

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/794121461>

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

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|------------------|---|
| 8:30 a.m. | 1. Call to Order – Establish Quorum |
| 8:35 a.m. | 2. Public Forum – Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum. |
| 8:40 a.m. | 3. Agenda Amendments and Approval |
| 8:45 a.m. | 4. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions. <ul style="list-style-type: none">A. NLTRA Board Meeting Minutes from May 8, 2019 Link to preliminary online documentB. Approval of NLTRA Financial Statements of April 30, 2019C. Approval of Interim CEO/Cindy Gustafson Expense ReportD. SMARI Baseline ResearchE. 2018.19 Business Association Marketing Grants The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org <ul style="list-style-type: none">• Finance Committee Meeting May 29, 2019 Link to online document• Tourism Development Committee May 28, 2019 (no meeting in April)• In-Market Tourism Development Committee May 28, 2019 Link to online document |

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- 8:50 a.m.**
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5. Action Items
- A. 2019/20 NLTRA Budget Approval
 - B. 2019/20 Placer County Contract & Scope of Work Approval
- 9:15 a.m.**
6. Informational Updates/Verbal Reports
- A. Tourism Business Improvement District Update
 - B. Hiring Committee Update
 - C. IMAX Out of Bounds Segment
- 10:30 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 April 30, 2019
 - B. Conference Revenue Statistics Report April 2019
 - C. Tourism Development Report on Activities, April 2019
 - D. International Sales Update
 - E. Chamber of Commerce Board Report, April 2019
 - F. Visitor Information Center Visitor Report, April 2019
 - G. North Lake Tahoe Marketing Coop Financial Statements April 2019
 - H. Membership Accounts Receivable Report April 2019
 - I. Financial Key Metrics Report April 2019
- 10:35 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. Adjournment

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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

1. Call to Order at 8:34 AM – Quorum established

Board members in attendance:

Christy Beck, Chris Brown, Greg Dallas, Gary Davis, Stephanie Hoffman, Kevin Mitchell, Jim Phelan, Dan Tester, Samir Tuma, Adam Wilson, Brett Williams, and Erin Casey (non-voting member)

Board members absent:

Bruce Seigel, Lynn Gibson, Karen Plank, Tom Turner, Andre Priemer, and Aaron Rudnick

Staff Members in attendance:

Bonnie Bavetta, Amber Burke, Sarah Winters, Liz Bowling, and Anna Atwood

Others in attendance:

Andy Chapman, Chris Larsen TRPA, and Kaitlynn Hopkins, Placer County

2. Public Forum

Chapman announced there will be 4th of July fireworks in Incline this summer, sponsored by a new coalition formed to produce the event.

3. Agenda Amendments and Approval

There were no changes to today's agenda, which was approved by affirmation.

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 from April 10, 2019 [Link to preliminary online document](#)

B. Approval of NLTRA Financial Statements of March 31, 2019

C. Approval of CEO Expense Report

D. Approval of Porter Simon Conflict of Interest Waiver

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

- Finance Committee Meeting March, 2019 [Link to online document](#)

- Tourism Development Committee April 2019 (no meeting in April)
- In-Market Tourism Development Committee March, 2019 [Link to online document](#)
- Business Association and Chamber Collaborative April [Link to online document when finalized](#)

Motion to approve the Consent Calendar items as presented. WILLIAMS/TESTER/UNANIMOUS

5. Action Items

A. Resolution Appointing Signatures for NLTRA and NLTMC Bank Accounts

Motion to approve Brett Williams, Bonnie Bavetta, Liz Bowling, and Amber Burke as signatories to the NLTRA and NLTMC bank accounts. PHELAN/TESTER/Carried with abstention from WILLIAMS

B. Review of Summer Campaign for Recommendation to NLTMC

Burke presented the Summer Creative Concept, including brand positioning and objectives. The top two concepts were Summer's Official Playground and Seek Your True North. Discussion followed as the Board considered which concept to adopt.

Motion to approve the Summer's Official Playground concept for this summer's campaign.
TESTER/MITCHELL/UNANIMOUS

6. Informational Updates/Verbal Reports

A. CAP Committee Projects Criteria, Selection Schedule & Project List – Erin Casey

Per the request at the last Board meeting, Erin Casey presented the projects that have requested TOT funds in the current grant cycle and the criteria and ranking sheets the Committee uses to consider applications. The criteria is based on the Tourism Master Plan. Applications were vetted by a Subcommittee consisting of the Committee Chair, Co-Chair, NLTRA representative, and County representative. The project requests moving through the process total approximately \$3.2 million, which is close to the amount available. Applicants will make presentations to the full Committee on May 30. The Committee will deliberate on June 5 and its recommendations will be considered by the Board of Supervisors in late June or July.

Discussion followed regarding the projects submitted for funding and the vetting process. It was noted that housing continues to be a significant issue. The Tourism Master Plan does not identify that need, but other entities, such as the Mountain Housing Council are specifically working on the issue. It could be that the TMP could be revised to include housing issues as impacting tourism. The NLTRA Executive Committee will review the CAP Committee recommendations and submit any input to the representatives on the committee. Casey was asked to provide information on how opportunistic projects are considered outside of the regular granting cycle.

