber said that historically full budget information has not been requested from venues, but she can request it in the future. Board agreed that budget information should always be obtained, as a policy when contributing.
  - Brett suggested establishing a policy (timeline for) withdrawing from an event if needed/decided. Amber stated that there is a guideline structure in place that can be reviewed.
  - Cindy noted that if the TBID is enacted, some of these items can be further reviewed and at that point Town of Truckee can be approached to partner with Truckee on these events which are held in Northstar/Squaw.

Item 5. D. TABLED TO BRING BACK TO BOARD. NO ACTION TAKEN.

6. Informational Updates/Verbal Reports (See item 6.A, located after Item 3. on agenda, per agenda amendment.)
- B. Spring Creative Presentation: Review and direction on spring creative directed to the drive markets -Daphne Lange, NLTRA Tourism Director
- Lynn suggested that the messaging be more specific to address the abundance of snow we have and to recognize that there won't be much hiking or biking this spring. Cindy said that assets are created and deployed as needed. Amber said other assets can be utilized and tied in to message.
  - Discussion about spring messaging. Andy echoed that messaging can be adjusted as needed.
  - Daphne reported that the art direction is moving from mountain to lake focus and in developmental stage.

*\*Brett Williams left the meeting at 10:57am*

- Lynn suggested a better perspective view on topo map.
  - Lynn suggested an environmental message. Mike Mezzanotte replied that an environmental message exists currently in the messaging and the visuals are for print ad.
  - Tom suggested incorporating “Don’t trash Tahoe” on digital road message boards.
  - Spring creative Board feedback will be considered and/or incorporated and brought back for review.
- C. North Lake Tahoe PR Summit Recap – Daphne Lange
- PR Summit was not reviewed. Information is in packet.
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  - I. Board Correspondence
8. CEO and Staff Updates
- Sarah reviewed the Expedia market impact slideshow.
  - Liz reviewed Chamber Board report highlighting Snowfest social media assets gained and planning for Community Awards Dinner. Sponsorships, awards and silent auction support is requested from Board members. Community Awards Dinner is April 18<sup>th</sup>.
  - Liz added that the new NLTRA.org website will be reviewed in next meeting.
9. Directors Comments
- Erin announced that CAP Committee Grant Applications are due April 2<sup>nd</sup>.
  - Erin stated that a Short Term Rental host compliance hotline will become available, TBA.
10. Meeting Review and Staff Direction
- Cindy noted that regarding Item 5.D., Vail will be notified that we will participate in the Enduro race, pending more information regarding the overall event budget, and details regarding other sponsorships.
  - Cindy added that the spring creative and topo map comments will be relayed to creative team.
11. Board meeting adjourned to closed session to discuss personnel issues at 11:27 a.m.
- A. Personnel Discussion
12. Closed session adjourned at 12:15 p.m.

# North Lake Tahoe Resort Association

## Balance Sheet

As of February 28, 2019

Accrual Basis

	Feb 28, 19	Feb 28, 18	\$ Change	% Change	Jun 30, 18
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1001-00 · Petty Cash	236	53	183	345%	289
1003-00 · Cash - Operations BOTW #6712	342,616	415,995	(73,379)	(18%)	619,232
1007-00 · Cash - Payroll BOTW #7421	56,771	2,104	54,667	2,598%	6,195
1008-00 · Marketing Reserve - Plumas	50,219	50,143	76	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,583	100,382	201	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	129,268	99,304	29,964	30%	88,355
10950 · Cash in Drawer	459	313	146	47%	597
<b>Total Checking/Savings</b>	<u>709,734</u>	<u>697,876</u>	<u>11,858</u>	<u>2%</u>	<u>894,867</u>
<b>Accounts Receivable</b>					
1200-00 · Quickbooks Accounts Receivable	10,925	21,923	(10,998)	(50%)	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	285,250	0	285,250	100%	0
<b>Total Accounts Receivable</b>	<u>296,175</u>	<u>32,392</u>	<u>263,783</u>	<u>814%</u>	<u>24,331</u>
<b>Other Current Assets</b>					
1200-99 · AR Other	140	2,563	(2,423)	(95%)	(41)
1201-00 · Member Accounts Receivable					
1201-01 · Member AR - Member Dues	44,040	15,719	28,321	180%	3,417
1201-00 · Member Accounts Receivable - Other	1,125	550	575	105%	2,870
<b>Total 1201-00 · Member Accounts Receivable</b>	<u>45,165</u>	<u>16,269</u>	<u>28,896</u>	<u>178%</u>	<u>6,287</u>
1201-02 · Allowance for Doubtful Accounts	(2,775)	(3,144)	369	12%	(2,500)
12100 · Inventory Asset	24,780	28,379	(3,599)	(13%)	28,203
1299 · Receivable from NLTC	12,012	5,300	6,712	127%	28,954
1490-00 · Security Deposits	1,610	650	960	148%	650
<b>Total Other Current Assets</b>	<u>80,932</u>	<u>50,017</u>	<u>30,915</u>	<u>62%</u>	<u>61,553</u>
<b>Total Current Assets</b>	<u>1,086,841</u>	<u>780,285</u>	<u>306,556</u>	<u>39%</u>	<u>980,751</u>
<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)	(8,233)	(202)	(2%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,642)	(17,884)	(1,758)	(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>	<u>1,879</u>	<u>5,367</u>	<u>(3,488)</u>	<u>(65%)</u>	<u>3,041</u>
<b>Other Assets</b>					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	16,148	529	15,619	2,953%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	4,698	18,271	(13,573)	(74%)	17,116
<b>Total 1400-00 · Prepaid Expenses</b>	<u>21,846</u>	<u>19,800</u>	<u>2,046</u>	<u>10%</u>	<u>27,267</u>
1500-00 · Suspense*	0	1,200	(1,200)	(100%)	0
<b>Total Other Assets</b>	<u>21,846</u>	<u>21,000</u>	<u>846</u>	<u>4%</u>	<u>27,267</u>
<b>TOTAL ASSETS</b>	<u><u>1,110,566</u></u>	<u><u>806,651</u></u>	<u><u>303,915</u></u>	<u><u>38%</u></u>	<u><u>1,011,060</u></u>

# North Lake Tahoe Resort Association

## Balance Sheet

As of February 28, 2019

Accrual Basis

	Feb 28, 19	Feb 28, 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	48,822	22,719	26,103	115%	42,156
2001-00 · Credit Card Payable	0	466	(466)	(100%)	0
<b>Total Accounts Payable</b>	48,822	23,185	25,637	111%	0
<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
2080-05 · MC_2107_Greg	0	215	(215)	(100%)	0
2080-06 · MC_5288_Emily	0	1,608	(1,608)	(100%)	0
2080-10 · MC_9495_AI	0	3,824	(3,824)	(100%)	180
2080-11 · MC_3978_Amber	0	950	(950)	(100%)	3,070
2080-12 · MC_3960_Natalie	0	1,080	(1,080)	(100%)	0
2080-13 · MC_6903_Cindy	0	717	(717)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	1,188	(1,188)	(100%)	83
<b>Total 2080-00 · Bank of the West - Master Cards</b>	0	9,597	(9,597)	(100%)	5,904
<b>Total Credit Cards</b>	0	9,597	(9,597)	(100%)	5,904
<b>Other Current Liabilities</b>					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	32,362	38,973	(6,611)	(17%)	36,870
2101-00 · Incentive Payable	59,760	64,342	(4,582)	(7%)	43,384
2102-00 · Commissions Payable	1,654	5,935	(4,281)	(72%)	4,698
2120-00 · Empl. Federal Tax Payable	14,367	3,118	11,249	361%	3,072
2175-00 · 401 (k) Plan	6,315	1,559	4,756	305%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	163,462	188,652	(25,190)	(13%)	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	16	0	16	100%	853
25500 · *Sales Tax Payable	348	395	(47)	(12%)	1,941
<b>Total 2190-00 · Sales and Use Tax Payable</b>	364	395	(31)	(8%)	2,794
2250-00 · Accrued Expenses	339	3,199	(2,860)	(89%)	49,521
2400-42 · Marketing Co-op	0	0	0	0%	67,000
2400-60 · Deferred Revenue- Member Dues	90,518	58,090	32,428	56%	56,979
2500-00 · Deferred Revenue - TMBC	930	1,207	(277)	(23%)	535
2650-00 · Deferred Rev - Events	450	0	450	100%	0
2651-00 · Deferred Rev - Conference	1,467	3,667	(2,200)	(60%)	0
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	4,137	(1,697)	5,834	344%	4,202
2900-00 · Due To/From County of Placer	0	8,097	(8,097)	(100%)	229,432
<b>Total Other Current Liabilities</b>	611,972	261,610	350,362	134%	548,648
<b>Total Current Liabilities</b>	660,794	294,392	366,402	124%	596,708
<b>Total Liabilities</b>	660,794	294,392	366,402	124%	596,708
<b>Equity</b>					
32000 · Unrestricted Net Assets	(11,669)	(8,754)	(2,915)	(33%)	(6,430)

# North Lake Tahoe Resort Association

## Balance Sheet

As of February 28, 2019

Accrual Basis

	Feb 28, 19	Feb 28, 18	\$ Change	% Change	Jun 30, 18
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
3302 • Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	35,419	114,115	(78,696)	(69%)	(5,239)
Total Equity	449,771	512,257	(62,486)	(12%)	414,352
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,110,566</b>	<b>806,651</b>	<b>303,915</b>	<b>38%</b>	<b>1,011,060</b>

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	2,427,085	2,542,875	-115,790	-5%
4200-00 · Membership Dues Revenue	90,144	89,006	1,139	1%
4201-00 · New Member Fees	0	75	-75	-100%
4205-00 · Conference Dues	5,362	7,333	-1,971	-27%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	1,684	89	1,594	1,784%
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	3,677	2,758	920	33%
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>5,677</b>	<b>3,258</b>	<b>2,420</b>	<b>74%</b>
4250-00 · Revenues-Membership Activities - Other	3,708	1,195	2,513	210%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>13,692</b>	<b>7,951</b>	<b>5,740</b>	<b>72%</b>
4252-00 · Sponsorships	600	1,000	-400	-40%
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	48,436	-17,899	-37%
<b>Total 4600-00 · Commissions</b>	<b>38,954</b>	<b>50,295</b>	<b>-11,341</b>	<b>-23%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	2,959	8,192	-5,233	-64%
46000 · Merchandise Sales - Other	70,458	58,128	12,330	21%
<b>Total 46000 · Merchandise Sales</b>	<b>73,417</b>	<b>66,320</b>	<b>7,097</b>	<b>11%</b>
4720-00 · Miscellaneous	0	15	-15	-100%
<b>Total Income</b>	<b>2,649,261</b>	<b>2,842,498</b>	<b>-193,237</b>	<b>-7%</b>
<b>Gross Profit</b>	<b>2,649,261</b>	<b>2,842,498</b>	<b>-193,237</b>	<b>-7%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	12,919	7,920	4,998	63%
5020-00 · P/R - Tax Expense	56,334	62,745	-6,412	-10%
5030-00 · P/R - Health Insurance Expense	82,950	66,290	16,660	25%
5040-00 · P/R - Workmans Comp	4,428	7,791	-3,363	-43%
5060-00 · 401 (k)	23,534	23,440	94	0%
5070-00 · Other Benefits and Expenses	2,894	3,626	-733	-20%
5000-00 · Salaries & Wages - Other	700,796	689,948	10,848	2%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>883,855</b>	<b>861,761</b>	<b>22,093</b>	<b>3%</b>
5100-00 · Rent				
5110-00 · Utilities	8,207	7,527	679	9%
5140-00 · Repairs & Maintenance	11,948	2,714	9,235	340%
5150-00 · Office - Cleaning	4,090	5,480	-1,390	-25%
5100-00 · Rent - Other	102,332	99,726	2,606	3%
<b>Total 5100-00 · Rent</b>	<b>126,577</b>	<b>115,447</b>	<b>11,130</b>	<b>10%</b>
5310-00 · Telephone				
5320-00 · Telephone	18,348	19,040	-691	-4%
5350-00 · Internet	25	25	0	0%
<b>Total 5310-00 · Telephone</b>	<b>18,373</b>	<b>19,065</b>	<b>-691</b>	<b>-4%</b>
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	84	121	-37	-31%
5420-00 · Mail - USPS - Other	1,525	2,544	-1,019	-40%

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
Total 5420-00 · Mail - USPS	1,609	2,664	-1,056	-40%
5510-00 · Insurance/Bonding	4,848	6,721	-1,873	-28%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	4,466	1,265	3,201	253%
5520-00 · Supplies - Other	9,683	10,660	-977	-9%
Total 5520-00 · Supplies	14,149	11,925	2,224	19%
5610-00 · Depreciation	1,161	1,747	-586	-34%
5700-00 · Equipment Support & Maintenance	2,684	7,841	-5,157	-66%
5710-00 · Taxes, Licenses & Fees	6,912	8,223	-1,310	-16%
5740-00 · Equipment Rental/Leasing	9,877	10,655	-778	-7%
5800-00 · Training Seminars	7,747	4,461	3,286	74%
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	2,413	3,587	-1,175	-33%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	960	8,340	-7,380	-89%
5920-00 · Professional Fees - Accountant	21,000	17,381	3,619	21%
5921-00 · Professional Fees - Other	6,610	43,969	-37,359	-85%
Total 5900-00 · Professional Fees	28,570	69,690	-41,120	-59%
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	10,500	0	10,500	100%
6018-00 · Business Assoc. Grants	0	10,000	-10,000	-100%
Total 6020-00 · Programs	10,500	10,000	500	5%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	34,278	114,772	-80,494	-70%
6421-01 · 4th of July Fireworks	20,000	10,000	10,000	100%
6421-04 · Broken Arrow Skyrace	20,000	15,000	5,000	33%
6421-06 · Spartan	254,000	254,000	0	0%
6421-08 · Tough Mudder	8,000	0	8,000	100%
6421-09 · Wanderlust	30,000	34,043	-4,043	-12%
6421-10 · WinterWonderGrass - Tahoe	47	15,000	-14,953	-100%
6421-16 · Mountain Travel Symposium	5,000	0	5,000	100%
Total 6420-01 · Sponsorships	371,325	442,815	-71,490	-16%
6421-00 · New Event Development	800	12,156	-11,356	-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	374,639	455,142	-80,503	-18%
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	2,997	-447	-15%
6441-00 · Membership - Miscellaneous Exp	60	10	50	497%
6442-00 · Public Relations/Website	7,637	2,272	5,364	236%
6444-00 · Trades	0	1,140	-1,140	-100%
6423-00 · Membership Activities - Other	5,585	405	5,180	1,279%
Total 6423-00 · Membership Activities	19,300	10,200	9,100	89%
6490-00 · Classified Ads	0	50	-50	-100%
6701-00 · Market Study Reports/Research	0	808	-808	-100%
6730-00 · Marketing Cooperative/Media	973,219	1,021,106	-47,887	-5%

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
6740-00 · Media/Collateral/Production	1,278	0	1,278	100%
6742-00 · Non-NLT Co-Op Marketing Program	22,948	8,141	14,807	182%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	7,132	8,392	-1,260	-15%
6743-03 · Touch Lake Tahoe	4,500	10,493	-5,993	-57%
6743-05 · Peak Your Adventure	1,000	0	1,000	100%
Total 6743-00 · BACC Marketing Programs	12,632	18,885	-6,253	-33%
7500-00 · Trade Shows/Travel	372	0	372	100%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	943	948	-5	-1%
52500 · Purchase Discounts	-40	-2,084	2,044	98%
59900 · POS Inventory Adjustments	28	511	-483	-95%
8100-00 · Cost of Goods Sold - Other	37,986	33,704	4,283	13%
Total 8100-00 · Cost of Goods Sold	38,917	33,078	5,838	18%
8200-00 · Associate Relations	2,093	1,749	343	20%
8300-00 · Board Functions	6,018	6,228	-211	-3%
8500-00 · Credit Card Fees	4,484	4,180	304	7%
8700-00 · Automobile Expenses	3,666	3,023	644	21%
8750-00 · Meals/Meetings	2,521	3,129	-608	-19%
8810-00 · Dues & Subscriptions	5,673	5,417	256	5%
8910-00 · Travel	3,688	2,132	1,556	73%
8920-00 · Bad Debt	4,583	14,421	-9,838	-68%
Total Expense	2,614,026	2,728,567	-114,541	-4%
Net Ordinary Income	35,235	113,931	-78,696	-69%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	184	184	0	0%
Total Other Income	184	184	0	0%
Net Other Income	184	184	0	0%
Net Income	35,419	114,115	-78,695	-69%

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb ...	YTD Budget	\$ Over Budget	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 • County of Placer TOT Funding	261,736	337,826	(76,090)	2,427,085	2,544,810	(117,725)	3,806,727
4200-00 • Membership Dues Revenue	12,331	10,750	1,581	90,144	85,100	5,044	128,000
4205-00 • Conference Dues	367	825	(458)	5,362	6,600	(1,238)	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
<b>Total 4250-01 • Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
4250-02 • Chamber Events	0	208	(208)	1,684	1,668	16	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	0	300	(300)	2,000	1,850	150	3,050
4251-00 • Tues AM Breakfast Club - Other	37	580	(543)	3,677	4,640	(963)	6,960
<b>Total 4251-00 • Tues AM Breakfast Club</b>	<b>37</b>	<b>880</b>	<b>(843)</b>	<b>5,677</b>	<b>6,490</b>	<b>(813)</b>	<b>10,010</b>
4250-00 • Revenues-Membership Activities - Other	(25)			3,708	0	3,708	0
<b>Total 4250-00 • Revenues-Membership Activities</b>	<b>12</b>	<b>1,088</b>	<b>(1,076)</b>	<b>13,692</b>	<b>12,158</b>	<b>1,534</b>	<b>70,510</b>
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	13,332	(4,915)	20,000
4600-00 • Commissions - Other	0	2,500	(2,500)	30,537	20,000	10,537	30,000
<b>Total 4600-00 • Commissions</b>	<b>0</b>	<b>4,167</b>	<b>(4,167)</b>	<b>38,954</b>	<b>33,332</b>	<b>5,622</b>	<b>50,000</b>
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC Income	0	500	(500)	2,959	7,500	(4,541)	9,500
46000 • Merchandise Sales - Other	1,226	4,000	(2,774)	70,458	59,100	11,358	95,000
<b>Total 46000 • Merchandise Sales</b>	<b>1,226</b>	<b>4,500</b>	<b>(3,274)</b>	<b>73,417</b>	<b>66,600</b>	<b>6,817</b>	<b>104,500</b>
<b>Total Income</b>	<b>275,672</b>	<b>359,156</b>	<b>(83,485)</b>	<b>2,649,261</b>	<b>2,748,600</b>	<b>(99,339)</b>	<b>4,169,637</b>
<b>Gross Profit</b>	<b>275,672</b>	<b>359,156</b>	<b>(83,485)</b>	<b>2,649,261</b>	<b>2,748,600</b>	<b>(99,339)</b>	<b>4,169,637</b>
<b>Expense</b>							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	78	633	(555)	12,919	5,068	7,851	7,600
5020-00 • P/R - Tax Expense	5,155	6,827	(1,672)	56,334	58,157	(1,823)	86,761
5030-00 • P/R - Health Insurance Expense	12,546	11,058	1,488	82,950	88,458	(5,508)	132,690
5040-00 • P/R - Workmans Comp	(659)	942	(1,601)	4,428	7,944	(3,516)	11,845
5060-00 • 401 (k)	1,463	3,463	(2,000)	23,534	28,759	(5,225)	43,048
5070-00 • Other Benefits and Expenses	286	586	(300)	2,894	4,685	(1,791)	7,029
5000-00 • Salaries & Wages - Other	79,858	85,885	(6,027)	700,796	713,572	(12,776)	1,068,067
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>98,727</b>	<b>109,394</b>	<b>(10,667)</b>	<b>883,855</b>	<b>906,643</b>	<b>(22,788)</b>	<b>1,357,040</b>
5100-00 • Rent							
5110-00 • Utilities	1,648	1,178	470	8,207	8,229	(22)	12,191
5140-00 • Repairs & Maintenance	8,361	3,902	4,459	11,948	31,213	(19,265)	46,850
5150-00 • Office - Cleaning	550	800	(250)	4,090	6,921	(2,831)	10,444
5100-00 • Rent - Other	12,946	12,957	(11)	102,332	103,640	(1,308)	155,468
<b>Total 5100-00 • Rent</b>	<b>23,505</b>	<b>18,837</b>	<b>4,668</b>	<b>126,577</b>	<b>150,003</b>	<b>(23,426)</b>	<b>224,953</b>
5310-00 • Telephone							
5320-00 • Telephone	1,873	2,129	(256)	18,348	17,032	1,316	25,548
5350-00 • Internet	0			25			
5310-00 • Telephone - Other	0	461	(461)	0	3,691	(3,691)	5,535
<b>Total 5310-00 • Telephone</b>	<b>1,873</b>	<b>2,590</b>	<b>(717)</b>	<b>18,373</b>	<b>20,723</b>	<b>(2,350)</b>	<b>31,083</b>
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			84	0	84	0
5420-00 • Mail - USPS - Other	100	675	(575)	1,525	3,403	(1,878)	5,203
<b>Total 5420-00 • Mail - USPS</b>	<b>100</b>	<b>675</b>	<b>(575)</b>	<b>1,609</b>	<b>3,403</b>	<b>(1,794)</b>	<b>5,203</b>
5510-00 • Insurance/Bonding	724	485	239	4,848	4,198	650	6,138
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	322	1,925	(1,603)	4,466	7,100	(2,634)	7,600
5520-00 • Supplies - Other	1,021	2,650	(1,629)	9,683	14,893	(5,210)	21,493
<b>Total 5520-00 • Supplies</b>	<b>1,343</b>	<b>4,575</b>	<b>(3,232)</b>	<b>14,149</b>	<b>21,993</b>	<b>(7,844)</b>	<b>29,093</b>
5610-00 • Depreciation	118	177	(59)	1,161	1,421	(260)	2,129
5700-00 • Equipment Support & Maintenance	580	1,118	(538)	2,684	8,942	(6,258)	13,412
5710-00 • Taxes, Licenses & Fees	622	1,050	(428)	6,912	8,651	(1,739)	12,951
5740-00 • Equipment Rental/Leasing	1,108	1,478	(370)	9,877	11,814	(1,937)	17,726
5800-00 • Training Seminars	2,668	5,117	(2,449)	7,747	14,782	(7,035)	16,450
5850-00 • Artist of Month - Commissions	518	458	60	2,413	3,668	(1,255)	5,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	750	(750)	960	6,000	(5,040)	9,000
5920-00 • Professional Fees - Accountant	0			21,000	25,000	(4,000)	25,000
5921-00 • Professional Fees - Other	6,610	1,916	4,694	6,610	17,582	(10,972)	26,000

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb ...	YTD Budget	\$ Over Budget	Annual Bud...
Total 5900-00 • Professional Fees	6,610	2,666	3,944	28,570	48,582	(20,012)	60,000
5941-00 • Research & Planning	0	13,000	(13,000)	18,720	18,000	720	18,000
6020-00 • Programs							
6016-00 • Special Event Partnership	5,000	0	5,000	10,500	25,000	(14,500)	50,000
6018-00 • Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 • Programs	5,000	0	5,000	10,500	35,000	(24,500)	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	20,000	20,000	0	20,000	20,000	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)	8,000	0	8,000	35,550
6421-09 • Wanderlust	30,000	30,000	0	30,000	30,000	0	37,700
6421-10 • WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 • Mountain Travel Symposium	5,000	5,000	0	5,000	5,000	0	5,000
Total 6420-01 • Sponsorships	50,000	55,000	(5,000)	371,325	346,875	24,450	447,225
6421-00 • New Event Development	0	2,750	(2,750)	800	22,000	(21,200)	58,000
6424-00 • Event Operation Expenses	0	665	(665)	2,514	5,332	(2,818)	8,000
Total 6420-00 • Events	50,000	58,415	(8,415)	374,639	374,207	432	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	0	650	(650)	2,550	4,550	(2,000)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	297	344	(47)	7,637	4,252	3,385	5,628
6423-00 • Membership Activities - Other	93			5,585	0	5,585	0
Total 6423-00 • Membership Activities	390	994	(604)	19,300	11,302	7,998	45,278
6730-00 • Marketing Cooperative/Media	121,652	121,652	0	973,219	973,215	4	1,459,823
6740-00 • Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	746	4,316	(3,570)	22,948	34,536	(11,588)	51,800
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	0	2,500	(2,500)	7,132	17,500	(10,368)	20,000
6743-03 • Touch Lake Tahoe	4,500	0	4,500	4,500	10,000	(5,500)	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	4,500	2,500	2,000	12,632	27,500	(14,868)	80,000
7500-00 • Trade Shows/Travel	(11)			372			
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	65			943	0	943	0
52500 • Purchase Discounts	0			(40)	0	(40)	0
59900 • POS Inventory Adjustments	(8)			28	0	28	0
8100-00 • Cost of Goods Sold - Other	750	2,100	(1,350)	37,986	31,026	6,960	49,875
Total 8100-00 • Cost of Goods Sold	807	2,100	(1,293)	38,917	31,026	7,891	49,875
8200-00 • Associate Relations	50	616	(566)	2,093	4,936	(2,843)	7,400
8300-00 • Board Functions	0	150	(150)	6,018	2,550	3,468	4,500
8500-00 • Credit Card Fees	435	328	107	4,484	3,771	713	6,658
8600-00 • Additional Opportunitess	0	3,134	(3,134)	0	25,064	(25,064)	37,600
8700-00 • Automobile Expenses	371	498	(127)	3,666	4,171	(505)	6,183
8750-00 • Meals/Meetings	225	637	(412)	2,521	5,092	(2,571)	7,640
8810-00 • Dues & Subscriptions	895	852	43	5,673	6,812	(1,139)	10,220
8910-00 • Travel	2,984	2,100	884	3,688	4,000	(312)	6,600
8920-00 • Bad Debt	0			4,583	0	4,583	0
Total Expense	326,540	359,912	(33,372)	2,614,026	2,766,005	(151,979)	4,166,480
Net Ordinary Income	(50,868)	(756)	(50,112)	35,235	(17,405)	52,640	3,157
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	21			184			
Total Other Income	21			184			
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	21	(0)	21	184	0	184	0
Net Income	(50,847)	(756)	(50,091)	35,419	(17,405)	52,824	3,157

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

Accrual Basis

11 - Marketing

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 - County of Placer TOT Funding	194,838	267,595	(72,757)	1,901,287	2,001,324	(100,037)	2,996,906
<b>Total Income</b>	<b>194,838</b>	<b>267,595</b>	<b>(72,757)</b>	<b>1,901,287</b>	<b>2,001,324</b>	<b>(100,037)</b>	<b>2,996,906</b>
<b>Gross Profit</b>	<b>194,838</b>	<b>267,595</b>	<b>(72,757)</b>	<b>1,901,287</b>	<b>2,001,324</b>	<b>(100,037)</b>	<b>2,996,906</b>
Expense							
5000-00 - Salaries & Wages							
5000-01 - In-Market Administration	1,375	1,375	0	11,000	11,000	0	16,500
5020-00 - P/R - Tax Expense	1,592	1,744	(152)	16,332	15,143	1,189	22,712
5030-00 - P/R - Health Insurance Expense	4,625	4,080	545	36,559	32,640	3,919	48,960
5040-00 - P/R - Workmans Comp	(133)	174	(307)	739	1,514	(775)	2,268
5060-00 - 401 (k)	834	997	(163)	8,012	8,653	(641)	12,978
5070-00 - Other Benefits and Expenses	185	167	18	1,227	1,340	(113)	2,008
5000-00 - Salaries & Wages - Other	24,649	24,917	(268)	212,912	216,330	(3,418)	324,453
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>33,127</b>	<b>33,454</b>	<b>(327)</b>	<b>286,781</b>	<b>286,620</b>	<b>161</b>	<b>429,879</b>
5100-00 - Rent							
5110-00 - Utilities	258	135	123	1,223	1,080	143	1,620
5140-00 - Repairs & Maintenance	2,009	1,167	842	2,259	9,336	(7,077)	14,033
5150-00 - Office - Cleaning	206	175	31	1,398	1,800	(402)	2,700
5100-00 - Rent - Other	2,386	1,984	402	17,080	15,869	1,211	23,805
<b>Total 5100-00 - Rent</b>	<b>4,859</b>	<b>3,461</b>	<b>1,398</b>	<b>21,959</b>	<b>28,085</b>	<b>(6,126)</b>	<b>42,158</b>
5310-00 - Telephone							
5320-00 - Telephone	564	670	(106)	4,268	5,360	(1,092)	8,040
<b>Total 5310-00 - Telephone</b>	<b>564</b>	<b>670</b>	<b>(106)</b>	<b>4,268</b>	<b>5,360</b>	<b>(1,092)</b>	<b>8,040</b>
5420-00 - Mail - USPS	34	150	(116)	262	600	(338)	900
5510-00 - Insurance/Bonding	0	169	(169)	646	1,352	(706)	2,028
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	75	1,800	(1,725)	1,291	3,600	(2,309)	3,600
5520-00 - Supplies - Other	60	417	(357)	1,134	3,332	(2,198)	5,000
<b>Total 5520-00 - Supplies</b>	<b>135</b>	<b>2,217</b>	<b>(2,082)</b>	<b>2,425</b>	<b>6,932</b>	<b>(4,507)</b>	<b>8,600</b>
5610-00 - Depreciation	0	20	(20)	0	160	(160)	240
5700-00 - Equipment Support & Maintenance	0	292	(292)	120	2,334	(2,214)	3,500
5740-00 - Equipment Rental/Leasing	277	315	(38)	2,424	2,520	(96)	3,780
5800-00 - Training Seminars	999	3,000	(2,001)	3,205	4,500	(1,295)	4,500
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	0	125	(125)	0	1,000	(1,000)	1,500
5921-00 - Professional Fees - Other	0	416	(416)	0	3,332	(3,332)	5,000
<b>Total 5900-00 - Professional Fees</b>	<b>0</b>	<b>541</b>	<b>(541)</b>	<b>0</b>	<b>4,332</b>	<b>(4,332)</b>	<b>6,500</b>
5941-00 - Research & Planning	0	13,000	(13,000)	18,720	18,000	720	18,000
6020-00 - Programs							
6016-00 - Special Event Partnership	5,000	0	5,000	10,500	25,000	(14,500)	50,000
6018-00 - Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
<b>Total 6020-00 - Programs</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>10,500</b>	<b>35,000</b>	<b>(24,500)</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	20,000	20,000	0	20,000	20,000	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)	8,000	0	8,000	35,550
6421-09 - Wanderlust	30,000	30,000	0	30,000	30,000	0	37,700
6421-10 - WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 - Mountain Travel Symposium	5,000	5,000	0	5,000	5,000	0	5,000
<b>Total 6420-01 - Sponsorships</b>	<b>50,000</b>	<b>55,000</b>	<b>(5,000)</b>	<b>371,325</b>	<b>346,875</b>	<b>24,450</b>	<b>447,225</b>
6421-00 - New Event Development	0	2,750	(2,750)	800	22,000	(21,200)	58,000
6424-00 - Event Operation Expenses	0	665	(665)	2,056	5,332	(3,276)	8,000
<b>Total 6420-00 - Events</b>	<b>50,000</b>	<b>58,415</b>	<b>(8,415)</b>	<b>374,181</b>	<b>374,207</b>	<b>(26)</b>	<b>513,225</b>
6730-00 - Marketing Cooperative/Media	111,384	111,384	0	891,072	891,068	4	1,336,604
6742-00 - Non-NLT Co-Op Marketing Program	546	833	(287)	13,748	6,668	7,080	10,000
6743-00 - BACC Marketing Programs							
6743-01 - Shop Local	0	2,500	(2,500)	7,132	17,500	(10,368)	20,000
6743-03 - Touch Lake Tahoe	4,500	0	4,500	4,500	10,000	(5,500)	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>4,500</b>	<b>2,500</b>	<b>2,000</b>	<b>12,632</b>	<b>27,500</b>	<b>(14,868)</b>	<b>80,000</b>
8200-00 - Associate Relations	0	133	(133)	30	1,068	(1,038)	1,600
8500-00 - Credit Card Fees	45			90	0	90	0
8600-00 - Additional Opportunitites	0	2,667	(2,667)	0	21,332	(21,332)	32,000

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

Accrual Basis

11 - Marketing

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
8700-00 - Automobile Expenses	196	125	71	1,093	1,000	93	1,500
8750-00 - Meals/Meetings	10	300	(290)	506	2,400	(1,894)	3,600
8810-00 - Dues & Subscriptions	203	292	(89)	1,625	2,332	(708)	3,500
8910-00 - Travel	2,984	2,100	884	3,688	3,900	(212)	5,500
<b>Total Expense</b>	<b>214,864</b>	<b>236,038</b>	<b>(21,174)</b>	<b>1,649,974</b>	<b>1,727,270</b>	<b>(77,296)</b>	<b>2,595,654</b>
<b>Net Ordinary Income</b>	<b>(20,026)</b>	<b>31,557</b>	<b>(51,583)</b>	<b>251,313</b>	<b>274,054</b>	<b>(22,741)</b>	<b>401,252</b>
<b>Other Income/Expense</b>							
Other Income							
4700-00 - Revenues- Interest & Investment	21			167			
<b>Total Other Income</b>	<b>21</b>			<b>167</b>			
<b>Other Expense</b>							
8990-00 - Allocated	31,839	31,557	282	249,858	274,054	(24,196)	401,252
<b>Total Other Expense</b>	<b>31,839</b>	<b>31,557</b>	<b>282</b>	<b>249,858</b>	<b>274,054</b>	<b>(24,196)</b>	<b>401,252</b>
<b>Net Other Income</b>	<b>(31,818)</b>	<b>(31,557)</b>	<b>(261)</b>	<b>(249,691)</b>	<b>(274,054)</b>	<b>24,363</b>	<b>(401,252)</b>
<b>Net Income</b>	<b>(51,844)</b>	<b>0</b>	<b>(51,844)</b>	<b>1,622</b>	<b>0</b>	<b>1,622</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

30 - Conference

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 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	235,771	235,761	10	352,299
4205-00 - Conference Dues	367	825	(458)	5,362	6,600	(1,238)	9,900
4600-00 - Commissions							
4601-00 - Commissions - South Shore	0	1,667	(1,667)	8,417	13,332	(4,915)	20,000
4600-00 - Commissions - Other	0	2,500	(2,500)	30,537	20,000	10,537	30,000
<b>Total 4600-00 - Commissions</b>	<b>0</b>	<b>4,167</b>	<b>(4,167)</b>	<b>38,954</b>	<b>33,332</b>	<b>5,622</b>	<b>50,000</b>
<b>Total Income</b>	<b>29,468</b>	<b>34,093</b>	<b>(4,625)</b>	<b>280,087</b>	<b>275,693</b>	<b>4,395</b>	<b>412,199</b>
<b>Gross Profit</b>	<b>29,468</b>	<b>34,093</b>	<b>(4,625)</b>	<b>280,087</b>	<b>275,693</b>	<b>4,395</b>	<b>412,199</b>
<b>Expense</b>							
5000-00 - Salaries & Wages							
5010-00 - Sales Commissions	78	633	(555)	12,919	5,068	7,851	7,600
5020-00 - P/R - Tax Expense	626	1,165	(539)	9,619	9,317	302	13,977
5030-00 - P/R - Health Insurance Expense	2,227	1,633	594	14,252	13,058	1,194	19,590
5040-00 - P/R - Workmans Comp	(73)	172	(245)	477	1,377	(900)	2,065
5060-00 - 401 (k)	399	555	(156)	4,696	4,437	259	6,657
5070-00 - Other Benefits and Expenses	42	84	(42)	336	668	(332)	1,004
5000-00 - Salaries & Wages - Other	11,094	13,236	(2,142)	96,550	105,883	(9,333)	158,827
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>14,393</b>	<b>17,478</b>	<b>(3,085)</b>	<b>138,848</b>	<b>139,808</b>	<b>(960)</b>	<b>209,720</b>
5100-00 - Rent							
5110-00 - Utilities	126	70	56	593	560	33	840
5140-00 - Repairs & Maintenance	445	43	402	569	345	224	517
5150-00 - Office - Cleaning	100	102	(2)	696	815	(119)	1,223
5100-00 - Rent - Other	1,123	953	170	8,298	7,621	677	11,433
<b>Total 5100-00 - Rent</b>	<b>1,794</b>	<b>1,168</b>	<b>626</b>	<b>10,156</b>	<b>9,341</b>	<b>815</b>	<b>14,013</b>
5310-00 - Telephone							
5320-00 - Telephone	287	206	81	1,685	1,648	37	2,472
<b>Total 5310-00 - Telephone</b>	<b>287</b>	<b>206</b>	<b>81</b>	<b>1,685</b>	<b>1,648</b>	<b>37</b>	<b>2,472</b>
5420-00 - Mail - USPS	17	42	(25)	98	332	(234)	500
5510-00 - Insurance/Bonding	0	115	(115)	213	917	(704)	1,377
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	30			242	0	242	0
5520-00 - Supplies - Other	29	52	(23)	515	410	105	618
<b>Total 5520-00 - Supplies</b>	<b>59</b>	<b>52</b>	<b>7</b>	<b>757</b>	<b>410</b>	<b>347</b>	<b>618</b>
5610-00 - Depreciation	0	8	(8)	0	62	(62)	94
5700-00 - Equipment Support & Maintenance	0	140	(140)	120	1,125	(1,005)	1,685
5710-00 - Taxes, Licenses & Fees	0	8	(8)	0	64	(64)	96
5740-00 - Equipment Rental/Leasing	122	155	(33)	1,062	1,236	(174)	1,856
6730-00 - Marketing Cooperative/Media	10,268	10,268	0	82,147	82,147	0	123,219
8200-00 - Associate Relations	0	25	(25)	0	200	(200)	300
8810-00 - Dues & Subscriptions	0	83	(83)	0	668	(668)	1,000
8920-00 - Bad Debt	0			733			
<b>Total Expense</b>	<b>26,940</b>	<b>29,748</b>	<b>(2,808)</b>	<b>235,820</b>	<b>237,958</b>	<b>(2,138)</b>	<b>356,950</b>
<b>Net Ordinary Income</b>	<b>2,528</b>	<b>4,345</b>	<b>(1,817)</b>	<b>44,268</b>	<b>37,735</b>	<b>6,533</b>	<b>55,249</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 - Allocated	4,384	4,345	39	34,403	37,735	(3,332)	55,249
<b>Total Other Expense</b>	<b>4,384</b>	<b>4,345</b>	<b>39</b>	<b>34,403</b>	<b>37,735</b>	<b>(3,332)</b>	<b>55,249</b>
<b>Net Other Income</b>	<b>(4,384)</b>	<b>(4,345)</b>	<b>(39)</b>	<b>(34,403)</b>	<b>(37,735)</b>	<b>3,332</b>	<b>(55,249)</b>
<b>Net Income</b>	<b>(1,856)</b>	<b>0</b>	<b>(1,856)</b>	<b>9,864</b>	<b>0</b>	<b>9,864</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

42 - Visitor Center

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 • County of Placer TOT Funding	37,079	40,412	(3,333)	284,273	301,922	(17,649)	448,844
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC income	0	500	(500)	2,959	7,500	(4,541)	9,500
46000 • Merchandise Sales - Other	1,226	4,000	(2,774)	70,458	59,100	11,358	95,000
<b>Total 46000 • Merchandise Sales</b>	<u>1,226</u>	<u>4,500</u>	<u>(3,274)</u>	<u>73,417</u>	<u>66,600</u>	<u>6,817</u>	<u>104,500</u>
<b>Total Income</b>	<u>38,306</u>	<u>44,912</u>	<u>(6,607)</u>	<u>357,691</u>	<u>368,522</u>	<u>(10,831)</u>	<u>553,344</u>
<b>Gross Profit</b>	<u>38,306</u>	<u>44,912</u>	<u>(6,607)</u>	<u>357,691</u>	<u>368,522</u>	<u>(10,831)</u>	<u>553,344</u>
<b>Expense</b>							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	842	1,208	(366)	10,698	12,015	(1,317)	17,550
5030-00 • P/R - Health Insurance Expense	2,337	1,806	531	11,592	14,448	(2,856)	21,672
5040-00 • P/R - Workmans Comp	(305)	403	(708)	1,886	3,506	(1,620)	5,193
5060-00 • 401 (k)	412	537	(125)	4,258	4,676	(418)	6,924
5070-00 • Other Benefits and Expenses	20	102	(82)	616	817	(201)	1,225
5000-00 • Salaries & Wages - Other	11,385	13,425	(2,040)	116,499	116,903	(404)	173,103
<b>Total 5000-00 • Salaries &amp; Wages</b>	<u>14,692</u>	<u>17,481</u>	<u>(2,789)</u>	<u>145,549</u>	<u>152,365</u>	<u>(6,816)</u>	<u>225,667</u>
5100-00 • Rent							
5110-00 • Utilities	983	800	183	4,844	5,200	(356)	7,650
5140-00 • Repairs & Maintenance	4,250	2,292	1,958	5,965	18,332	(12,367)	27,500
5150-00 • Office - Cleaning	20	237	(217)	318	1,899	(1,581)	2,847
5100-00 • Rent - Other	6,375	7,025	(650)	53,012	56,197	(3,185)	84,297
<b>Total 5100-00 • Rent</b>	<u>11,628</u>	<u>10,354</u>	<u>1,274</u>	<u>64,139</u>	<u>81,628</u>	<u>(17,489)</u>	<u>122,294</u>
5310-00 • Telephone							
5320-00 • Telephone	224			4,489	0	4,489	0
5310-00 • Telephone - Other	0	461	(461)	0	3,691	(3,691)	5,535
<b>Total 5310-00 • Telephone</b>	<u>224</u>	<u>461</u>	<u>(237)</u>	<u>4,489</u>	<u>3,691</u>	<u>798</u>	<u>5,535</u>
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			54	0	54	0
5420-00 • Mail - USPS - Other	12	145	(133)	358	1,164	(806)	1,744
<b>Total 5420-00 • Mail - USPS</b>	<u>12</u>	<u>145</u>	<u>(133)</u>	<u>411</u>	<u>1,164</u>	<u>(753)</u>	<u>1,744</u>
5510-00 • Insurance/Bonding	0	146	(146)	1,132	1,169	(37)	1,753
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	12	125	(113)	330	1,000	(670)	1,500
5520-00 • Supplies - Other	226	1,473	(1,247)	3,670	5,483	(1,813)	7,375
<b>Total 5520-00 • Supplies</b>	<u>238</u>	<u>1,598</u>	<u>(1,360)</u>	<u>4,000</u>	<u>6,483</u>	<u>(2,483)</u>	<u>8,875</u>
5610-00 • Depreciation	118	87	31	944	701	243	1,049
5700-00 • Equipment Support & Maintenance	0	300	(300)	280	2,400	(2,120)	3,600
5710-00 • Taxes, Licenses & Fees	0			0	155	(155)	155
5740-00 • Equipment Rental/Leasing	222	429	(207)	2,135	3,434	(1,299)	5,150
5800-00 • Training Seminars	0	1,450	(1,450)	66	5,000	(4,934)	5,000
5850-00 • Artist of Month - Commissions	518	458	60	2,413	3,668	(1,255)	5,500
6740-00 • Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	200	3,483	(3,283)	9,200	27,868	(18,668)	41,800
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	65			943	0	943	0
52500 • Purchase Discounts	0			(40)	0	(40)	0
59900 • POS Inventory Adjustments	(8)			28	0	28	0
8100-00 • Cost of Goods Sold - Other	750	2,100	(1,350)	37,279	31,026	6,253	49,875
<b>Total 8100-00 • Cost of Goods Sold</b>	<u>807</u>	<u>2,100</u>	<u>(1,293)</u>	<u>38,209</u>	<u>31,026</u>	<u>7,183</u>	<u>49,875</u>
8200-00 • Associate Relations	0	58	(58)	75	468	(393)	700
8500-00 • Credit Card Fees	125	158	(33)	2,280	2,331	(51)	3,658
8700-00 • Automobile Expenses	47	45	2	528	550	(22)	750
8750-00 • Meals/Meetings	0	67	(67)	84	532	(448)	800
8810-00 • Dues & Subscriptions	0	167	(167)	48	1,332	(1,284)	2,000
8910-00 • Travel	0	0	0	0	100	(100)	1,100
<b>Total Expense</b>	<u>28,831</u>	<u>38,987</u>	<u>(10,156)</u>	<u>277,260</u>	<u>326,065</u>	<u>(48,805)</u>	<u>487,005</u>
<b>Net Ordinary Income</b>	<u>9,475</u>	<u>5,925</u>	<u>3,549</u>	<u>80,431</u>	<u>42,457</u>	<u>37,974</u>	<u>66,339</u>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 • Allocated	5,978	5,925	53	46,914	51,457	(4,543)	75,339
<b>Total Other Expense</b>	<u>5,978</u>	<u>5,925</u>	<u>53</u>	<u>46,914</u>	<u>51,457</u>	<u>(4,543)</u>	<u>75,339</u>
<b>Net Other Income</b>	<u>(5,978)</u>	<u>(5,925)</u>	<u>(53)</u>	<u>(46,914)</u>	<u>(51,457)</u>	<u>4,543</u>	<u>(75,339)</u>
<b>Net Income</b>	<u>3,496</u>	<u>0</u>	<u>3,496</u>	<u>33,517</u>	<u>(9,000)</u>	<u>42,517</u>	<u>(9,000)</u>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

51 - TMPI

	Feb 19	Budget	\$ Over Bu...	Jul '18 - Fe...	YTD Budget	\$ Over Bu...	Annual Bu...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 • County of Placer TOT Funding	718	718	0	5,754	5,803	(49)	8,677
<b>Total Income</b>	<b>718</b>	<b>718</b>	<b>0</b>	<b>5,754</b>	<b>5,803</b>	<b>(49)</b>	<b>8,677</b>
<b>Gross Profit</b>	<b>718</b>	<b>718</b>	<b>0</b>	<b>5,754</b>	<b>5,803</b>	<b>(49)</b>	<b>8,677</b>
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	0	33	(33)	(152)	267	(419)	401
5030-00 • P/R - Health Insurance Expense	4	4	0	49	28	21	42
5040-00 • P/R - Workmans Comp	(3)	4	(7)	45	32	13	48
5060-00 • 401 (k)	19	23	(4)	211	181	30	272
5070-00 • Other Benefits and Expenses	0			3	0	3	0
5000-00 • Salaries & Wages - Other	626	567	60	5,696	4,532	1,164	6,798
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>647</b>	<b>630</b>	<b>17</b>	<b>5,851</b>	<b>5,041</b>	<b>811</b>	<b>7,561</b>
5100-00 • Rent							
5110-00 • Utilities	0			36			
5140-00 • Repairs & Maintenance	0			6			
5150-00 • Office - Cleaning	0			42			
5100-00 • Rent - Other	0			502	0	502	0
<b>Total 5100-00 • Rent</b>	<b>0</b>			<b>586</b>	<b>0</b>	<b>586</b>	<b>0</b>
5310-00 • Telephone							
5320-00 • Telephone	0			230			
<b>Total 5310-00 • Telephone</b>	<b>0</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	0			17	0	17	0
<b>Total 5520-00 • Supplies</b>	<b>0</b>			<b>88</b>	<b>0</b>	<b>88</b>	<b>0</b>
5740-00 • Equipment Rental/Leasing	0			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>647</b>	<b>630</b>	<b>17</b>	<b>7,083</b>	<b>5,041</b>	<b>2,043</b>	<b>7,561</b>
<b>Net Ordinary Income</b>	<b>71</b>	<b>88</b>	<b>(17)</b>	<b>(1,329)</b>	<b>762</b>	<b>(2,092)</b>	<b>1,116</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 • Allocated	89	88	1	695	762	(67)	1,116
<b>Total Other Expense</b>	<b>89</b>	<b>88</b>	<b>1</b>	<b>695</b>	<b>762</b>	<b>(67)</b>	<b>1,116</b>
<b>Net Other Income</b>	<b>(89)</b>	<b>(88)</b>	<b>(1)</b>	<b>(695)</b>	<b>(762)</b>	<b>67</b>	<b>(1,116)</b>
<b>Net Income</b>	<b>(18)</b>	<b>0</b>	<b>(18)</b>	<b>(2,024)</b>	<b>0</b>	<b>(2,024)</b>	<b>0</b>

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

Accrual Basis

60 - Membership

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4200-00 • Membership Dues Revenue	12,331	10,750	1,581	90,144	85,100	5,044	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
<b>Total 4250-01 • Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
4250-02 • Chamber Events	0	208	(208)	1,684	1,668	16	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	0	300	(300)	2,000	1,850	150	3,050
4251-00 • Tues AM Breakfast Club - Other	37	580	(543)	3,677	4,640	(963)	6,960
<b>Total 4251-00 • Tues AM Breakfast Club</b>	<b>37</b>	<b>880</b>	<b>(843)</b>	<b>5,677</b>	<b>6,490</b>	<b>(813)</b>	<b>10,010</b>
4250-00 • Revenues-Membership Activities - Other	(25)			3,708	0	3,708	0
<b>Total 4250-00 • Revenues-Membership Activities</b>	<b>12</b>	<b>1,088</b>	<b>(1,076)</b>	<b>13,692</b>	<b>12,158</b>	<b>1,534</b>	<b>70,510</b>
4252-00 • Sponsorships	0			600	0	600	0
4253-00 • Revenue- Other	0			6			
<b>Total Income</b>	<b>12,343</b>	<b>11,838</b>	<b>505</b>	<b>104,442</b>	<b>97,258</b>	<b>7,184</b>	<b>198,510</b>
<b>Gross Profit</b>	<b>12,343</b>	<b>11,838</b>	<b>505</b>	<b>104,442</b>	<b>97,258</b>	<b>7,184</b>	<b>198,510</b>
<b>Expense</b>							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(11,000)	(11,000)	0	(16,500)
5020-00 • P/R - Tax Expense	368	547	(179)	3,589	4,378	(789)	6,566
5030-00 • P/R - Health Insurance Expense	1,000	888	112	7,243	7,104	139	10,656
5040-00 • P/R - Workmans Comp	(30)	7	(37)	231	59	172	87
5060-00 • 401 (k)	216	262	(46)	1,845	2,097	(252)	3,145
5070-00 • Other Benefits and Expenses	8	66	(58)	120	528	(408)	792
5000-00 • Salaries & Wages - Other	6,451	6,553	(102)	55,076	52,424	2,652	78,636
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>6,639</b>	<b>6,948</b>	<b>(309)</b>	<b>57,103</b>	<b>55,590</b>	<b>1,513</b>	<b>83,382</b>
5100-00 • Rent							
5110-00 • Utilities	60	50	10	221	405	(184)	605
5140-00 • Repairs & Maintenance	387	25	362	430	200	230	300
5150-00 • Office - Cleaning	48	78	(30)	212	742	(530)	1,177
5100-00 • Rent - Other	617	819	(202)	2,934	6,550	(3,616)	9,826
<b>Total 5100-00 • Rent</b>	<b>1,111</b>	<b>972</b>	<b>139</b>	<b>3,796</b>	<b>7,897</b>	<b>(4,101)</b>	<b>11,908</b>
5310-00 • Telephone							
5320-00 • Telephone	128	253	(125)	1,172	2,024	(852)	3,036
<b>Total 5310-00 • Telephone</b>	<b>128</b>	<b>253</b>	<b>(125)</b>	<b>1,172</b>	<b>2,024</b>	<b>(852)</b>	<b>3,036</b>
5420-00 • Mail - USPS	8	250	(242)	88	600	(512)	1,000
5510-00 • Insurance/Bonding	0	55	(55)	242	555	(313)	775
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	43			642	500	142	500
5520-00 • Supplies - Other	291	83	208	566	668	(102)	1,000
<b>Total 5520-00 • Supplies</b>	<b>334</b>	<b>83</b>	<b>251</b>	<b>1,208</b>	<b>1,168</b>	<b>40</b>	<b>1,500</b>
5610-00 • Depreciation	0	8	(8)	0	64	(64)	96
5700-00 • Equipment Support & Maintenance	0	56	(56)	0	448	(448)	672
5710-00 • Taxes, Licenses & Fees	0	0	0	0	100	(100)	200
5740-00 • Equipment Rental/Leasing	166	250	(84)	1,418	1,990	(572)	2,990
5800-00 • Training Seminars	1,669	250	1,419	3,702	1,950	1,752	1,950
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	0	0	0	750	(750)	1,500
<b>Total 5900-00 • Professional Fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>(750)</b>	<b>1,500</b>
6420-00 • Events							
6422-00 • Event Media	0			(300)			
6424-00 • Event Operation Expenses	0			458			
<b>Total 6420-00 • Events</b>	<b>0</b>			<b>158</b>			
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	0	650	(650)	2,550	4,550	(2,000)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	297	344	(47)	7,937	4,252	3,685	5,628
6423-00 • Membership Activities - Other	93			5,585	0	5,585	0
<b>Total 6423-00 • Membership Activities</b>	<b>390</b>	<b>994</b>	<b>(604)</b>	<b>19,600</b>	<b>11,302</b>	<b>8,298</b>	<b>45,278</b>
8100-00 • Cost of Goods Sold	0			707			
8200-00 • Associate Relations	0	67	(67)	0	532	(532)	800

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

Accrual Basis

60 - Membership

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
8500-00 - Credit Card Fees	265	170	95	1,804	1,440	364	3,000
8700-00 - Automobile Expenses	59	78	(19)	338	621	(283)	933
8750-00 - Meals/Meetings	206	150	56	714	1,200	(486)	1,800
8810-00 - Dues & Subscriptions	0	35	(35)	530	280	250	420
8920-00 - Bad Debt	0			3,850	0	3,850	0
<b>Total Expense</b>	<b>10,975</b>	<b>10,619</b>	<b>356</b>	<b>96,431</b>	<b>88,511</b>	<b>7,920</b>	<b>161,240</b>
<b>Net Ordinary Income</b>	<b>1,367</b>	<b>1,219</b>	<b>148</b>	<b>8,011</b>	<b>8,747</b>	<b>(736)</b>	<b>37,270</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 - Allocated	1,993	1,975	18	15,638	17,152	(1,514)	25,113
<b>Total Other Expense</b>	<b>1,993</b>	<b>1,975</b>	<b>18</b>	<b>15,638</b>	<b>17,152</b>	<b>(1,514)</b>	<b>25,113</b>
<b>Net Other Income</b>	<b>(1,993)</b>	<b>(1,975)</b>	<b>(18)</b>	<b>(15,638)</b>	<b>(17,152)</b>	<b>1,514</b>	<b>(25,113)</b>
<b>Net Income</b>	<b>(625)</b>	<b>(756)</b>	<b>131</b>	<b>(7,626)</b>	<b>(8,405)</b>	<b>779</b>	<b>12,157</b>

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

Accrual Basis

**70 - Administration**

	Feb 19	Budget	\$ Over Budget	Jul '18 - Feb 19	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Expense</b>							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,728	2,130	(402)	16,248	17,037	(788)	25,555
5030-00 • P/R - Health Insurance Expense	2,354	2,648	(294)	13,399	21,180	(7,781)	31,770
5040-00 • P/R - Workmans Comp	(115)	182	(297)	1,050	1,456	(406)	2,184
5060-00 • 401 (k)	(418)	1,089	(1,507)	4,512	8,715	(4,203)	13,072
5070-00 • Other Benefits and Expenses	30	167	(137)	592	1,332	(740)	2,000
5000-00 • Salaries & Wages - Other	25,652	27,188	(1,536)	214,065	217,500	(3,435)	326,250
<b>Total 5000-00 • Salaries &amp; Wages</b>	<b>29,230</b>	<b>33,403</b>	<b>(4,173)</b>	<b>249,866</b>	<b>267,219</b>	<b>(17,353)</b>	<b>400,831</b>
<b>5100-00 • Rent</b>							
5110-00 • Utilities	221	123	98	1,290	984	306	1,476
5140-00 • Repairs & Maintenance	1,270	375	895	2,720	3,000	(280)	4,500
5150-00 • Office - Cleaning	176	208	(32)	1,425	1,665	(240)	2,497
5100-00 • Rent - Other	2,446	2,176	270	20,505	17,403	3,102	26,107
<b>Total 5100-00 • Rent</b>	<b>4,112</b>	<b>2,882</b>	<b>1,230</b>	<b>25,940</b>	<b>23,052</b>	<b>2,888</b>	<b>34,580</b>
<b>5310-00 • Telephone</b>							
5320-00 • Telephone	670	1,000	(330)	6,505	8,000	(1,495)	12,000
5350-00 • Internet	0			25			
<b>Total 5310-00 • Telephone</b>	<b>670</b>	<b>1,000</b>	<b>(330)</b>	<b>6,530</b>	<b>8,000</b>	<b>(1,470)</b>	<b>12,000</b>
<b>5420-00 • Mail - USPS</b>							
5480-00 • Mail - Fed Ex	0			30	0	30	0
5420-00 • Mail - USPS - Other	29	88	(59)	701	707	(6)	1,059
<b>Total 5420-00 • Mail - USPS</b>	<b>29</b>	<b>88</b>	<b>(59)</b>	<b>731</b>	<b>707</b>	<b>24</b>	<b>1,059</b>
<b>5510-00 • Insurance/Bonding</b>							
5520-00 • Supplies	724			2,551	205	2,346	205
5525-00 • Supplies- Computer <\$1000	162			1,890	2,000	(110)	2,000
5520-00 • Supplies - Other	414	625	(211)	3,781	5,000	(1,219)	7,500
<b>Total 5520-00 • Supplies</b>	<b>576</b>	<b>625</b>	<b>(49)</b>	<b>5,671</b>	<b>7,000</b>	<b>(1,329)</b>	<b>9,500</b>
<b>5610-00 • Depreciation</b>							
5700-00 • Equipment Support & Maintenance	0	54	(54)	218	434	(216)	650
5710-00 • Taxes, Licenses & Fees	580	330	250	2,164	2,635	(471)	3,955
5740-00 • Equipment Rental/Leasing	622	1,042	(420)	6,912	8,332	(1,420)	12,500
5800-00 • Training Seminars	321	329	(8)	2,620	2,634	(14)	3,950
5900-00 • Professional Fees	0	417	(417)	774	3,332	(2,558)	5,000
5910-00 • Professional Fees - Attorneys	0	625	(625)	960	5,000	(4,040)	7,500
5920-00 • Professional Fees - Accountant	0			21,000	25,000	(4,000)	25,000
5921-00 • Professional Fees - Other	6,610	1,500	5,110	6,610	13,500	(6,890)	19,500
<b>Total 5900-00 • Professional Fees</b>	<b>6,610</b>	<b>2,125</b>	<b>4,485</b>	<b>28,570</b>	<b>43,500</b>	<b>(14,930)</b>	<b>52,000</b>
<b>6420-00 • Events</b>							
6422-00 • Event Media	0			300			
<b>Total 6420-00 • Events</b>	<b>0</b>			<b>300</b>			
<b>6423-00 • Membership Activities</b>							
6442-00 • Public Relations/Website	0			(300)			
<b>Total 6423-00 • Membership Activities</b>	<b>0</b>			<b>(300)</b>	<b>0</b>	<b>(300)</b>	<b>0</b>
<b>7500-00 • Trade Shows/Travel</b>							
8200-00 • Associate Relations	(11)	333	(283)	372	2,668	(681)	4,000
8300-00 • Board Functions	50	150	(150)	1,987	2,550	3,468	4,500
8500-00 • Credit Card Fees	0			6,018	0	310	0
8600-00 • Additional Opportunites	0	467	(467)	310	0	310	0
8700-00 • Automobile Expenses	0			0	3,732	(3,732)	5,600
8750-00 • Meals/Meetings	69	250	(181)	1,682	2,000	(318)	3,000
8810-00 • Dues & Subscriptions	9	120	(111)	1,215	960	255	1,440
	692	275	417	3,471	2,200	1,271	3,300
<b>Total Expense</b>	<b>44,282</b>	<b>43,890</b>	<b>393</b>	<b>347,602</b>	<b>381,160</b>	<b>(33,559)</b>	<b>558,070</b>
<b>Net Ordinary Income</b>	<b>(44,282)</b>	<b>(43,890)</b>	<b>(393)</b>	<b>(347,602)</b>	<b>(381,160)</b>	<b>33,559</b>	<b>(558,070)</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 • Revenues-Interest & Investment	0			17			
<b>Total Other Income</b>	<b>0</b>			<b>17</b>			
<b>Other Expense</b>							
8990-00 • Allocated	(44,282)	(43,890)	(393)	(347,508)	(381,160)	33,653	(558,070)
<b>Total Other Expense</b>	<b>(44,282)</b>	<b>(43,890)</b>	<b>(393)</b>	<b>(347,508)</b>	<b>(381,160)</b>	<b>33,653</b>	<b>(558,070)</b>
<b>Net Other Income</b>	<b>44,282</b>	<b>43,890</b>	<b>393</b>	<b>347,525</b>	<b>381,160</b>	<b>(33,636)</b>	<b>558,070</b>
<b>Net Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(77)</b>	<b>0</b>	<b>(77)</b>	<b>0</b>

# NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

## Employee Expense Report

Month/Yr February 2019  
 Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
02.04.2019	A	Best Buy	14193	Televisions for conference rooms	\$1,448.74		5140-00/11
02.11.2019	B	Terranea Resort	579258	VisitCA Outlook forum cancellation fee	\$323.71		8910-00/11
02.11.2019	C	Alpenglow Sports	1446379827	Associate Relations	\$25.00		8200-00/70
02.11.2019	D	Jetblue	N/A	Refund baggage fee VisitCA Outlook Forum	(\$35.00)		7500-00/70
02.12.2019	E	Wolfdales Cuisine	95016	Associate Relations	\$25.00		8200-00/70
02.21.2019	F	1209 L Street Sacramento CA	493200	Parking for Mountain Housing Council	\$24.00		7500-00/70
02.21.2019	G	Statehouse	19631	Lunch - Cindy Gustafson at Mountain Housing Council	\$8.60		8750-00/70
	H						
	I						
	J						
	K						
	L						
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	Y						
	Z						
<b>MILEAGE REIMBURSEMENT</b>							
	Attach 1	Mileage	See Attached Mileage Report			\$0.00	8700-00-70
			Mileage Reimbursed Through Payroll				
<b>TOTAL - CREDIT CARD EXPENSES:</b>					\$1,820.05		
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET):</b>						\$0.00	

DocuSigned by:

Signed By: Cindy GustafsonApproved By: Cheryl Beck

Date:

3/13/2019

Date:

4/2/19

ACCOUNTING:					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
3/13/19 MS	3/13/19 MS	<u>BUB</u>	3/13/19		



**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 FEB 28, 2019

Total Activity \$1,820.05

**\*\* 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	\$1,855.05		\$0.00		\$35.00		\$1,820.05

**ACCOUNT ACTIVITY**

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
02-04	02-01	054110199032295060016913	BEST BUY 00001289 RENO NV Tax ID: 411822872 Mer Zip: 89502 Dest Zip: 89502 Dest City: USA Tax: 63.72	1,448.74
02-11	02-08	55436879040270400878704	TERRANEA RESORT RANCHO PALOS CA Arrival Date: 02/10/19 Departure Date: 02/13/19 Invoice Number: 0000901988 Tran: 0000901988 Tax ID: 201544383 Mer Zip: 90275	323.71
02-11	02-08	72306069041900014954504	ALPENGLOW SPORTS, INC TAHOE CITY CA Tran: 17836 Tax ID: 453247758 Mer Zip: 96145	25.00
02-11	02-08	55417419040029000469787	JETBLUE 2790614208557 8005382583 UT Tax ID: 870617894 Mer Zip: 11101 Ticket Number: 2790614208557	35.00 CR
02-12	02-11	05314619043500211331652	WOLFDALES CUISINE UNI TAHOE CITY CA Tax ID: 680013011 Mer Zip: 96145	25.00
02-21	02-19	25415759051001913447473	61028 - 1209 L STREET SACRAMENTO CA Tran: P93002177 Tax ID: 161171179 Mer Zip: 95814 Tax: 0.72	24.00
02-21	02-20	05436849051100069153418	TST* STATEHOUSE GRANITE BAY CA Tax ID: 813098068 Mer Zip: 95746 Origin Zip: 95746	8.60

A  
B  
C  
D  
E  
F  
G

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$1,855.05
1-866-432-8161	Statement Date	Cash Advances	\$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	FEB 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$35.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$1,820.05
	\$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.

Thank you for requesting an e-mail copy of your receipt. The details of your purchase are below.

Keep this email for your records. If you need to make a return or exchange, please review our [Return and Exchange Policy](#).

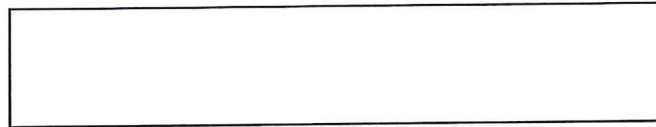
We appreciate your business and look forward to seeing you again soon.

Sincerely,

Your Customer Care Team

## YOUR BEST BUY RECEIPT

KEEP FOR YOUR RECORDS



\*\*\*\*\* Duplicate Receipt \*\*\*\*\*

\*\*\*\*\* START RECEIPT \*\*\*\*\*

Welcome to Best Buy #128  
5575 S VIRGINIA ST  
RENO, NV 89502

Val #:000026-766243-675446-072074-792435-260

0128 060 1691 02/01/19 18:03

6268405	UN65NU6900F	649.99
SAMSUNG UN65NU6900FXZA 2160P		
829.99 Was Price		
180.00- Sale Discount		
Sales Tax		53.73
6135601	30 DAY FREE	0.00
FREE SLINGTV 30 DAY		
Sales Tax		0.00
6172324	NS-50D510NA	279.99
NS-50D510NA19 FHD (1080P) 60		
299.99 Was Price		
20.00- Sale Discount		
Sales Tax		23.14
5578628	NC2-6A5-D	69.99
GOOGLE - CHROMECAST ULTRA - B		
Sales Tax		5.79
6288362	GA00439-US	35.00
GOOGLE CHROMECAST		
Sales Tax		2.89
9132192	DX-DTVMFP23	19.99
FIXED TV MOUNT FOR 37-70"		

Sales Tax 1.65  
5463301 BLT2-B1 79.99  
LARGE ADVANCED TILT MOUNT FOR  
139.99 Was Price  
60.00- Sale Discount  
Sales Tax 6.61  
6914779 5YR 600-699 159.99  
5YR 600-699.99 LCD GSP  
GSP# 6229842360  
SKU# 6268405  
Sales Tax 0.00  
6914218 5YR 250-299 59.99  
5YR 250-299.99 LCD GSP  
GSP# 6229842412  
SKU# 6172324  
Sales Tax 0.00

-----  
Subtotal 1354.93  
Sales Tax 93.81  
=====

Total 1448.74

\*\*\*\*\*6903 ChipRead USD\$ 1448.74  
MASTERCARD - MASTERCARD  
GUSTAFSON/CINDY  
Approval 014193

MODE: Issuer  
AID: A0000000041010

Other Savings: 260.00  
Total Savings: 260.00

\*\*\*\*\*

Terms & Conditions for the service plan(s)  
you've purchased are available at  
[www.bestbuy.com/servicetermsconditions](http://www.bestbuy.com/servicetermsconditions)

\*\*\*\*\*

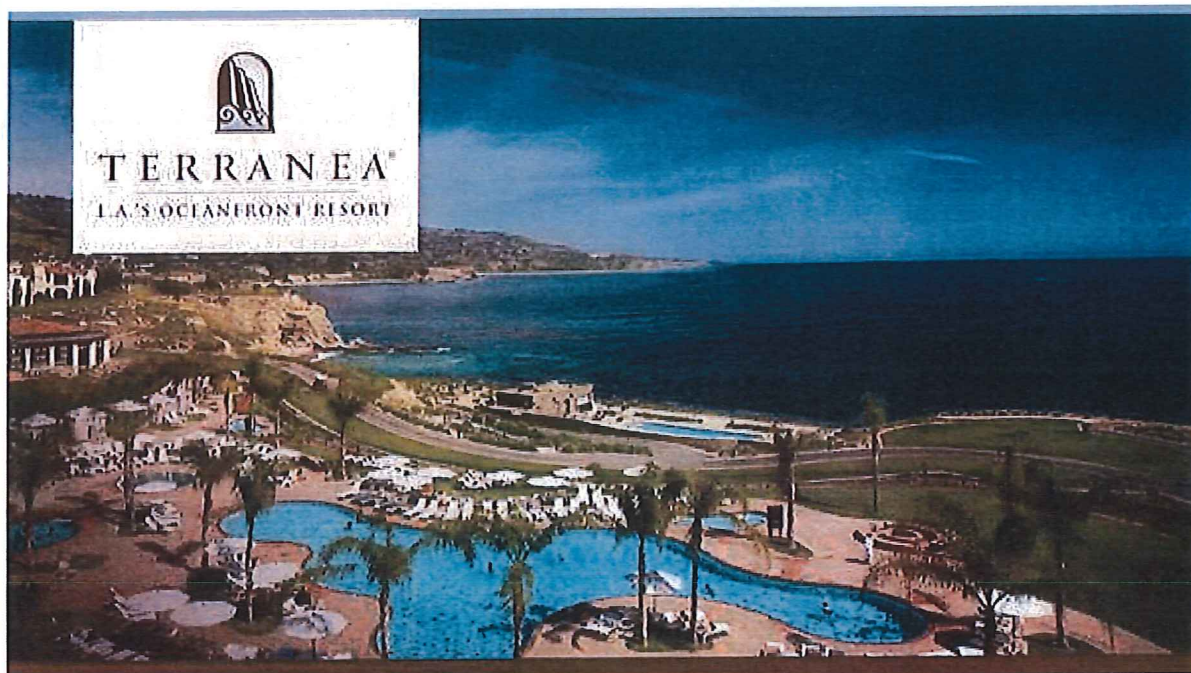
Your purchase qualifies you to receive 30  
days of free Sling TV Orange and Blue!

- 1) Go to Sling.com/promo
- 2) Enter the code below & click Redeem  
-----  
-----
- 3) Create an account and finish check-out
- 4) Enjoy your free 30 days of Sling TV!

If any issues occur while redeeming the  
code, please contact us at  
1-888-BEST BUY (1-888-237-8289).

**Cindy Gustafson**

**From:** The Terranea Resort Team  
**Sent:** Friday, February 8, 2019 3:22 PM  
**To:** Cindy@gotahoenorth.com  
**Subject:** The Terranea Resort Reservation Cancellation



Visit CA 2019 Outlook Forum  
Feb 10, 2019 - Feb 13, 2019  
Terranea Resort

Dear Cindy Gustafson,

Your reservation at Terranea Resort has been cancelled. You will find details of your cancelled reservation below.

We hope you will visit us the next time that your travel takes you to Rancho Palos Verdes.

- The Staff of the Terranea Resort

**Reservation Details**

Online Confirmation:	32LFR6J3
Cancellation	67210

## Cindy Gustafson

---

**From:** terraneareservation  
**Sent:** Friday, February 8, 2019 3:31 PM  
**To:** Cindy Gustafson  
**Subject:** RE: Reservation Cancellation

★ \$323.71

The reservation has been cancelled. The cancellation number is: 579258. The forfeit amount is \$232.71. You will receive a cancellation email.

Thank you!

---

**From:** Cindy Gustafson [mailto:cindy@gotahoenorth.com]  
**Sent:** Friday, February 08, 2019 3:07 PM  
**To:** terraneareservation <terraneareservations@terranea.com>  
**Subject:** RE: Reservation Cancellation

Very unfortunately – yes I need to cancel. Thanks for the confirmation.

**Cindy Gustafson**  
Chief Executive Officer



north lake tahoe

Chamber | CVB | Resort Association

[Cindy@GoTahoeNorth.com](mailto:Cindy@GoTahoeNorth.com)  
[www.GoTahoeNorth.com](http://www.GoTahoeNorth.com)  
530-581-8739 D

*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 building destination visitation during midweek and shoulder seasons, providing visitor information services, and supporting transportation and housing solutions for our region. The North Lake Tahoe Resort Association/Chamber provides a collective voice for the local business community.*

---

**From:** terraneareservation [mailto:terraneareservations@terranea.com]  
**Sent:** Friday, February 8, 2019 3:06 PM  
**To:** Cindy Gustafson  
**Subject:** RE: Reservation Cancellation

Dear Ms. Gustafson,

B

415 North Lake Blvd.  
PO Box 7230  
Tahoe City, California, 96145  
United States  
(530) 583-6917

**Sales Receipt**

02/08/2019 1:22 pm

Ticket: 220000017836  
Register: Terminal 1  
Employee: Mike  
Customer: Anne-Karin Atwood  
Note: Alp Card # 1190

Item	#	Price
Gift Card Purchase 230000001076 *	1	\$0.00
Subtotal		\$0.00
Total Tax		\$0.00
<b>Total</b>		<b>\$0.00</b>

**PAYMENTS**

Gift Card Purchase \$145.00  
Balance \$145.00  
Credit Card  
Card Num: 6903  
Type: MASTERCARD  
Entry: SWIPE \$25.00  
Approval: 086952  
ID: 1446379827  
AID: A0000000041010  
Application Label: MASTERCARD  
Cash \$120.00  
Change \$0.00

**RETURN POLICY:**

Refunds require original receipt and must be made within 10 days of purchase. After 10 days returns are eligible for store credit only. Returned items must have tags attached and be in new condition.

\* No Tax Applied  
Thank You Anne-Karin Atwood!



## 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
------	---------------------	-------	------------------------	-----------	--------------------------------	--------------------	----------

FROM JAN

STATEMENT

(D)

1

☒ ☒

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

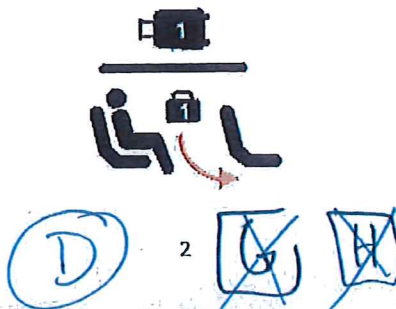
<sup>1</sup> To provide a frequent flier number, please call 1-800-JETBLUE (538-2583).

<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



Gift  
Birthday Card  
Jason Neary

WOLFDAL'S  
CUISINE UNIQUE

2/11/19 17:12  
Check 40001  
Type Sale  
Terminal 4  
Manager DAWN  
  
Swiped  
Acct GUSTAFSON/CINDY  
Card Typ XXXXXXXXXXXX6903  
Auth Mastercard  
Trans ID 095016  
1

Sale 25.00

Tip \$.....

Total \$.....

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

Customer Copy

E

493200 02/19 09:05 01 02

PARKING



CINDY

MOUNTAIN HOUSING

(F)



Statehouse Restaurant

## Take Out

Server: Estefania S  
Check #434

02/19/19  
12:32 PM

La Croix Tangerine  
0.63 Salad by WEIGHT

\$2.00  
\$5.03

Subtotal  
Tax  
Tip  
Total

\$7.03  
\$0.16  
\$1.41  
\$8.60

Credit Card  
Mastercard

Swiped  
xxxxxxxx6903

Transaction Type  
Authorization  
Approval Code  
Payment ID  
Card Reader

Sale  
Approved  
019631  
nRWRWxs7hhnR  
MAGTEK\_DYNAMAG

Lunch - Cindy

MOUNTAIN HOUSING





## MEMORANDUM

Date: April 3, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: 18.19 Opportunistic Event Sponsorship Funds Allocations –  
2019 Broken Arrow Skyrace Additional Funding

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**Action Requested:**

Review and possible approval of an additional \$7,500 in sponsorship funds for the 2019 Broken Arrow Skyrace.

**Background:**

There are currently \$49,095 unallocated funds in the approved 18.19 event budget.

The NLTRA is currently sponsoring the Broken Arrow Skyrace at a \$20,000 level. The producer is requesting an additional \$7,500 to help subsidize the cost of the licensing fee to become a sanctioned race in the World Mountain Running Association World Tour for the 26k distance, and to cover some of the lodging costs for five Skyman officials.

Broken Arrow Skyrace was recently confirmed as one stop of the 7-race 2019 Mountain Running World Cup, launched by the World Mountain Running Association. The race series has a combined prize pool of over \$63,000 among the seven races, enticing the world's best mountain runners. The Broken Arrow Skyrace will be the only World Cup race outside of Europe.

The Tourism Development approved the additional funding at the March meeting. *M/S/C (Judith Kline/Amber Kennedy) (6/0/1 – Nicole Reitter abstained) to approve the additional funds for Broken Arrow Skyrace.*

**Fiscal Impact:**

\$7,500

**Attachments:**

- Draft Broken Arrow Contract for Supplemental Funds
- 18.19 Event Sponsorship Budget (Current as of 4.3.19)



## **2019 Broken Arrow Skyrace / North Lake Tahoe Resort Association** **Contract for Supplemental Funds**

<b>Dates:</b>	June 21-23, 2019
<b>Distances:</b>	Kid's Race/Vertical K/11k/26k/52k
<b>Projected Participants:</b>	1500
<b>Additional Attendees:</b>	2000+
<b>Total Potential Participants:</b>	3500+
<b>Proposed NLTRA Grant Amount:</b>	\$7,500

### **The Broken Arrow Skyrace Mission:**

In three short years, the [Broken Arrow Skyrace](#) has become the premier trail running event in the United States. The three-day, five-distance (52k/26k/11k/Vertical K/Kid's Race) event, held at Squaw Valley Alpine Meadows, has become the premier tour stop in the [US Skyrunner Series](#). For the 2019, as of mid-March, event registrations are up over 150% and there is a strong likelihood that all distances will sell out at the 1,500-person ceiling.

The Broken Arrow Skyrace is actively attempting to raise the bar on the trail running experience in North America. We seek to accomplish this by executing a highly branded event with major cash winnings for elites (\$26,000 total), while welcoming the middle to back-of-the- pack runner in a fashion not seen elsewhere in the trail running industry. With Squaw Valley and Lake Tahoe as our canvas, the Broken Arrow continues to promote North Lake Tahoe as the go-to location for high altitude training and events, resulting in overnight room stays during what would otherwise be a quiet time of year in the area.

We describe our event through the tag line "elite and recreational participants will run and then celebrate together over three days with first-class food, craft beer, live music, films and fun activities for the whole family."

### **2018 Broken Arrow Skyrace Recap:**

The 2018 Broken Arrow Skyrace, part of the [US Skyrunning](#) Series, took place at Squaw Valley on June 15-17, 2018. Through collaborative partnership with Salomon and other key partners, the event saw double-digit growth (over 1100 participants) in only its third year. Perhaps most exciting was presence of Salomon's global social team who covered the race.

The 2018 Broken Arrow Skyrace saw over 1100 registered runners from a diverse and international background. The majority of participants hailed from all 58 California counties,

while over 300 other runners joined from 32 states. Perhaps most exciting was 21 international runners from 12 different countries.

#### **Request for Supplemental Funds:**

Since our main sponsorship agreement was made, the Broken Arrow Skyrace has been included in the [World Mountain Running World Cup](#) for the 26k distance, a first for ANY US trail/mountain running event. This is a tremendous honor for our young race, as it aligns us with the “big” European races that we seek to emulate.

There are only four World Mountain Running Association events globally. Due to this development, an additional \$7,500 is being requested to subsidize the licensing fee and travel and lodging expenses for World Mountain Running Association officials as well as high profile elites, both of whom will draw international attention to the event. The ultimate idea is to use their coverage of the event in order to draw more attendees in the future.

An additional portion of the supplemental ask will be allocated towards digital and other forms of out of area advertising in order to increase room stays in North Lake Tahoe.

Due to the fact that the World Tour is a points-driven series, athletes from across the world travel to each tour stop. This will have the major added benefit of bringing a global audience to Squaw Valley and North Lake Tahoe in June of 2019. As of March 1<sup>st</sup>, Broken Arrow already has registrations from 13 different countries (23 participants) and 34 states (1061 participants).

The Broken Arrow Race directors believe that such an honor will quickly attract over 25 countries and all 50 states and again, lead to a sold-out event.

A specific breakdown of supplemental funds usage could include:

- Approximately \$2000 will be used to cover the World Mountain Running Association licensing fee and lodging for their officials.
  - **GOAL:** to be included with the other “best in class” mountain races throughout the world, which will continue to highlight our race and North Lake Tahoe as the go-to place for high altitude training and events, ideally driving future overnight stays and visits to North Lake Tahoe.
- Approximately \$4000 will be used to secure rooms at Squaw Valley Lodge (our premier lodging partner) for elites from around the United States and the world.
  - **GOAL:** invite the best mountain runners in the world AND the WMRA officiating body to attend our event – while supplementing their travel - so they can see the magic and beauty of our race and North Lake Tahoe at large, ultimately perpetuating the marketing play for future years.
- Approximately \$1500 will be used for digital advertisements in order to promote the race as a WMRA World Cup event.

- **GOAL:** advertise to the world our inclusion in such a premier series, which will ultimately drive awareness for future attendance and overnight room stays. Exact locations are still TBD but could include London, Tokyo and cities throughout Hawaii, Australia, China and New Zealand.

**North Lake Tahoe Resort Association Benefits:**

- North Lake Tahoe centric email blast to the World Mountain Running Association database (Ex. things to do, plan your trip, sights to see, etc.)
- 2x North Lake Tahoe specific Facebook posts to the American Trail Running Association and World Mountain Running Association with click through opportunities to highlight NLTRA pre-existing messaging (Ex. things to do, plan your trip, sights to see, etc.
- Instagram story through Broken Arrow Skyrace and the World Mountain Running Association, highlighting the Via Ferrata with Alpenglöw Expeditions and the greater North Lake Tahoe region.
- Instagram coverage/story by WMRA social officials highlighting NLTRA desired avenues (goal would be to shine the light on whatever the NLTRA would like us to)
- WMRA race coverage and event video highlighting North Lake Tahoe as the go-to resource for high alpine events and training
- Editorial as a Featured Trail Town through the American Trail Running Association (ATRA)
- By helping align with the World Mountain Running Association, the NLTRA will actively perpetuate our strong and pre-existing partnership that highlights North Lake Tahoe as the go-to location for high altitude running events to a global running audience.
- By appealing to a global running audience, the NLTRA will further benefit from additional TOT taxes. We've already committed to being included in the event and after our announcement we saw a drastic increase in registrations (23 runners from 13 countries are currently signed up). The affiliation will markedly increase not only awareness, but more importantly attendance – by trail runners from across the globe.
- Additionally, if granted the supplemental funds, it will allow the Broken Arrow Skyrace to have a better data set of where participants are staying. We have a strong relationship with Squaw Valley Lodge and the above supplemental funds

**North Lake Tahoe Resort Association Representative:**

Name: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_  
 Signature: \_\_\_\_\_

**Broken Arrow Skyrace Representative:**

Name: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_  
 Signature: \_\_\_\_\_

Special Event/Sponsorship Budget  
July 2018 - June 2019

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Remaining	Account Code
<b>Sponsorships</b>					
<b>2018 Spartan World Championships</b>	\$254,500	\$254,353	\$0	\$147	6421-06
Cash Sponsorship	\$250,000	\$250,000			
The Abbi Agency	\$4,000	\$4,000			
Booth Staffing	\$500	\$353			
<b>2020 Mountain Travel Symposium</b>	\$5,000	\$5,625	\$0	(\$625)	6421-16
Sponsorship/Operation Costs	\$5,000	\$5,000			
MTS 2019 Video		\$625			
<b>2019 Tough Mudder (CANCELLED)</b>	\$35,550	\$0	\$0	\$35,550	6421-08
Cash Sponsorship Deposit	\$17,500				
Cash Sponsorship Balance	\$17,500				
Booth Staffing	\$550				
<b>2019 No Barriers Summit</b>	\$12,400	\$8,400	\$4,000	\$0	6421-05
Cash Sponsorship Deposit	\$8,000	\$8,000			
The Abbi Agency	\$4,000		\$4,000		
Tahoe City Banners	\$400	\$400			
<b>2019 WinterWonderGrass Tahoe</b>	\$19,400	\$19,447	\$0	(\$47)	6421-10
Cash Sponsorship	\$15,000	\$15,000			
Tahoe City Banners	\$400	\$400			
The Abbi Agency	\$4,000	\$4,000			
Lunch with Ariel		\$47			
<b>2018 Autumn Food &amp; Wine Festival</b>	\$37,375	\$34,337	\$0	\$3,038	6023-00
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	\$0			
<b>2019 Broken Arrow Skyrace</b>	\$20,000	\$20,000	\$0	\$0	6421-04
Cash Sponsorship	\$20,000	\$20,000			
Cash Sponsorship - Additional Funding - International					
<b>2019 Tahoe Lacrosse Tournament</b>	\$5,000	\$5,000	\$0	\$0	6421-07
Cash Sponsorship	\$5,000	\$5,000			
<b>4th of July Fireworks Sponsorship</b>	\$20,300	\$20,000	\$0	\$300	6421-01

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	\$0			
2019 Wanderlust	\$37,700	\$30,476	\$7,000	\$224	6421-09
Cash Sponsorship	\$30,000	\$30,000			
Swag - Essential Oils	\$3,000		\$3,000		
The Abbi Agency (2019)	\$4,000		\$4,000		
Booth Staffing (2018)	\$700	\$476			
2019 Free-Ride Festival (CANCELLED)	\$15,000	\$0	\$0	\$15,000	6421-13
Cash Sponsorship	\$15,000				
2019 Hot August Nights (NO SPONSORSHIP)	\$10,000	\$0	\$0	\$10,000	6421-03
Cash Sponsorship	\$10,000				
New Event Development	\$33,000	\$25,491	\$22,000	(\$14,491)	6421-00
Miscellaneous	\$33,000				
Homewood Halloweekends			\$5,000		
Partnership Funding Overage			\$3,000		
Event Surveys			\$4,000		
Freeride Festival (2018) - Booth Staffing		\$245			
NASTAR National Championships		\$10,000			
NASTAR National Championships - Booth Staffing		\$245			
Lake Tahoe Dance Festival		\$15,000			
Kid's Adventure Games			\$10,000		
Enduro World Series					
<b>Sponsorship Totals</b>	<b>\$505,225</b>	<b>\$423,130</b>	<b>\$33,000</b>	<b>\$49,095</b>	
<b>Operations</b>					
Operations	\$8,000	\$2,056	\$5,944	\$0	6424-00
Swag	\$8,000		\$5,944		
Frisbees (17.18 order)		\$1,327			
Cornhole Boards		\$257			
Branding Stickers - Cornhole Sets		\$133			
Ladderball Game		\$220			
Etsy Sales Tax		\$13			
Partnership Funding Presentation Expenses		\$106			
<b>Operations Totals</b>	<b>\$8,000</b>	<b>\$2,056</b>	<b>\$5,944</b>	<b>\$0</b>	
<b>Total Spend</b>	<b>\$513,225</b>	<b>\$425,186</b>	<b>\$38,944</b>	<b>\$49,095</b>	

Approved Budget	\$513,225
Spent	\$425,186
Allocated (Not Yet Paid)	\$38,944
Remaining Budget	\$49,095



## MEMORANDUM

Date: April 5, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Marketing & Events Manager

RE: Augmentation to SMARI Insights 18.19 Contract

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### Action Requested:

Recommendation to the North Lake Tahoe Marketing Cooperative (NLTMC) to approve up to a \$3,000 increase to the current 18.19 SMARI Insights contract to conduct additional surveys in the Southern CA market.

### Background:

The NLTMC pulled advertising efforts out of the Austin market once the Frontier flight from Austin to Reno was cancelled. At that time the committee decided to allocate those funds to the Southern CA market and expand into San Diego and Orange County.

The current contract with SMARI Insights includes markets we conducted surveys in last year – Los Angeles, New York City, San Francisco, Sacramento and Austin. Adding the markets of San Diego and Orange County would consist of 400 additional surveys being conducted and would cost of \$3,000 additional dollars.

Staff recommends incorporating the new markets to start establishing baselines for future year over year comparisons.

### Fiscal Impact:

\$3,000 to the NLTMC budget



north lake tahoe

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## MEMORANDUM

Date: 4/4/19

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta, CFO

RE: Selection of Auditor for Fiscal Years 2018/19 through 2022/23

---

### **Action Requested:**

Staff requests the Board of Directors approval of the firm to perform fiscal years 2018-19 through 2022-23 NLTRA audit and NLTMC review, and to prepare NLTRA tax returns for the same years.

### **Background:**

McClintock Accountancy performed the fiscal year audit of NLTRA, the review of NLT Marketing Cooperative, and preparation of the NLTRA federal and state tax returns for years ending 2013 through 2018. The 2018-19 contract with Placer County requires a competitive bid process be utilized in selecting a firm to perform the audit and tax services for the fiscal year ending 2019. The new contract term can extend to a total of five years.

A request for proposal to perform these audit and tax services was sent to six firms. Five firms returned proposals which are attached here, along with a summary of their pricing. The firms submitting proposals were (from low to high pricing): Barnard Vogler, McClintock Accountancy, Eide Bailly, Gibert, and Mann Urruria Nelson. Damore, Hamric & Schneider requested additional information and confirmed receipt of the information, but did not submit a proposal.

Barnard Vogler submitted the lowest priced proposal at \$21,000 for year one. The firm is located in Reno. In checking their references they appear to deal with smaller charitable non-profits, and may not be the best suited for our audit work. The one reference called was happy with their services.

Eide Bailey (Beth Kohn) proposed \$25,500 year one. I worked with Beth Kohn for ten years at Sugar Bowl and feel Beth and her team are very professional and do an excellent job. Jim Phelan is also familiar with their work. Eide Bailey is a national firm with offices in Reno. They have broad experience working with non-profits including Tahoe Douglas Visitors Authority and Mammoth Lakes Tourism Authority.

Mann Urruria Nelson proposed \$26,500 year one. The firm is located in Sacramento and performs audits for TCPUD and Town of Truckee. They are well versed in the nonprofit industry and maintain a very good reputation.

Gilbert quoted \$26,500 for year one and has offices in Sacramento. I worked with Gilbert/ Bobbie Hales for two years while at Tahoe Donner Association, and Mike Salmon continues to work with them. They do a very good job, are professional and do a substantial amount of non-profit work.

McClintock Accountancy proposed \$21,500 year one. They are very familiar with North Lake Tahoe Resort Association, the nuances of the County contracts, the accounting systems and processes utilized by NLTRA,

and non-profit accounting in general. They are a local firm and have done an excellent job over the years. Their proposal is only \$500 per year over the lowest bid, and is \$4,000 less than the next lowest proposal.

All firms have similar annual increases over the five year period. The individual costs per year and in total for the five years are presented on the attached worksheet.

**Recommendation:**

Staff and the Finance Committee recommend contracting with McClintock Accountancy for the audit of NLTRA, the review of NLTMC, and preparation of tax returns for the next five years. Their past work has been excellent, their familiarity with the association will save in staff time and expense, they are a local community member and their proposal is less than those submitted by comparable firms.

**Fiscal Impact:**

The first year audit and tax expense would be \$21,500, with a total expense of \$112,500 over five years. The 2017-18 audit and tax expense, which factored in the complexity of three county contracts, was approximately \$24,500; 2016-17 audit expense was \$18,650. The 2019-20 budget has not yet been developed, but it is anticipated it can easily accommodate this \$21,500 expenditure.



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Date: April 5, 2019

TO: Board of Directors

FROM: Cindy Gustafson, CEO

RE: Resolution Appointing Signatories for NLTRA and NLTMC Bank Accounts

---

**Action Requested:**

With the recent departure of Daphne Lange, we are required to provide an updated resolution to establish current signers on all bank accounts.

**Background:**

The bank accounts require two signers on every check. Prior to Daphne's departure, authorized signers were Cindy Gustafson, Bonnie Bavetta, Daphne Lange and Brett Williams. With the departure of Daphne, it is proposed that she is removed as an authorized signer and that Elizabeth Bowling and Amber Burke be added as additional signers.

**Recommendation:**

Staff recommends that the Board approve this resolution, removing Daphne Lange and adding Elizabeth Bowling and Amber Burke as signers, and that the Secretary affirm such to the institutions requiring notification.



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### **Resolution 2019.01: Appointing Bank Signatories**

WHEREAS, at its April 10, 2019 the North Lake Tahoe Resort Association Board of Directors meeting, the Board removed Daphne Lange as an official signer for company bank accounts, and confirmed the following individuals as designated signatories for all company bank accounts:

- Cindy Gustafson, Chief Executive Officer;
- Bonnie Bavetta, Chief Financial Officer; and
- Elizabeth Bowling, Director of Communications;
- Amber Burke, Marketing and Events Manager
- Brett Williams, Secretary.

WHEREAS, the Board of Directors has determined it to be in the best interest of the Corporation to remove terminated employees and add the noted employees as signers for checking and credit card accounts through a banking resolution with The Bank of the West and Plumas Bank, be it:

RESOLVED, that the Corporation execute and deliver to said bank a duly signed original of the completed banking resolution as is annexed thereto, and that the authority and or removal of authority to transact business, including but not limited to the maintenance of savings, checking, credit card and other accounts of the Corporation, shall be as contained in said resolution with the named officers therein authorized to so act on behalf of the Corporation as specified hereto.

The undersigned hereby certifies that he/she is the duly elected and qualified Secretary and the custodian of the books and records and seal of North Lake Tahoe Resort Association, Inc., a corporation duly formed pursuant to the laws of the state of California and that the foregoing is a true record of a resolution duly adopted at a meeting of the Board of Directors of North Lake Tahoe Resort Association, Inc. and that said meeting was held in accordance with state law and the Bylaws of the above-named Corporation on April 10, 2019, and that said resolution is now in full force and effect without modification or rescission.

IN WITNESS WHEREOF, I have executed my name as Secretary this 10<sup>th</sup> day of April, 2019.

---

Brett Williams  
Secretary of North Lake Tahoe Resort Association, Inc.



# north lake tahoe

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## MEMORANDUM

Date: 4/5/2019

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Consideration of Participation in "The Impact of Peak Visitation on Selected Northern California/Nevada Tourism Destinations" Research Study

---

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

Staff requests Board review and direction on participation in this research study.

### **Background:**

Staff has received a proposal from SMG Consulting with the opportunity to participate in the above referenced research. The study would include 1,000 surveys in the Northern California area. It would quantify size of various market segments, market share report, and travel perceptions and behavior of Northern California visitors.

### **Fiscal Impact:**

The cost of participation would be \$4995 before April 15 and \$5995 if after that date.

### **Attachments:**

To be distributed at Board meeting.



# north lake tahoe

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## MEMORANDUM

Date: 4/4/2019

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Letter of Support in Concept for - The Stages at Northstar

---

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

Staff requests Board review and approval of the draft letter of support for The Stages at Northstar.

### **Background:**

Tahoe Regional Arts Foundation (Foundation), a 501©3 non-profit organization, was formed to develop a year-round performing arts facility to the greater North Lake Tahoe / Truckee region. The proposed project is moving through various stages of planning and development.

The Foundation has requested support from NLTRA to apply for grants and other funding. Currently the Foundation is preparing a request to the Truckee Tahoe Airport District but they anticipate requesting funds from other organizations. Rather than bringing each individual funding request to the Board of Directors for support, I am recommending a general letter of support as attached. The letter is conceptual in nature due to the fact that the public engagement, environmental review, and regulatory process is just beginning and the project may change or be modified as it proceeds through the regulatory and permitting process.

### **Fiscal Impact:**

There is no fiscal impact to the NLTRA at this time.

### **Attachments:**

Background information on The Stages at Northstar and the Foundation

## DRAFT Letter of Support for The Stages at Northstar

To Whom it May Concern:

At the April 10, 2019 meeting of the North Lake Tahoe Resort Association (NLTRA), a non-profit 501©4, the Board of Directors adopted a motion approving this letter of conceptual support for Tahoe Regional Arts Foundation's efforts to develop a year-round performing arts venue in our region. Their proposal, The Stages at Northstar, is just beginning its public engagement and environmental review / regulatory process. We strongly support their efforts to complete the analysis of this project's benefits and impacts for our region.

NLTRA is a public benefit corporation that promotes tourism and benefits businesses through efforts that enhance the economics, environmental, recreational and cultural climate of the area. In pursuit of our mission, NLTRA has adopted a Tourism Master Plan and participated in specific studies that support year-round arts and culture in our region. These plans and studies indicate that arts and cultural facilities are amenities that encourage increased destination visitation in off-peak seasons, providing improved stability to the region's economic indicators. As compared to our competitive destinations, the lack of such a facility greatly restricts our efforts to improve the economic vitality for the region.

As a business organization, we anticipate supporting this project through a variety of means and in partnership with our member businesses. We will assist in providing information to our businesses and community organizations regarding the economic benefits of the proposal.

Please feel free to contact us for questions or any additional information.

Sincerely,

Adam Wilson  
Chair

## BACKGROUND

The Tahoe Regional Arts Foundation will develop The Stages at Northstar as a unique facility where traditional and creative works in both visual and performing arts will be developed and presented for residents and visitors alike. The Stages at Northstar will enrich the culture of our community and provide a home for arts to thrive, from our local youth to the world's top performers.

As a regional theatre complex, The Stages features three primary performance venues plus exceptional space for visual arts and special events. The 22 acres and approximate 75,000 square-foot complex is currently designed to feature: 3,500 seat amphitheatre, 650 seat proscenium theatre, 150 seat black box theatre and 220 banquet facility.

The Board of Directors overseeing The Stages at Northstar is dedicated to the health and vitality of the region, including the environmental impact of the theatre complex. Environmentally-sensitive construction and sustainable operating practices are included throughout the project. Examples include:

### Land Stewardship:

The Stages footprint is designed to minimize the environmental impact. As such, the vast majority of the 22-acre site will remain natural forest land.

### Visual Impact:

The Stages are being strategically designed as a striking and beautiful architectural sculpture within the mountain landscape. Those looking back towards the valley from mid mountain will still see a pleasant view, with the complex appearing to be nestled into the surrounding habitat.

### Green Building & Operations:

The new facilities will aspire to the highest level of LEED and WELL Building certifications.

### Energy Efficiency:

Current planning for the building and complex includes systems for renewable energy, natural lighting, energy efficiency, and consideration of the life-cycle cost of materials.

### Traffic & Transportation:

The Stages is conveniently located between I-80 and Lake Tahoe, making it easily accessible with valet services, shuttles and public transportation options. Programming will be coordinated with Northstar operations and events to minimize traffic on Hwy 267 and in the neighborhood. Additionally, the location includes existing parking, eliminating the need to build a large parking lot or structure.

### Noise:

The topography of the area, architectural planning and site positioning of the theatres are all purposefully being used in the design of The Stages to keep noise levels below acceptable levels in

the surrounding area. Additional studies are also underway to identify further means of mitigating potential noise issues for the Northstar neighborhood and in the Martis Valley.

**Consumables:**

The early business plan for The Stages has already identified the need for administrative policies that will address consumables including paper, cleaning products, printing, and electronic communication. Additional requirements and policies will be set for concession items and catering supplies.

**Staging Board of Directors and Ambassadors**

**KEITH D. VOGT, Chairman**

Retired Educator, CEO, Entrepreneur

**ROGER REMPFER, DMD, Vice Chairman**

Chase International Real Estate

**SHERRIN FIELDER, Treasurer**

Sherrin Fielder CPA

**CAROLYN MAGIN, Secretary**

Retired Corporate Marketing Executive

**TOM ACORD, DMA, Director**

Retired University Professor

**LOIS EWING, Director**

Quest Theaterworks

**SUSAN HORST, Director**

Truckee Tahoe Community Chorus

**EVE MCENEANEY, Director**

Arts For The Schools

**MICHELLE MORIKAWA, Director**

Welk Resorts

**BLAKE RIVA, Director**

BasinStreet Properties

SUZANNE THORNTON, Director

Community Leader

JENNIFER WADDELL, Director

Community Leader

KRISTIN YORK, Ambassador

Sierra Business Council

ERNIE GROSSMAN, Ambassador

Retired Attorney

LARRY J. HEIFETZ, MD, Ambassador

Gene Upshaw Memorial

Tahoe Forest Cancer Center

JIM PORTER, Ambassador

Porter Simon, a California and Nevada Law Firm

AMY BERRY, Ambassador

CEO, Tahoe Fund



## The Only Theatre Complex of its Kind in the Greater Lake Tahoe Area

There is no place on earth like Lake Tahoe. Renowned for its incredible crystal blue water and stunning mountain views, the largest alpine lake in the United States and its surrounding communities draw outdoor enthusiasts, hopeless romantics and those seeking respite from a hectic world. Now one of the most iconic destinations in the country will feature a long-needed new amenity bringing economic vitality, superlative entertainment, greater support and exposure for local arts groups, world-class performances, life-long learning, and cultural excitement to the region.

Introducing The Stages at Northstar.

# The Significant Value of Arts & Culture to the Lake Tahoe Region

Research consistently shows that a strong and dynamic arts environment brings significant benefits to residents and visitors. Yet the Lake Tahoe area does not have a regional performing, visual and cultural arts center on par with other mountain resort destinations. This is about to change. Featuring a more than 84,000-square-foot complex, The Stages at Northstar contains three primary theatres and other space for diverse programming and multi-use events. It is designed as a regional theatre complex to complement surrounding community theatres and existing arts events with programming that can accommodate world-class, year-round performances and cultural opportunities. Most of all, The Stages will enhance economic vitality, provide exceptional educational advantages for people of all ages, enrich the quality of life for cur-

## Ensuring a Vibrant and Viable Lake and Mountain Community

Stewarding a performing, visual and cultural arts center of this significance from concept to opening night will take a variety of strategic partners, advocates, advisors, and supporters. The Tahoe Regional Arts Foundation, an independent nonprofit organization, was organized to lead and oversee The Stages at Northstar development and its programming. We are in the midst of assembling a diverse and committed group of government leaders; local residents, second homeowners, and frequent visitors; area, state and national businesses; corporate and charitable foundations; and prominent educational and arts advisors to advance the project efficiently and effectively. While in the very early phases of this effort, we are seeing tremendous interest and support from not only arts advocates, but also key community and business leaders who un-



## The Project

# A Theatre Complex Like No Other

The Tahoe Regional Arts Foundation will develop **The Stages at Northstar** as a unique facility where traditional and creative works in both visual and performing arts will be developed and presented for residents and visitors alike. The Stages at Northstar will enrich the culture of our community and provide a home for arts to thrive, from our local youth to the world's top performers.

**As a regional theatre complex**, The Stages features three primary performance venues plus exceptional space for visual arts and special events. The 22 acres and approximate 75,000 square-foot complex is currently designed to feature:

(note: final architectural design subject to change)

Professional state-of-the-art indoor  
proscenium theatre

with seating for 650 patrons.

## Versatile black box theatre

with flexible seating up to 150 for arts education, community group performances, lectures, and meetings.

## Exceptionally beautiful outdoor amphitheatre

with flexible seating up to 3,500.

## Visually stunning 220-seat multi-purpose room

with beautiful mountain views for smaller performances, visual arts exhibitions, film festivals, rehearsals, lectures, corporate meetings, and special events.

## Large Lobby

for special events, artist receptions, visual arts gallery, corporate meetings, private events, art auctions, and fundraising events.











## MEMORANDUM

Date: April 3, 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

---

### 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.

### 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 per year.

Staff presented this event sponsorship opportunity to the BOD in March. Staff was given direction to gather additional information which is now included as an attachment. The information includes questions on the overall budget and additional sponsorship benefits.

### Fiscal Impact:

#### \$80,000 Sponsorship

- Allocated between the remaining 18.19 FY Event Budget and the 18.19 FY Additional Opportunities Account
  - *Currently, there is \$49,095 of unallocated funds in the 18.19 FY Event Budget.*

### Attachments:

- March Board of Directors Meeting Follow Up Information
- Northstar Presentation
- 18.19 FY Event Sponsorship Budget - Current

## 2019 Enduro World Series

### March Board Meeting Follow Up Information

#### Event Budget

- Northstar Budget: \$250,000 - \$275,000 not including marketing costs
- *Note: They cannot share line items, but this is the overall anticipated operational budget. This includes sanctioning fees with UCI (Union Cycliste Internationale) and costs to fulfil a full anti-doping component.*

#### Additional Promotional Opportunities for NLTRA

*Note: Kate from EWS is extremely open to a wide variety of content ideas. Below are the initial ones discussed, but she will be able to provide more ideas in April once she gets through two upcoming events.*

- Destination video on Northstar event page of website
  - 2017: EWS website saw 3.6 million views, USA Colorado race had almost 200,000 views the 2 weeks surrounding the event
- Inclusion of destination content in pre-arrival athlete emails (Ex. Top 10 things to do in North Lake Tahoe)
- Article on front page of EWS website
  - 2017: EWS website saw 3.6 million views
- During the event, EWS will shoot 5 videos which will show a variety of the region
  - 2017: EWS produced videos generated 3.2 million views on EWS online channels
- All content will be shared on EWS social channels
  - Instagram: 289k followers
  - Facebook: 111k followers
  - Twitter: 28.3k followers
- Northstar already included the North Lake Tahoe logo on their bike event t-shirts which were distributed at the 2019 Sea Otter Classic event.
  - 800 t-shirts produced and distributed
  - Overall Event Stats:
    - 74,000 fans – attracts all ages & levels (beginner to experts)
    - 9,800 athletes – draws top cycling talent from across the globe
    - 8,500 campers – passionate about the outdoors
    - 900 brands – cycling's top brands consider Sea Otter a 'must attend' event
    - 500 exhibitors – key venue for industry networking
    - 370 int'l journalists – offers unparalleled media exposure



# Event Sponsorship Enduro World Series

---

Hosted at Northstar California

**VAIL RESORTS®**

# Event Overview

## What

Enduro World Series

## When

August 23 – 25, 2019

## Where

Northstar California

## 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

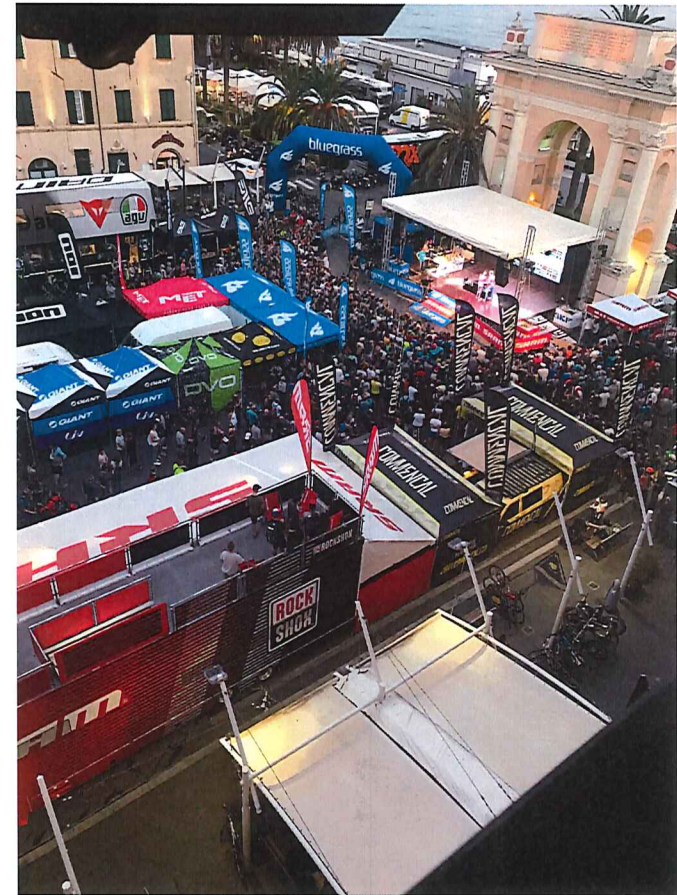
International spotlight on your region and its best trails	
Average number of entrants per event	400 (biggest event 600)
Average duration of stay for riders and teams	5-6 nights
Bed Nights per Event (not inc spectators) 1 day race/ 2day race	3000/4500
Nationalities competing in the series	43
Showcases 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

# 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



Special Event/Sponsorship Budget  
July 2018 - June 2019

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Remaining	Account Code
<b>Sponsorships</b>					
2018 Spartan World Championships	\$254,500	\$254,353	\$0	\$147	6421-06
Cash Sponsorship	\$250,000	\$250,000			
The Abbi Agency	\$4,000	\$4,000			
Booth Staffing	\$500	\$353			
2020 Mountain Travel Symposium	\$5,000	\$5,625	\$0	(\$625)	6421-16
Sponsorship/Operation Costs	\$5,000	\$5,000			
MTS 2019 Video		\$625			
2019 Tough Mudder (CANCELLED)	\$35,550	\$0	\$0	\$35,550	6421-08
Cash Sponsorship Deposit	\$17,500				
Cash Sponsorship Balance	\$17,500				
Booth Staffing	\$550				
2019 No Barriers Summit	\$12,400	\$8,400	\$4,000	\$0	6421-05
Cash Sponsorship Deposit	\$8,000	\$8,000			
The Abbi Agency	\$4,000		\$4,000		
Tahoe City Banners	\$400	\$400			
2019 WinterWonderGrass Tahoe	\$19,400	\$19,447	\$0	(\$47)	6421-10
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	6023-00
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	\$0			
2019 Broken Arrow Skyrace	\$20,000	\$20,000	\$0	\$0	6421-04
Cash Sponsorship	\$20,000	\$20,000			
Cash Sponsorship - Additional Funding - International					
2019 Tahoe Lacrosse Tournament	\$5,000	\$5,000	\$0	\$0	6421-07
Cash Sponsorship	\$5,000	\$5,000			
4th of July Fireworks Sponsorship	\$20,300	\$20,000	\$0	\$300	6421-01

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	\$0			
<b>2019 Wanderlust</b>	<b>\$37,700</b>	<b>\$30,476</b>	<b>\$7,000</b>	<b>\$224</b>	<b>6421-09</b>
Cash Sponsorship	\$30,000	\$30,000			
Swag - Essential Oils	\$3,000		\$3,000		
The Abbi Agency (2019)	\$4,000		\$4,000		
Booth Staffing (2018)	\$700	\$476			
<b>2019 Free-Ride Festival (CANCELLED)</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>6421-13</b>
Cash Sponsorship	\$15,000				
<b>2019 Hot August Nights (NO SPONSORSHIP)</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>6421-03</b>
Cash Sponsorship	\$10,000				
<b>New Event Development</b>	<b>\$33,000</b>	<b>\$25,491</b>	<b>\$22,000</b>	<b>(\$14,491)</b>	<b>6421-00</b>
Miscellaneous	\$33,000				
Homewood Halloweekends			\$5,000		
Partnership Funding Overage			\$3,000		
Event Surveys			\$4,000		
Freeride Festival (2018) - Booth Staffing		\$245			
NASTAR National Championships		\$10,000			
NASTAR National Championships - Booth Staffing		\$245			
Lake Tahoe Dance Festival		\$15,000			
Kid's Adventure Games			\$10,000		
Enduro World Series					
<b>Sponsorship Totals</b>	<b>\$505,225</b>	<b>\$423,130</b>	<b>\$33,000</b>	<b>\$49,095</b>	
<b>Operations</b>					
<b>Operations</b>	<b>\$8,000</b>	<b>\$2,056</b>	<b>\$5,944</b>	<b>\$0</b>	<b>6424-00</b>
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Partnership Funding Presentation Expenses		\$106			
<b>Operations Totals</b>	<b>\$8,000</b>	<b>\$2,056</b>	<b>\$5,944</b>	<b>\$0</b>	
<b>Total Spend</b>	<b>\$513,225</b>	<b>\$425,186</b>	<b>\$38,944</b>	<b>\$49,095</b>	

Approved Budget	\$513,225
Spent	\$425,186
Allocated (Not Yet Paid)	\$38,944
Remaining Budget	<u>\$49,095</u>



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 4/4/2019

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Tourism Business Improvement District Update

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

Information briefing, staff direction.

### **Background:**

At your last meeting you approved the Phase II scope of work with Civitas Advisors to form the North Lake Tahoe Tourism Business Improvement District.

Attached is:

- a draft timeline
- a proposed service plan, and
- budget options.

Staff has worked with the Executive Committee to convene an initial meeting with the key business leaders in the region to develop consensus around the strategic direction and plan for moving forward.

### **Fiscal Impact:**

There is no new fiscal impact to the NLTRA at this time.

### **Attachments:**

Draft timeline

Proposed Service Plan

Budget Options



## North Lake Tahoe TBID Formation Timeline – Phase Two

March 27, 2019

Action	Date
Phase Two Kick-off Call	April 1, 2019
Owner Outreach & Education	April – July 2019
<b>Develop initial draft Management District Plan (MDP)</b>	May 2019
County review and comment on MDP; ongoing review	June 2019
Stakeholders review of final MDP	July 2019
Final MDP, Petition, Resolutions approved by County	July 2019
<b>Petition Drive</b>	July – September 2019
Submit Petitions totaling over 50% of assessment to County	October 2019
<b>Board of Supervisors</b>	October 2019
<ul style="list-style-type: none"> <li>Resolution of Intention (Consent Calendar)</li> </ul>	
<b>Mail</b> <ul style="list-style-type: none"> <li>Notice of Public Meeting/Hearing - <i>Should be mailed 1 day (next day) after ROI is adopted. Must be mailed 45 days prior to Public Hearing.</i></li> </ul>	October 2019
<b>Board of Supervisors– Public Meeting</b> <ul style="list-style-type: none"> <li>Public Meeting – No action required - <i>Must be held at least 10 days after Notice of Public Meeting/Hearing is mailed and at least 7 days before Public Hearing is held.</i></li> </ul>	November 2019
<b>Board of Supervisors – Public Hearing</b> Public Hearing & Adopt Resolution of Formation - <i>Must be held at least 45 days after Notice is mailed.</i>	December 2019
District is formed	December 2019
District begins collecting assessment	January 1, 2020

*Placer County Board of Supervisors Meetings are held every 2<sup>nd</sup> and 4<sup>th</sup> Tuesday at 9:00 AM.*

## North Lake Tahoe TBID Formation

Proposed Service Plan

March 28, 2019

The NLT-TBID is designed to provide specific benefits directly to the payors by increasing tourism and commerce at assessed businesses during non-peak periods. Funds generated by the NLT-TBID assessment will be used to enhance the guest experience, attract visitors in off-peak times and seasons, and support business vitality, through a comprehensive destination marketing program, visitor services, business support and advocacy.

Stabilizing visitation through encouraging longer stays and visits during non-peak periods, fosters a healthy economy in the greater Tahoe region of Placer County. Tourism is the region's main source of income, and its success allows for continued revenues to Placer County to improve transportation, workforce housing, parks, trails and public safety measures for all to enjoy. NLT-TBID funds will only be used pursuant to the parameters of this plan, they cannot be diverted from these purposes for any reason. The NLT-TBID will be overseen by an Advisory Committee appointed by the NLT Resort Association Board of Directors. The Advisory Committee will have full oversight and direction of the uses and expenditures of these funds.

### PROJECTED BUDGET

Services	%	\$
Marketing, Promotions & Special Events		
Business Development, Education, & Advocacy Program		
Visitor Information Center(s) Operations		
Administration & Operations		
Contingency/Reserve/Renewal		
County Fee		
<b>TOTAL</b>		

### PROJECTED SERVICES

#### Marketing, Promotions & Special Events

A comprehensive marketing, promotions, and special events program will support and stimulate visitation to assessed businesses within the NLT-TBID. Through a central theme of promoting the North Lake Tahoe region as a diverse, exciting four-season destination, the program will have the goal of increasing overnight visitation, and visits to restaurants, retail and recreational activities at assessed businesses, especially during mid-week and non-peak seasons. This will increase tourism, economic vitality, and community stability for the assessed businesses within the NLT-TBID. To accomplish this goal, the following activities and services will be undertaken:

- Partner with State and local organizations to promote the North Lake Tahoe region throughout the US and the world;
- Develop effective marketing efforts promoting the region across paid, owned and earned channels to increase awareness and generate website traffic to drive tourism and commerce at assessed businesses;
- Paid advertising efforts will include, but are not limited to print ads in magazines and newspapers, social media and online digital ads, billboards, video, television ads, and radio ads targeted at potential visitors to drive tourism and commerce at assessed businesses;
- Utilize social media channels and partner's social media to increase awareness and engagement with assessed businesses.
- Ensure representatives are provided the opportunity to attend trade shows, meetings, industry conferences, and events to promote assessed businesses;
- Supply and coordinate media relations and communications via press releases, announcements, media placements and social sharing to drive tourism and commerce at assessed businesses;
- Coordinate familiarization tours with travel trade, media, and influencers to assessed businesses;
- Work with Travel Trade to increase destination awareness and product offerings highlighting assessed businesses on an International level – specifically targeting UK, Australia and Canada, plus other viable markets such as China, India and Mexico.
- Prepare and produce collateral promotional materials such as brochures, flyers and maps featuring assessed businesses;
- Develop lead generation activities designed to attract tourists and group events to assessed businesses;
- Operate and maintain a website designed to promote assessed businesses;
- Track and analyze results to inform the strategic direction and effectiveness of the marketing and promotional work;
- Sponsor and promote special events during non-peak seasons to expand the diversity of activities and encourage longer destination visitation.

### **Business Support, Development and Advocacy Program**

The business support, development and advocacy program will strengthen the local economy by gathering and analyzing economic data, providing information on opportunities and resources, supporting new business development, and advocating on behalf of the assessed businesses. The program will undertake the following services:

- Track and analyze economic indicators for the North Lake Tahoe region;
- Advocate for business-supportive policies with local and regional government agencies;
- Provide consolidated business advocacy of regional and localized transportation solutions;
- Provide consolidated business advocacy for workforce housing in the North Lake Tahoe region of Placer County;

- Provide market research, data, resources, education, and forums to address assessed business's needs;
- Develop and maintain a comprehensive website as a resource for assessed businesses;
- Provide timely and regular communications and information for assessed businesses including reports, newsletters, social media, and email.

### **Visitor Services and Information Center(s) Operation**

To further strengthen the visitor experience while in the North Lake Tahoe region, innovative services will include specialized transportation, special events and activities, and information programs. Visitor information center(s) operation services will ensure that visitors to the region have access to information for assessed businesses services.

- Provide staffing throughout the year;
- Develop materials and technologies to expand visitor information at various locations throughout the region;
- Provide comprehensive in-market visitor information including business referrals to assessed businesses; and
- Track and analyze information on the origin, destination, demographics, and interests of visitors to the region.

### **Administration & Operations**

This portion of the budget shall be utilized for administration and operations, such as administrative staffing, Board of Directors and committees support, human resources, office, and other general administrative costs such as insurance, legal, and accounting fees.

### **Contingency/Reserve/Renewal**

A portion of the budget will be allocated to a contingency fund to account for lower than anticipated collections. If collected contingency funds remain in the budget near the expiration of the NLT-TBID's term, and business owners wish to renew the NLT-TBID, the contingency funds may be used for renewal costs.

### **County Administration Fee**

The County will charge an administrative fee for its costs to collect the NLT-TBID assessment. We expect the County's administrative fee to be two percent (2%) of the total amount assessed.

### **TERM**

The NLT-TBID will be formed for a five-year period, with services beginning January 1, 2020 through December 31, 2025. After five years, the NLT-TBID may be renewed if business owners support continuing the programs.

## ASSESSMENT RATE

Based on the benefits received, the assessment rate will be tiered as indicated in the table below. The assessment is levied upon and is a direct obligation of the assessed tourism business. However, the assessed tourism business may, at its discretion, pass the assessment on to patrons. The amount of assessment, if passed on to each patron, shall be disclosed in advance and separately stated from the amount of consideration charged and any other applicable taxes, and each patron shall receive a receipt for payment from the business. Further detail on benefits can be found below. Retail and restaurant and general tourism industry businesses are divided into three tiers. All Restaurant/Retail and general tourism industry businesses are assessed at the Tier 1 rate for their category, unless and until an appeal is submitted and approved to be classified as Tier 2 or Tier 3.

- Tier 1 businesses are those which have at least \$150,000 in annual gross revenue and receive at least half of that annual gross revenue from visitors;
- Tier 2 businesses are those which have between \$50,000 to \$149,999 in annual gross revenue, or which exceed \$150,000 in annual gross revenue but do not receive at least half of that annual gross revenue from visitors; and
- Tier 3 businesses are those which have \$49,999 or less in annual gross revenue.

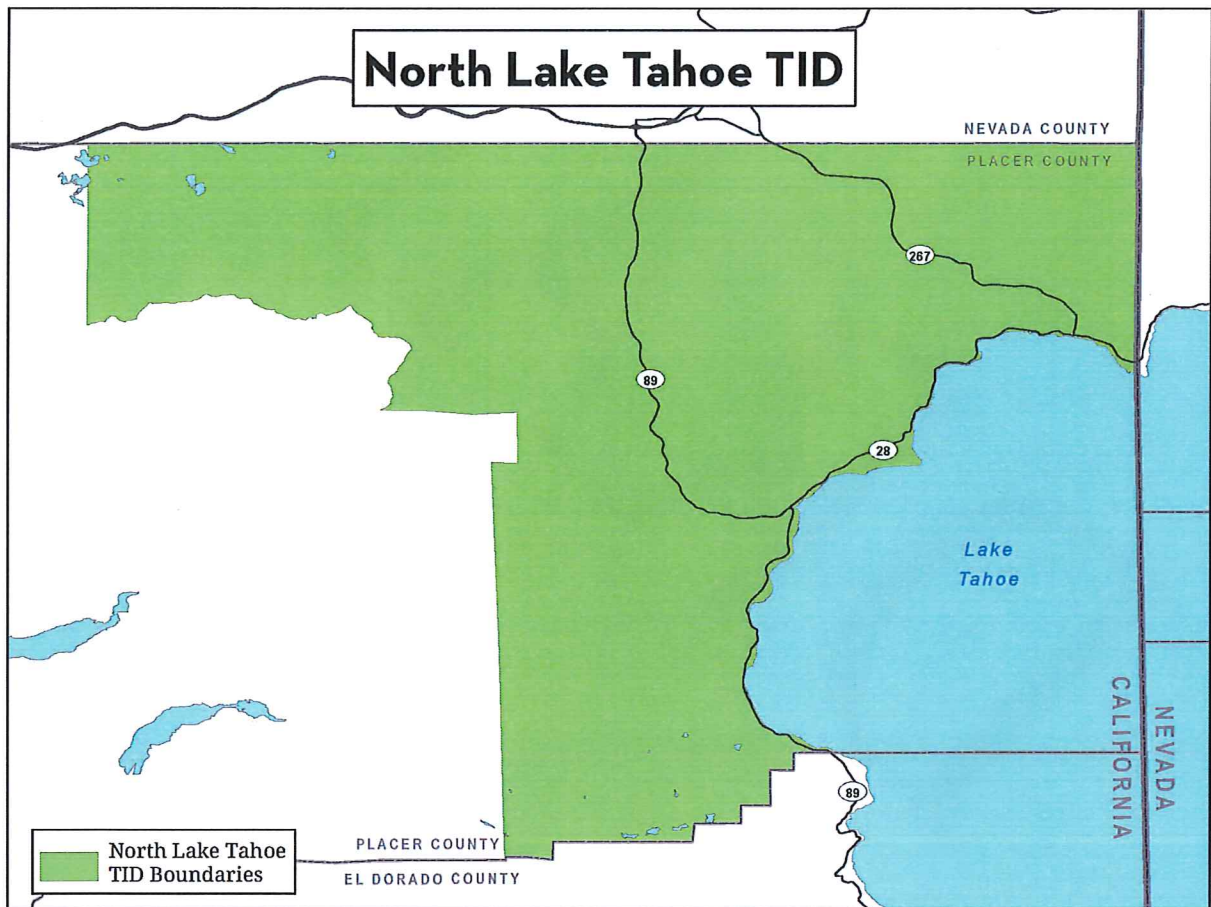
Businesses situated within other businesses, such as restaurants located within a hotel or ski resort, will be assessed at the rate for that business type and not at the rate of the other business they are situated in.

Business Type	Annual Assessment Rate
Lodging	1-2% of gross overnight room stays
Restaurant/Retail/Activities – Tier 1	1% of annual gross revenue, including equipment and vehicle rentals
Restaurant/Retail/Activities – Tier 2*	\$500 per year
Restaurant/Retail/Activities – Tier 3*	\$250 per year
General Industry Business – Tier 1	\$1,500 per year (+\$1,000,000 annual gross revenue)
General Industry Business – Tier 2*	\$800 per year (\$500K - \$999,999 annual gross revenue)
General Industry Business – Tier 3*	\$600 per year (\$150K - \$499,999 annual gross revenue)
General Industry Business – Tier 4*	\$300 per year (\$50K - \$149,999 annual gross revenue)
General Industry Business – Tier 5*	\$100 per year (below \$50,000 annual gross revenue)

\*Only applicable upon submission and approval of an appeal

## BOUNDARIES

The proposed NLRTBID includes all lodging, restaurant, retail, general tourism industry and recreational service businesses located within the boundaries shown below that are estimated to receive at least half of their annual gross revenue from visitors.



## MANAGEMENT

The North Lake Tahoe Resort Association will serve as the NLTRTBID's Owners' Association. The Owners' Association is charged with managing funds and implementing programs in accordance with the Management District Plan (MDP) and must provide annual reports to the County Board of Supervisors. After the formation of the NLT-TBID, the North Lake Tahoe Resort Association Board will form a NLT-TBID Advisory Committee, comprised of business owners, or their representatives, who will pay the NLT-TBID assessment, which will be responsible for implementing the Management District Plan. The NLT-TBID Advisory Committee must also hold open meetings and make records available pursuant to the Brown Act and Public Records Act.

DRAFT

## Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1266 Units ('DestiMetrics Census\*\*') and 39.20% 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 (Feb) changed by (22.2%)	Occupancy (Feb) :	62.1%	50.8%	22.2%
North Lake Tahoe ADR for last month (Feb) changed by (-1.1%)	ADR (Feb) :	\$ 352	\$ 356	-1.1%
North Lake Tahoe RevPAR for last month (Feb) changed by (20.9%)	RevPAR (Feb) :	\$ 218	\$ 181	20.9%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Mar) changed by (17.3%)	Occupancy (Mar) :	42.1%	35.9%	17.3%
North Lake Tahoe ADR for next month (Mar) changed by (-0.9%)	ADR (Mar) :	\$ 284	\$ 286	-0.9%
North Lake Tahoe RevPAR for next month (Mar) changed by (16.3%)	RevPAR (Mar) :	\$ 119	\$ 103	16.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (16.9%)	Occupancy	49.1%	42.0%	16.9%
North Lake Tahoe ADR for the past 6 months changed by (-0.6%)	ADR	\$ 295	\$ 296	-0.6%
North Lake Tahoe RevPAR for the past 6 months changed by (16.2%)	RevPAR	\$ 145	\$ 124	16.2%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-3.5%)	Occupancy	24.7%	25.6%	-3.5%
North Lake Tahoe ADR for the future 6 months changed by (5.5%)	ADR	\$ 349	\$ 331	5.5%
North Lake Tahoe RevPAR for the future 6 months changed by (1.8%)	RevPAR	\$ 86	\$ 85	1.8%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Feb 28, 2019 vs. Previous Year				
Rooms Booked during last month (Feb,19) compared to Rooms Booked during the same period last year (Feb,18) for all arrival dates has changed by (35.2%)	Booking Pace (Feb)	5.8%	4.3%	35.2%

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

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

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# Monthly Report February 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 2/28/19:	\$2,159,176	\$2,052,995	5%
Forecasted Commission for this Revenue:	\$45,705	\$56,008	-18%
Number of Room Nights:	12114	11825	2%
Number of Delegates:	14946	10712	40%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>February-19</u>	<u>February-18</u>	
<u>Number of Groups Booked:</u>	<u>5</u>	<u>4</u>	
Revenue Booked:	\$387,531	\$133,480	190%
Projected Commission:	\$2,849	\$2,569	11%
Room Nights:	2099	957	119%
Number of Delegates:	939	10315	-91%
	3 Corp., 2	1 Smf, 1 Film, 2	
Booked Group Types:	Assoc.	Corp.	
Lost Business, # of Groups:	12	0	

<u>Arrived in the month</u>	<u>February-19</u>	<u>February-18</u>	
Number of Groups:	1	5	
Revenue Arrived:	\$5,491	\$147,151	-96%
Projected Commission:	\$549	\$2,569	
Room Nights:	23	1016	-98%
Number of Delegates:	13	291	-96%
		4 Corp., 1 Film	
Arrived Group Types:	1 Corp.	Crew	

<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%

Arrived Group Types:	1 Corp.	1 Corp., 2 Assoc.
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<b>Monthly Detail/Activity</b>	<b><u>December-18</u></b>	<b><u>December-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>7</b>	<b>1</b>	
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	

<b><u>Arrived in the month</u></b>	<b><u>December-18</u></b>	<b><u>December-17</u></b>
Number of Groups:	0	2
Revenue Arrived:	\$0	\$45,377
Projected Commission:	\$0	\$0
Room Nights:	0	153
Number of Delegates:	0	64
		1 Corp, 1 Assoc.
Arrived Group Types:		

<b>Monthly Detail/Activity</b>	<b><u>November-18</u></b>	<b><u>November-17</u></b>	
<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%
		1 Corp, 1	
Booked Group Types:	3 Corp.	Assoc.	
Lost Business, # of Groups:	9	10	

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

<b>Monthly Detail/Activity</b>	<b><u>October-18</u></b>	<b><u>October-17</u></b>	
<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%
	2 Corp, 1 Smf,	2 Corp, 1	
Booked Group Types:	1 Semiar/Educ.	Assoc, 2 SMF	
Lost Business, # of Groups:	21	12	

<u>Arrived in the month</u>	<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%
	4 Corp, 3	2 Corp, 3	
Arrived Group Types:	Assoc.	Assoc, 1 Govt.	

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

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

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

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$154,661	\$55,514	179%
Projected Commission:	\$66	\$1,101	-94%
Room Nights:	876	234	274%
Number of Delegates:	374	152	146%
	5 Corp, 1	2 Corp, 1	
Arrived Group Types:	Assoc., 2 SMF	Assoc., 1 Non-Profit	

<u>Monthly Detail/Activity</u>	<u>July-18</u>	<u>July-17</u>	
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<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:	<b>8</b>	<b>5</b>	
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>
<b>For 2019/20:</b>	<b>\$2,418,656</b>	<b>\$750,000</b>
<b>For 2020/21:</b>	<b>\$404,643</b>	<b>\$500,000</b>

<b>NUMBER OF LEADS Generated as of 2/28/19:</b>	<b>234</b>
YTD 2/28/18:	203
YTD 2/28/17:	176

**Total Number of Leads Generated in Previous Years:**

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

**Monthly Report February 2019****CONFERENCE REVENUE STATISTICS****South Lake Tahoe****Year to Date Bookings/Monthly Production Detail FY 18/19**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>18/19</u>	<u>17/18</u>	<u>Variance</u>
Total Revenue Booked as of 2/28/19:	\$692,175	\$374,491	85%
Forecasted Commission for this Revenue:	\$29,616	\$5,535	435%
Number of Room Nights:	3022	2718	11%
Number of Delegates:	1759	1310	34%
Annual Commission Projection:	\$25,000	\$10,000	150%

<u>Monthly Detail/Activity</u>	<u>February-19</u>	<u>February-18</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>4</b>	
Revenue Booked:	\$22,198	\$75,687	-71%
Projected Commission:	\$0	\$547	
Room Nights:	150	755	-80%
Number of Delegates:	100	435	-77%
Booked Group Types:	0	1 Corp, 2 Assoc.	

<u>Arrived in the month</u>	<u>February-19</u>	<u>February-18</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$9,870	-100%
Projected Commission:	\$0	\$0	#DIV/0!
Room Nights:	0	156	-100%
Number of Delegates:	0	80	-100%
Booked Group Types:	0	2 Corp.	

<u>Monthly Detail/Activity</u>	<u>January-19</u>	<u>January-18</u>	
<u>Number of Groups Booked:</u>	<b>0 \$0</b>	<b>8</b>	
Revenue Booked:	\$0	\$253,116	-100%
Projected Commission:	\$0	\$8,928	
Room Nights:	0	1304	-100%
Number of Delegates:	0	603	-100%
Booked Group Types:	0	2 Assoc.	

<u>Arrived in the month</u>	<u>January-19</u>	<u>January-18</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$16,020	-100%
Projected Commission:	\$0	\$2,403	-100%
Room Nights:	0	240	-100%
Number of Delegates:	0	80	-100%
Booked Group Types:	0	1 SMF	

<b>Monthly Detail/Activity</b>	<b><u>December-18</u></b>	<b><u>Decemeber 2017</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$47,500	\$9,240	414%
Projected Commission:	\$7,125	\$0	
Room Nights:	80	60	33%
Number of Delegates:	16	250	-94%
Booked Group Types:	1 Corp.	1 Wedding	
 <b><u>Arrived in the month</u></b>	 <b><u>December-18</u></b>	 <b><u>December-17</u></b>	
Number of Groups:	1	1	
Revenue Arrived:	\$47,500	\$1,580	2906%
Projected Commission:	\$7,125	\$79	8919%
Room Nights:	80	26	208%
Number of Delegates:	16	12	33%
Booked Group Types:	1 Corp.	1 Govt.	
 <b>Monthly Detail/Activity</b>	 <b><u>November-18</u></b>	 <b><u>November-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>1</b>	
Revenue Booked:	\$0	\$2,228	
Projected Commission:	\$0	\$334	
Room Nights:	0	12	
Number of Delegates:	0	6	
Booked Group Types:		1 Corp.	
 <b><u>Arrived in the month</u></b>	 <b><u>November-18</u></b>	 <b><u>November-17</u></b>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$33,553	
Projected Commission:	\$0	\$563	
Room Nights:	0	347	
Number of Delegates:	0	132	
Booked Group Types:		1 Corp., 1 Smf	
 <b>Monthly Detail/Activity</b>	 <b><u>October-18</u></b>	 <b><u>October-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$7,942	\$5,547	43%
Projected Commission:	\$0	\$0	
Room Nights:	38	45	-16%
Number of Delegates:	75	45	67%
Booked Group Types:	1 Corp.	1 Assoc.	
 <b><u>Arrived in the month</u></b>	 <b><u>October-18</u></b>	 <b><u>October-17</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$98,202	\$10,842	806%
Projected Commission:	\$0	\$0	
Room Nights:	737	78	845%
Number of Delegates:	228	25	812%
Booked Group Types:	1 Govt., 1 Assoc., 1 Corp	1 Corp.	
 <b>Monthly Detail/Activity</b>	 <b><u>September-18</u></b>	 <b><u>September-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>1</b>	
Revenue Booked:	\$0	\$38,000	-100%

Projected Commission:	\$0	\$5,700	
Room Nights:	0	380	-100%
Number of Delegates:	0	200	-100%
Booked Group Types:		1 Assoc.	

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

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

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

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

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



north lake tahoe

Chamber | CVB | Resort Association

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

### Communications Update

NLTRA.org: The website launched on March 26. Chamber Member invoicing is running concurrently between ChamberMaster and Web Link for the month of April with a full transition by May 1. 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. A Member email will be sent out mid-April with login details and advertising information.

Advertising: The Chamber implemented a new Member to Member advertising policy which condenses dedicated member e-blasts into a once-per-month send. Chamber Members will continue to receive one free insertion per calendar year and a bulk pricing option is now included (1 newsletter: \$80; 2 newsletters: \$150).

Social Media: March posts incorporated 10 live videos and highlighted PR placements, local events (SnowFest, Polar Plunge), Chamber programming and promotion of the 65<sup>th</sup> Annual Community Awards Dinner. The page shared visitor resources and tagged local partners who participated in the Tahoe Treasures campaign and also highlighted NLTRA sponsorship of WinterWonderGrass.

### Facebook Insights: Mar. 1 - 31

- Total Page Followers: 4,024 (38 new followers gained in March)
- Total Post Reach: 10,651
- Total Post Engagements: 2,359
- Total Video Views: 4,239

### Facebook Live Promotional Highlights (10 total):

- Gallery Keoki @ Visitor Center for Artist of the Month, Mar. 1. Results: Reach: 1,001; Engagements: 143; Views: 482
- SnowFest @ Tahoe City for parade kick-off, Mar. 2. Results: Reach: 840; Engagements: 149; Views: 420
- Polar Plunge @ Gar Woods for SnowFest, Mar. 2. Results: Reach: 2,204; Engagements: 674; Views: 1,900
- Brian Dahle @ West Shore Café, Mar. 6. Results: Reach: 411; Engagements: 58; Views: 253
- Dead Winter Carpenters & Friends @ WinterWonderGrass, Mar. 29. Results: Reach: 3,515; Engagements: 476; Views: 202
- Squaw Valley I Alpine Meadows @ WinterWonderGrass, Mar. 31. Results: Reach: 640; Engagements: 134; Views: 376
- Arts for the Schools @ WinterWonderGrass, Mar. 31. Results: Reach: 296; Engagements: 21; Views: 103

### Media:

- SF Business Times: *Flurry of Lake Tahoe projects spurs hope of development "renaissance"* (digital – Mar. 29)
- Ongoing ad highlighting Visitor Service staff and Sierra Sun (bonused to NLTRA; value: \$315/issue)
- Pending - Moonshine Ink: Local Business Column featuring Granlibakken Tahoe Resort, Moe's BBQ, Jakes on the Lake (print – Apr. 11)
- Pending – Sierra Sun: *WinterWonderGrass encourages tourism in off-season* (print – Apr. 5)

### Chamber of Commerce Updates, Events & Partnerships

- A mandatory Sexual Harassment Prevention training for managers and employers was held at the Visitor Center on Mar. 1, 13 people attended. The training was led by HR expert, Laura Moriarty. The Chamber may host an employee version this summer and a second managers/employers training in the fall per attendee request. The training provides a certificate of completion, as required by the new 2019 Labor Law.
- Tahoe Forest Hospital signed on as a sponsor for First Tuesday Breakfast Club; the March edition included presentations from Olympic Meadow Property Acquisition, Placer County, and Candidate for Senate, Rex Hime.

- The Squaw Dogs event was held at the Visitor Center on Mar. 7 in conjunction with SnowFest. There were 82 attendees who enjoyed a firepit with s'mores, raffle prizes, and photos with Squaw Valley's patrol dogs. The Visitor Center had an additional \$287 in revenue and raised \$315 for the Squaw Dogs non-profit. Between raffle, bar and s'mores sales, the Chamber raised \$337.87 in additional revenue.
- Heavy promotion and outreach for the 65<sup>th</sup> Annual Community Awards has resulted in 16 sponsorships as of Apr. 4. The NLTRA is continuing to push ticket sales through April 11 with a goal of selling a total of 285 tickets.

#### **Looking Ahead**

- 65<sup>th</sup> Annual Community Awards Dinner: Thursday, Apr. 18 at Granlibakken Tahoe Resort
- PR Summit and Networking Mixer: Thursday, May 23 at Sierra Sotheby's, Tahoe City
- Opening Day on the Lake – Meeks Bay Trail Opening & Ribbon Cutting: Friday, May 24
- Summer Recreation Event & Bluesdays Mixer: Tuesday, June 11 at Squaw Valley

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

### VISITORS SERVED:

#### Feb. 2019

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

#### Mar. 2018

Total TC Walk-ins: 1,475  
Total Phone Calls: 209  
Events: 1,183  
Total 2,867

#### Mar. 2019

Total TC Walk-ins: 2,116  
Total Phone Calls: 173  
Events: 0  
Total 2,289

### REFERRALS GIVEN TO VISITORS:

<b>Restaurants</b>  <b>443</b>	<b>Lodging</b>  <b>48</b>	<b>Historic / Museum</b>  <b>59</b>	<b>Events</b>  <b>36</b>
<b>Tours</b>  <b>0</b>	<b>Surrounding Towns (SLT / Truckee)</b>  <b>30</b>	<b>Shopping</b>  <b>60</b>	<b>Transportation</b>  <b>21</b>
<b>Real Estate</b>  <b>1</b>	<b>Activities Mountain / Trails</b>  <b>177</b>	<b>Activities / Lake</b>  <b>23</b>	<b>Maps / Directions</b>  <b>410</b>

**TOTAL: 1,308 = 42 referrals per day**

Visitor Surveys Gathered: 41 (total of 181 since Sept. 2018)

### Guest Book Signatures: 59

- Domestic Visitation included: AK, AZ, CA, CO, GA, HI, IL, KY, LA, MA, MD, MI, MN, MO, MT, NC, NH, NV, NY, PA, SC, TX, UT, WA
- International visitation included: France, Brazil, Puerto Rico, Thailand, Seoul Korea
- Comments: Great shop, perfect information, just what we wanted, Chris is awesome, thank you!

### March 2019 Highlights

- Hosted 6<sup>th</sup> consecutive Squaw Dogs event (this was the best attended)
- Hosted North Tahoe Truckee Leadership Mixer at the Visitor Center on Mar. 28
- March 2019 sales were 29.9% higher than March 2018

# North Lake Tahoe Marketing Cooperative

## Balance Sheet

As of February 28, 2019

Accrual Basis

	Feb 28, 19	Feb 28, 18	\$ Change	% Change	Jun 30, 18
<b>ASSETS</b>					
<b>Current Assets</b>					
Checking/Savings					
1000-00 · Cash	430,243	567,921	(137,678)	(24%)	479,914
Total Checking/Savings	430,243	567,921	(137,678)	(24%)	479,914
Accounts Receivable					
1200-00 · Accounts Receivable	10,696	184,585	(173,889)	(94%)	145,394
Total Accounts Receivable	10,696	184,585	(173,889)	(94%)	145,394
Other Current Assets					
1300 · Reimbursements Receivable	984	0	984	100%	
1350-00 · Security Deposits	100	0	100	100%	100
Total Other Current Assets	1,084	0	1,084	100%	100
Total Current Assets	442,023	752,506	(310,483)	(41%)	625,408
Other Assets					
1400-00 · Prepaid Expenses	27,923	19,965	7,958	40%	6,289
Total Other Assets	27,923	19,965	7,958	40%	6,289
<b>TOTAL ASSETS</b>	<b>469,946</b>	<b>772,471</b>	<b>(302,525)</b>	<b>(39%)</b>	<b>631,697</b>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable					
2000-00 · Accounts Payable	220,084	386,824	(166,740)	(43%)	442,239
Total Accounts Payable	220,084	386,824	(166,740)	(43%)	442,239
Credit Cards					
2080 · Bank of the West Credit Cards					
2080-02 · MC_4222 Jason	0	413	(413)	(100%)	0
2080-05 · MC_2107 Greg	0	5,718	(5,718)	(100%)	0
2080-09 · MC_3126 Sarah	0	2,908	(2,908)	(100%)	25
Total 2080 · Bank of the West Credit Cards	0	9,039	(9,039)	(100%)	25
Total Credit Cards	0	9,039	(9,039)	(100%)	25
Other Current Liabilities					
2400-00 · Suspense	0	(29)	29	100%	0
2402-00 · Suspense - Jason	0	(36)	36	100%	0
Total Other Current Liabilities	0	(65)	65	100%	0
Total Current Liabilities	220,084	395,798	(175,714)	(44%)	442,264
Total Liabilities	220,084	395,798	(175,714)	(44%)	442,264
<b>Equity</b>					
32000 · Unrestricted Net Assets	189,433	176,268	13,165	7%	176,268
Net Income	60,429	200,404	(139,975)	(70%)	13,164
Total Equity	249,862	376,672	(126,810)	(34%)	189,432
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>469,946</b>	<b>772,470</b>	<b>(302,524)</b>	<b>(39%)</b>	<b>631,696</b>

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

February 2019

	Feb 19	Budget	Jul '18 - Feb 19	YTD Budget	Annual Budget
<b>Income</b>					
4000-00 • LTIVCBVB Funding	76,000	76,000	646,057	646,057	942,000
4001-00 • NLTRA Funding	121,652	121,652	973,219	973,214	1,459,822
4004-00 • IVCBVB Entertainment	0	0	6,000	6,000	8,000
<b>Total Income</b>	<b>197,652</b>	<b>197,652</b>	<b>1,625,276</b>	<b>1,625,271</b>	<b>2,409,822</b>
<b>Gross Profit</b>	<b>197,652</b>	<b>197,652</b>	<b>1,625,276</b>	<b>1,625,271</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	40,000	40,000
5002-01 • Native Display	10,650	6,500	13,713	28,250	50,000
5004-00 • Trip Advisor	19,375	3,125	75,201	57,500	95,000
5005-00 • Paid Social	30,224	13,950	92,255	92,850	135,000
5005-01 • Digital Display	16,950	13,063	88,811	79,615	115,004
5005-02 • Retargeting Video	0	1,130	0	6,750	10,000
5007-00 • Creative Production	33,553	10,000	105,853	76,000	121,000
5010-00 • Account Strategy & Management	7,000	7,000	56,000	56,000	84,000
5010-01 • Digital Management & Reporting	3,000	3,000	24,000	24,000	36,000
5010-02 • Website Strategy & Analysis	2,000	2,000	16,000	16,000	24,000
5013-00 • Outdoor	8,000	0	111,000	95,000	95,000
5015-00 • Video	0	3,000	13,262	19,000	25,000
5017-00 • Rich Media	12,727	12,500	33,342	25,000	50,000
5018-00 • Media Commission	15,385	9,472	62,704	70,528	98,796
5018-01 • Digital Ad Serving	0	625	609	5,000	7,500
5018-03 • Strategic Marketing Plan	0		0	3,500	3,500
5020-00 • Search Engine Marketing	0	6,500	28,073	34,700	50,000
5022-00 • Email	2,550	5,100	23,078	28,875	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>161,414</b>	<b>104,965</b>	<b>781,371</b>	<b>841,547</b>	<b>1,175,279</b>
<b>5110-00 • LEISURE SALES</b>					
5107-00 • Creative Production	0	0	2,584	500	2,500
5111-00 • FAMs - Domestic	0	0	947	1,000	1,250
5112-00 • Training / Sales Calls	0	0	1,279	2,000	3,500
5113-00 • Additional Opportunities	0	2,000	5,097	5,000	7,000
5115-00 • Travel Agent Incentive Program	0	0	0	1,000	1,000
5120-00 • Domestic - Trade Shows	1,696	2,000	2,843	4,750	4,750
5131-00 • FAMs -Intl - Travel Trade	511	1,000	2,409	3,750	6,500
5132-00 • FAMs -Intl - Media	528	1,000	4,848	8,000	12,000
5133-00 • Ski-Tops	537	0	537	2,000	3,250
5134-00 • Intl Marketing - Additional Opp	0	0	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	0	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	140	0	4,381	2,500	5,500
5144-00 • IPW - POW WOW	0	0	9,930	10,000	9,000
5145-00 • TIA Annual Dues	0	0	2,635	2,500	2,500
5146-00 • UK / Black Diamond	0	0	24,607	33,750	45,000
5147-00 • AUS / Gate 7	0	0	25,939	30,750	41,000
5149-00 • Mexico Program	150		4,860	5,000	5,000
5150-00 • China Program	1,688		5,238	8,500	8,500
5151-00 • RTO West	0	0	2,322	2,695	4,195
5152-00 • Go West	0	0	0	1,500	1,500
5154-00 • Canada					
5154-01 • Canada Sales Mission	1,893		1,893		
5154-00 • Canada - Other	0	0	27,388	20,000	25,000
<b>Total 5154-00 • Canada</b>	<b>1,893</b>	<b>0</b>	<b>29,281</b>	<b>20,000</b>	<b>25,000</b>
5155-00 • California Star Program	0		3,500	3,500	3,500
<b>Total 5110-00 • LEISURE SALES</b>	<b>7,143</b>	<b>6,000</b>	<b>148,747</b>	<b>161,695</b>	<b>235,445</b>
<b>5200-00 • PUBLIC RELATIONS</b>					
5200-01 • Strategy, Reporting, Mgmt, Etc.	2,200	2,200	17,600	17,600	26,400
5201-00 • National, Regional, & Local PR	5,000	5,000	40,000	40,000	60,000
5202-00 • PR Program/ Content Dev - Blogs	1,800	1,800	14,400	14,400	21,600
5204-00 • Media Mission(s)	0	0	2,789	5,300	10,600
5206-00 • Digital Buy/ Social Media Boost	500	500	4,000	4,000	6,000
5207-00 • Content Campaigns/Tools-My Emma	300	300	2,400	2,400	3,600
5208-00 • International Travel Media FAMS	1,000	3,000	5,466	9,000	12,000

# North Lake Tahoe Marketing Cooperative

## Profit & Loss Budget Performance

February 2019

Accrual Basis

	Feb 19	Budget	Jul '18 - Feb 19	YTD Budget	Annual Budget
5209-00 · Domestic Travel Media FAMS	5,779	3,208	15,732	25,667	38,500
5210-00 · Content Dev - Newsletters	2,000	2,000	16,000	16,000	24,000
5211-00 · Social Media Strategy & Mgmt	4,000	4,000	32,000	32,000	48,000
5212-00 · Social Giveaways & Contests	0	1,100	4,600	5,550	8,900
5213-00 · Facebook Live	0	0	1,500	3,240	6,480
5214-00 · Social Takeover	0	1,100	6,688	8,600	13,000
5215-00 · Content Campaign-Local Luminary	6,750	0	27,000	11,000	22,000
5200-00 · PUBLIC RELATIONS - Other	6,944		6,944		
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>36,274</b>	<b>24,208</b>	<b>197,120</b>	<b>194,757</b>	<b>301,080</b>
<b>6000-00 · CONFERENCE SALES</b>					
6002-00 · Destination Print	0	0	12,300	12,000	20,500
6003-00 · Geo-Fence Targeting	0		3,000	3,000	3,000
6004-00 · Email	0	850	6,750	6,800	10,200
6004-01 · Newsletter	0	1,000	0	2,650	5,950
6005-00 · Paid Media	0	792	5,541	8,104	12,154
6006-00 · CVENT	0		13,196	13,196	13,196
6007-00 · Creative Production	3,761	1,000	21,861	13,000	20,000
6008-00 · Conference PR / Social Outreach	1,000	1,000	8,000	8,000	12,000
6010-00 · Collateral Production	0	0	0	5,000	7,500
6018-00 · MCC Media Commission	69	343	6,859	5,948	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	4,000	0	6,000
6152-00 · Client Events / Opportunities	564	0	15,304	10,500	18,000
6153-00 · Chicago Sales Rep Support	0	2,000	6,540	5,000	10,000
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>5,894</b>	<b>6,985</b>	<b>103,387</b>	<b>98,398</b>	<b>152,150</b>
<b>6100-00 · TRADE SHOWS</b>					
6111-00 · Site Inspections	831	750	4,126	3,500	7,000
6115-00 · Chicago Holiday Showcase	0	3,000	0	3,000	3,000
6116-00 · CalSAE Seasonal Spectacular	0	(4,950)	4,142	3,000	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	31	0	5,146	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	0	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	1,955		5,769	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	506		3,806	4,200	4,200
6151-00 · Destination CA	0	0	0	0	1,500
6154-00 · HelmsBriscoe ABC	4,500	0	4,500	4,000	5,500
6156-00 · Connect California	0	0	0	3,750	5,000
6156-02 · Connect Chicago	3,700	250	3,700	4,000	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	1,500	0	1,500	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	437	1,500	437	5,250	5,250
6164-00 · Connect Mountain Incentive	448	0	448	3,750	5,250
6165-00 · Bay Area Client Appreciation	0	0	0	0	5,000
6166-00 · Sports Commission	0	0	795	1,600	2,900
6167-00 · Nor Cal DMO	429	0	429	2,500	4,500
<b>Total 6100-00 · TRADE SHOWS</b>	<b>12,836</b>	<b>2,050</b>	<b>68,191</b>	<b>95,700</b>	<b>134,145</b>
6106-00 · CalSAE Seasonal Spectacular	0		(2,537)		
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>					
5008-00 · Cooperative Programs	0	0	25,851	27,000	51,000
5009-00 · Fulfillment / Mail	296	0	9,989	10,500	13,000
5021-00 · RASC-Reno Air Service Corp	0	0	50,000	75,000	100,000
5123-00 · HSVC - High Sierra Visitors	0	0	2,000	2,250	2,250
7001-00 · Miscellaneous	61	250	61	2,000	3,000
7002-00 · CRM Subscription	833		6,667	10,000	10,000
7003-00 · IVCBVB Entertainment Fund	186	0	3,201	4,000	8,000
7004-00 · Research	422	0	6,017	21,000	45,000
7005-00 · Film Festival	0		15,000	15,000	15,000
7006-00 · Special Events	0	0	0	20,000	45,000
7007-00 · Destimetrics / DMX	0	0	25,013	25,014	33,352

**North Lake Tahoe Marketing Cooperative**  
**Profit & Loss Budget Performance**  
February 2019

Accrual Basis

	Feb 19	Budget	Jul '18 - Feb 19	YTD Budget	Annual Budget
7008-00 • Opportunistic Funds	467	0	77,434	6,600	16,600
7009-00 • Tahoe Cam Usage	531	177	1,062	1,416	2,124
8700-00 • Automobile Expense*	211	200	3,315	1,600	2,400
7000-00 • COMMITTED & ADMIN EXPENSES - Other	0		(5,779)		
<b>Total 7000-00 • COMMITTED &amp; ADMIN EXPENSES</b>	<b>3,006</b>	<b>627</b>	<b>219,830</b>	<b>221,380</b>	<b>346,726</b>
<b>8000-00 • WEBSITE CONTENT &amp; MAINTENANCE</b>					
8002-00 • Content Manager Contractor	3,583	3,750	28,667	30,000	45,000
8003-00 • Website Hosting Maintenance	0	0	20,071	15,000	20,000
<b>Total 8000-00 • WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>3,583</b>	<b>3,750</b>	<b>48,737</b>	<b>45,000</b>	<b>65,000</b>
<b>Total Expense</b>	<b>230,151</b>	<b>148,585</b>	<b>1,564,847</b>	<b>1,658,477</b>	<b>2,409,825</b>
<b>Net Income</b>	<b>(32,499)</b>	<b>49,067</b>	<b>60,429</b>	<b>(33,206)</b>	<b>(3)</b>

## Accounts Receivable Summary

Invoices With Apply Dates Through February 28, 2019

Aged as of Thursday, February 28, 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	0.00	0.00	420.00	0.00	25.00	445.00
Community Awards 2018- Employee Award		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	4,625.00	25,785.00	5,385.00	2,420.00	5,825.00	44,040.00
Email Blast		0.00	0.00	0.00	80.00	0.00	0.00	80.00
TMBC - Ticket		0.00	0.00	30.00	15.00	15.00	45.00	105.00
TMBC Sponsorships		0.00	500.00	0.00	0.00	0.00	0.00	500.00
<b>Total Open Invoices</b>		0.00	5,125.00	25,815.00	5,900.00	2,435.00	5,935.00	45,210.00

Unapplied Payments With Payment

Dates Prior to and Including

02/28/2019

45.00

Pre-Payments: Payments Made Prior to 02/28/2019 on Invoices With Apply Dates After 02/28/2019

Total Pre-Payments

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

45,165.00

# KEY METRICS FOR February 28, 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	4,873,005	3,874,694	5,436,080	2,350,829	\$ 16,534,608
2016 - 2017	5,503,124	3,317,960	6,114,719	3,354,149	\$ 18,289,952
2017 - 2018	6,271,093	3,449,703	5,630,792	3,191,682	\$ 18,543,270
2018 - 2019	7,019,665	3,944,680	248,536		\$ 11,212,881

updated

Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Feb 2019)					
Referrals - Tahoe City:	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Walk In	29,446	27,498	30,845	28,430	-7.83%
Phone	1,791	2,466	2,209	2,012	-8.92%
Email	146	249	257	276	7.39%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	2,332	4,195	3,127	3,295	5.37%
Total	42,324	38,334	45,171	45,452	0.62%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	50.8%	62.1%	22.2%
ADR (Average Daily Rate)	\$ 356	\$ 352	-1.1%
RevPAR (Rev per Available Room)	\$ 181	\$ 218	20.9%
Occupancy 1 Mth Forecast	35.9%	42.1%	17.3%
ADR 1 Mth Forecast	\$ 286	\$ 284	-0.9%
RevPAR 1 Mth Forecast	\$ 103	\$ 119	16.3%
Occupancy (prior 6 months)	42.0%	49.1%	16.9%
ADR (prior 6 months)	\$ 296	\$ 295	-0.6%
RevPAR (prior 6 months)	\$ 124	\$ 145	16.2%
Occupancy (next 6 months)	25.6%	24.7%	-3.5%
ADR (next 6 months)	\$ 331	\$ 349	5.5%
RevPAR (next 6 months)	\$ 85	\$ 86	1.8%

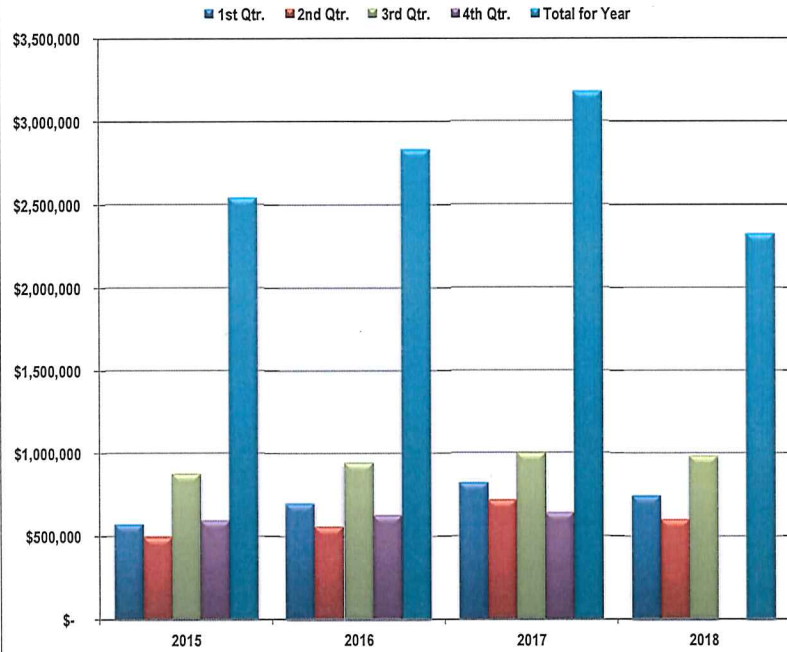
Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)		Total Chamber Membership	
FY 2015-16 Contract	\$ 4,260,134	June 2014	457
FY 2016-17 Contract	2,526,980	June 2015	474
Total Fund Balances	\$ 6,787,115	June 2016	508
		June 2017	424
		Jun 2018	378

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 820,233	\$ 742,627	-9.46%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 716,779	\$ 601,162	-16.13%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 1,001,144	\$ 982,682	-1.84%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 641,261	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,179,417	\$ 2,326,471	-26.83%

Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Jan 2019
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.2%
Placer County (367,309)	6.0%	5.2%	4.7%	3.8%
Dollar Point (1,215)	7.1%	6.1%	1.1%	2.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	2.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.9%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.0%

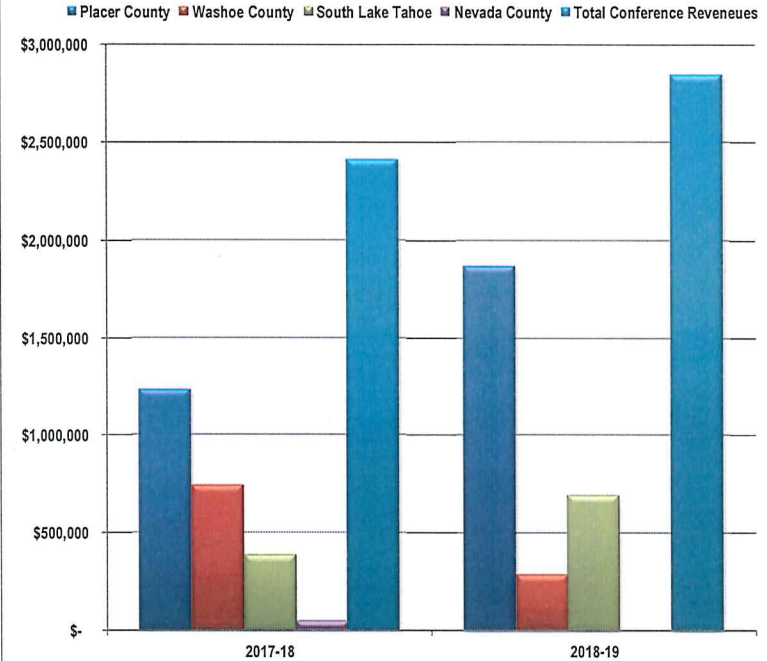
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 2/28/2019					
	2017-18		2017-18		2018-19
	Actuals		Forecasted		Forecasted
FORWARD LOOKING					Change
Total Revenue Booked	\$2,570,830	\$ 2,412,388	\$ 2,851,350		18.20%
Commission for this Revenue	\$ 60,863	\$ 62,190	\$ 75,322		21.12%
Number of Room Nights	12,962	14,615	15,136		3.56%
Number of Bookings	76	61	64		4.92%
Conference Revenue And Percentage by County:					
	17-18	18-19			
Placer	51%	66%	\$1,392,285	\$ 1,234,555	\$ 1,871,342 51.58%
Washoe	31%	10%	\$730,318	\$ 739,991	\$ 287,833 -61.10%
South Lake	16%	24%	\$397,939	\$ 387,554	\$ 692,175 78.60%
Nevada	2%	0%	\$50,288	\$ 50,288	\$ - -100.00%
Total Conference Revenue	100%	100%	\$2,570,830	\$ 2,412,388	\$ 2,851,350 18.20%
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)



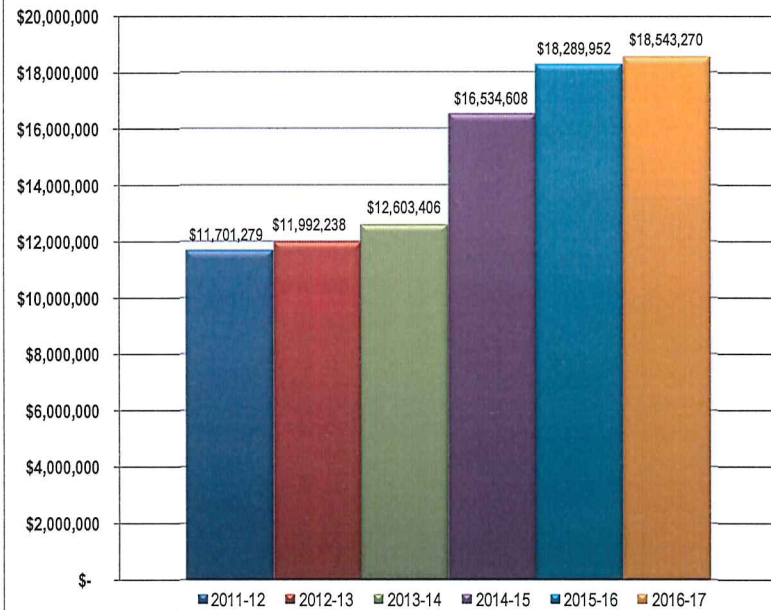
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Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 641,261	\$ -	-100.00%
<b>Total</b>	<b>\$ 2,542,230</b>	<b>\$ 2,832,127</b>	<b>\$ 3,179,417</b>	<b>\$ 2,326,471</b>	<b>-26.83%</b>

### Conference Revenue Statistics & Revenue Share by County



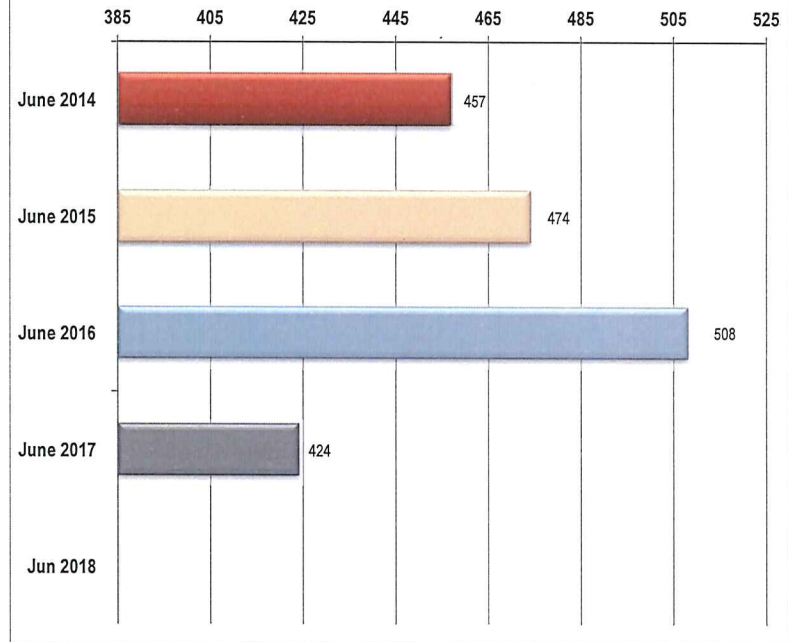
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 2/28/2019			
	2017-18	2018-19	YOY %
<b>FORWARD LOOKING</b>			
	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 2,412,388	\$ 2,851,350	18.20%
Commission for this Revenue	62,190	75,322	21.12%
Number of Room Nights	14,615	15,136	3.56%
Number of Bookings	61	64	4.92%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,500,000	0.00%
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Placer	\$ 1,234,555	\$ 1,871,342	51.58%
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South Lake	\$ 387,554	\$ 692,175	78.60%
Nevada	\$ 50,288	\$ -	-100.00%
<b>Total Conference Revenue</b>	<b>\$ 2,412,388</b>	<b>\$ 2,851,350</b>	<b>18.20%</b>

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



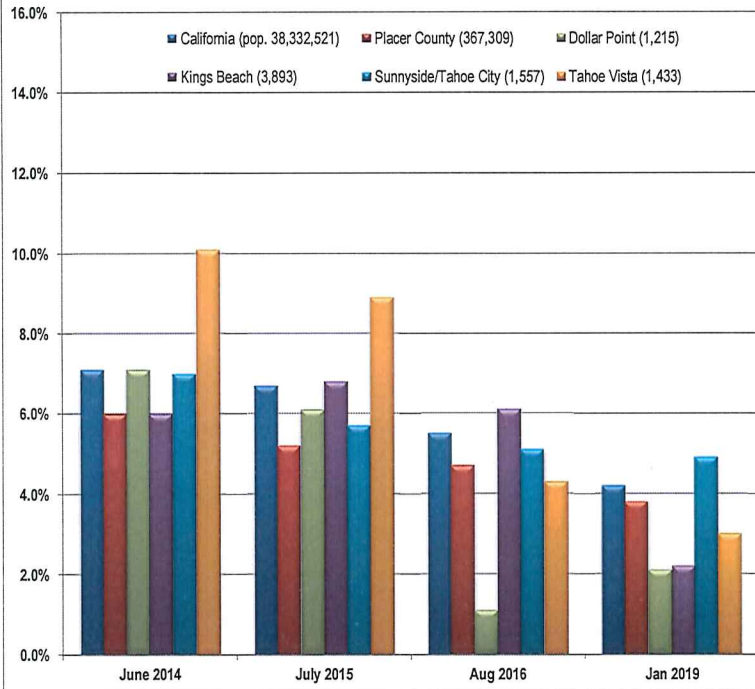
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2018 - 2019	\$ 7,019,665	\$ 3,944,680	\$ 248,536	\$ -	\$ 11,212,881

### Chamber Membership (# of Members)



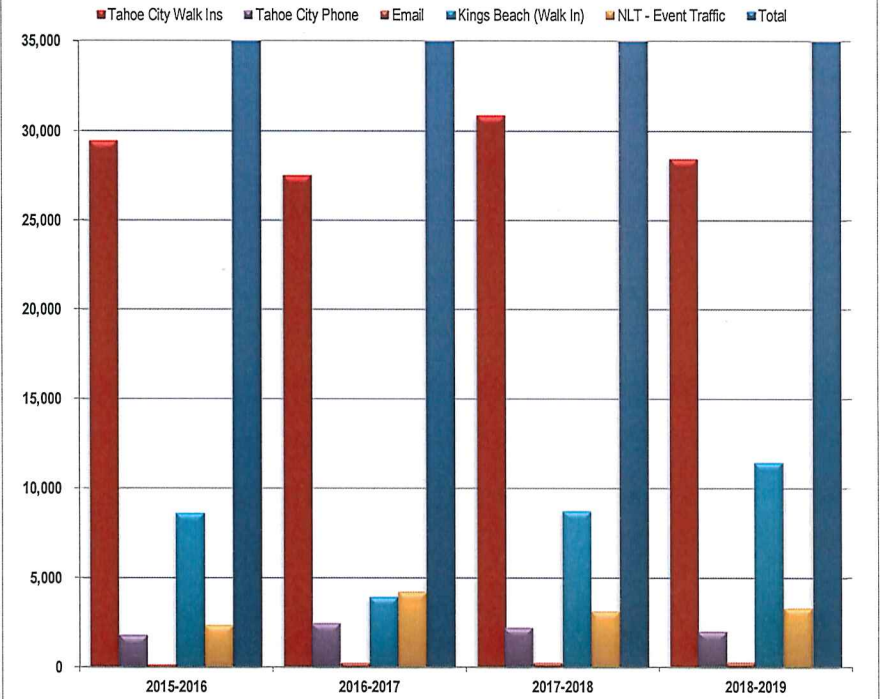
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jun 2018	378

### Unemployment Rates by Region



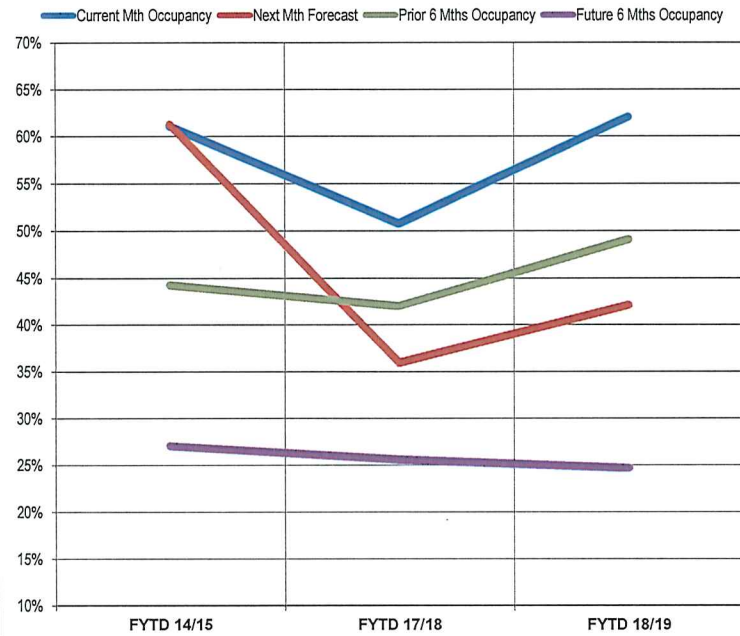
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Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.0%

### Visitor Information - FYTD YOY

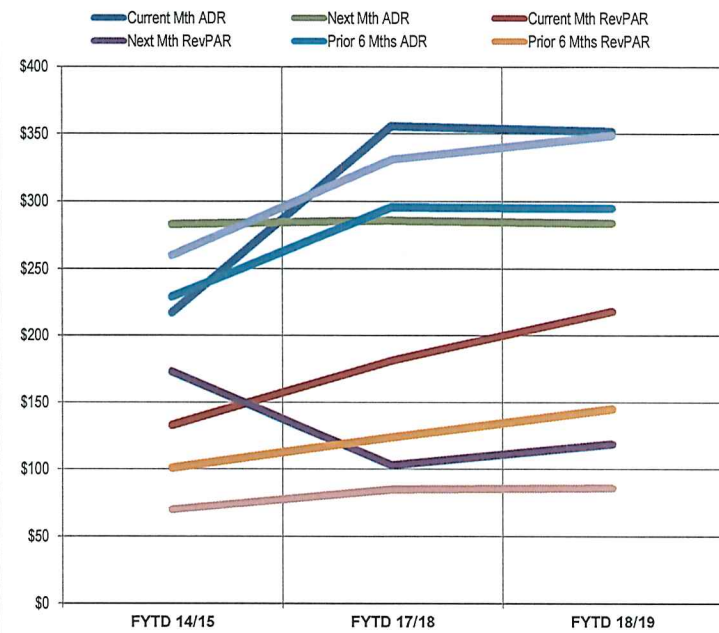


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NLT - Event Traffic	2,332	4,195	3,127	3,295	5.37%
Total	42,324	38,334	45,171	45,452	0.62%

### Destimetrics Occupancy in NLT Comparisons



### Destimetrics RevPAR in NLT Comparisons



**AMENDMENT NUMBER ONE  
TO MEMORANDUM OF UNDERSTANDING  
(Tahoe City Golf Course)**

This Amendment Number One ("Amendment") to Memorandum of Understanding (Tahoe City Golf Course) is entered into on this 27th day of January 2019 ("Amendment Effective Date"), by and between the TAHOE CITY PUBLIC UTILITY DISTRICT, a body politic, and governmental entity ("TCPUD"), COUNTY OF PLACER, a political subdivision of the State of California ("COUNTY"), TRUCKEE TAHOE AIRPORT DISTRICT, a body politic, and governmental entity ("TTAD"), and the NORTH LAKE TAHOE RESORT ASSOCIATION, a California nonprofit public benefit corporation ("NLTRA"). TCPUD, COUNTY, TTAD and NLTRA may be referred to herein individually as "PARTY" or jointly as "PARTIES" as the context requires.

**RECITALS**

- A. WHEREAS, in March 2012, the Parties entered into and executed that certain Memorandum of Understanding to agree upon the terms and conditions upon which they would jointly fund acquisition of the real property comprising the Tahoe City Golf Course ("PROPERTY"), hold title to the PROPERTY, provide for use and operation of the PROPERTY and plan for the future use and operation of the PROPERTY, a copy of which is attached hereto as Exhibit "A" and incorporated herein ("MOU").
- B. WHEREAS, the PARTIES intended for the MOU to set forth each PARTY'S expectations and goals but was not intended to be, nor is it, a legally binding document.
- C. WHEREAS, in Article V of the MOU, the PARTIES agreed that TCPUD would operate and maintain the PROPERTY until the PARTIES mutually agree otherwise in writing and that TCPUD intends to operate and maintain the PROPERTY as a golf course, with other potential compatible uses, for the first five (5) years following acquisition and the PARTIES further agreed that thereafter they would meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond such five (5) year, or longer, period.
- D. WHEREAS, the PARTIES have met and conferred and have agreed that TCPUD will operate and maintain the PROPERTY through at least March 31, 2020.
- E. WHEREAS, the PARTIES desire to amend the MOU to reflect such agreement.

**AGREEMENT**

NOW, THEREFORE, in consideration of the mutual promises made herein, which the PARTIES agree are valuable consideration, the PARTIES agree as follows:

1. Definitions. Capitalized terms used and not defined in this Amendment have the respective meanings assigned to them in the MOU.

2. Amendment to MOU. As of the Amendment Effective Date, the MOU is hereby amended or revised as follows:

2.1. The last paragraph of Article V of the MOU shall be revised to read as follows,

B. The PARTIES agree that TCPUD shall operate and maintain the PROPERTY as set forth in Article V.A. above, through March 31, 2020. No later than December 31, 2019, the PARTIES shall meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond March 31, 2020.

3. Miscellaneous. Except as specifically amended by this Amendment Number One, all terms and conditions of the MOU shall remain unchanged and in full force and effect.

WHEREFORE, the PARTIES by their signatures below enter into this Amendment on the date first set forth above.

TAHOE CITY PUBLIC UTILITY DISTRICT,

2/7/19  
Date



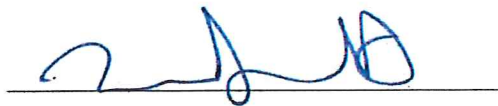
COUNTY OF PLACER,

3/8/19  
Date



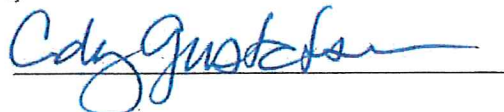
TRUCKEE TAHOE AIRPORT DISTRICT,

2/27/19  
Date



NORTH LAKE TAHOE RESORT ASSOCIATION,

2/13/19  
Date



**Tahoe City Downtown Association**

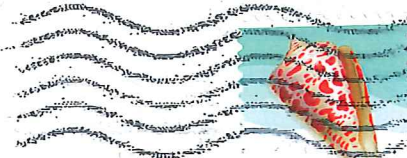
425 North Lake Blvd #1, PO Box 6744

Tahoe City, CA 96145

530.583.3348

info@visittahoe-city.com

www.VisitTahoeCity.com



POSTCARD USA

The Tahoe City Downtown Association  
is thankful for your support of

- Tahoe City. -
- You Rock! -

Big thanks for  
your generous  
support of our  
"downtown aglow"  
lighting.

Live - Work - Play - Visit

NLTRA  
PO Box 1757  
Tahoe City, CA  
96145

\$642.00 to chamber!

North Lake Tahoe Chamber of Commerce,

Thank you so much for  
your community support. It was  
such a joy getting to know  
Eva Baffone.

Job Well Done!

Thank You,  
Gina Rogers  
Snowfest! 2019

February 25, 2019

North Lake Tahoe Resort Association  
PO Box 5459  
Tahoe City, CA 96145

Dear North Lake Tahoe Resort Association,

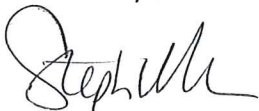
Thank you very much for your generous donation of a two three-day GA tickets to Winter WonderGrass Tahoe to the Humane Society of Truckee-Tahoe's Black Tie & Tails Fundraising Gala silent auction. Your special contribution will help us continue to meet our mission of saving and improving the lives of pets through adoptions, community spay/neuter services and humane education programs.

Proceeds from fundraising events like the 11<sup>th</sup> Annual Black Tie & Tails Fundraising Gala help us find permanent homes for hundreds of homeless dogs and cats in the Truckee/North Lake Tahoe region every year. Our adoption match program allows us to place each animal with the most well suited adopter to guarantee lifelong happiness for the pet and the person.

From intake to adoption, we are dedicated to providing the best social and medical care for every animal that comes to us. In addition, our extensive volunteer cat socialization and dog training programs are dedicated to making our pets the best they can be!

**Again, thank you for your help and thank you for caring.**

Sincerely,



Stephanie Nistler  
Executive Director  
[steph@hstt.org](mailto:steph@hstt.org)  
Tax I.D. # 68-0366788