B. NLTRA Presentation to Placer County Board of Supervisor – Adam Wilson

Wilson and Tuma reported on the presentation given at the Board of Supervisors meeting. The presentation was included in the meeting packets.

C. Tourism Business Improvement District Update – Bonnie Bavetta

Bavetta reported on upcoming meetings with businesses regarding the proposed TBID.

D. 2019/20 NLTRA Budget, Placer County Contract & Scope of Work Update – Bonnie Bavetta

Bavetta is compiling the FY 2019/20 Budget and the County contract, including the Scope of Work. She expects the budget to be approximately 3% higher than last year. The information will be presented to this Board in June and the County Board of Supervisors later that month.

E. Hiring Committee Update – Adam Wilson

Wilson reported he, Chapman, Bavetta, Plank, Dallas, Mitchell, Tuma, Tester and a County Representative are on the Hiring Committee and will meet today. As interim CEO, Bavetta is overseeing NLTRA operations and a co-interim CEO

will oversee TBID efforts. A new job description merging CEO and Tourism Director is being developed. An outside firm will not be engaged unless the Committee feels it is necessary to solicit more candidates.

F. Award Dinner 2019 Update – Liz Bowling

Bowling described the dinner as a huge effort and great success. She reviewed statistics of the evening, including revenues from ticket sales and the silent auction. Costs were higher with more video content. Davis feels Employee Recognitions should be part of the “main” event and not held prior to the cocktail hour.

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

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- G. Membership Accounts Receivable Report March 2019**
- H. Financial Key Metrics Report March 2019**

8. CEO and Staff Updates

Bavetta handed out the Annual Report, which was also distributed at the Awards Dinner. She discussed staff reorganization and promotions. Wilson said the reorganization is part of building a succession plan and thanked staff for being receptive to the changes.

9. Directors Comments

Casey reported a public meeting is scheduled for May 20 regarding the Nahas property.

There were several comments congratulating staff on doing a great job with the Awards Dinner.

10. Meeting Review and Staff Direction

- Bavetta will continue work on the budget
- Staff will continue work and outreach on the TBID
- Any Board comments should be directed to Bavetta

11. Adjournment

There being no further business to come before the Board, the meeting adjourned at 10:04 AM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period

Ending April 30, 2019

North Lake Tahoe Resort Association

Accrual Basis

Balance Sheet

As of April 30, 2019

	Apr 30, 19	Apr 30, 18	\$ Change	% Change	Jun 30, 18
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	137	536	(399)	(74%)	289
1003-00 · Cash - Operations BOTW #6712	364,750	688,153	(323,403)	(47%)	619,232
1007-00 · Cash - Payroll BOTW #7421	3,110	6,865	(3,755)	(55%)	6,195
1008-00 · Marketing Reserve - Plumas	50,231	50,156	75	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,617	100,416	201	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	143,631	89,686	53,945	60%	88,355
10950 · Cash in Drawer	1,040	155	885	571%	597
Total Checking/Savings	693,098	965,549	(272,451)	(28%)	894,867
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	25,525	17,319	8,206	47%	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	393,492	0	393,492	100%	0
Total Accounts Receivable	419,017	27,788	391,229	1,408%	24,331
Other Current Assets					
1200-99 · AR Other	10	2,589	(2,579)	(100%)	(41)
12000 · Undeposited Funds	0	892	(892)	(100%)	0
1201-00 · Member Accounts Receivable					
1201-01 · Member AR - Member Dues	25,565	21,790	3,775	17%	3,417
1201-03 · Member AR - Other	14,545	0	14,545	100%	0
1201-00 · Member Accounts Receivable - Other	0	29,665	(29,665)	(100%)	2,870
Total 1201-00 · Member Accounts Receivable	40,110	51,455	(11,345)	(22%)	6,287
1201-02 · Allowance for Doubtful Accounts	(2,775)	(4,358)	1,583	36%	(2,500)
12100 · Inventory Asset	21,086	28,848	(7,762)	(27%)	28,203
1299 · Receivable from NLTCM	11,968	7,936	4,032	51%	28,954
1490-00 · Security Deposits	1,610	650	960	148%	650
Total Other Current Assets	72,009	88,012	(16,003)	(18%)	61,553
Total Current Assets	1,184,124	1,081,349	102,775	10%	980,751
Fixed Assets					
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%	68,768
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%	(68,768)
1740-00 · Computer Equipment	8,436	9,964	(1,528)	(15%)	8,436
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(8,368)	(67)	(1%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,877)	(18,182)	(1,695)	(9%)	(18,480)
1770-00 · Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
Total Fixed Assets	1,644	4,934	(3,290)	(67%)	3,041
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	11,914	0	11,914	100%	9,151
1430-00 · Prepaid 1st Class Postage	500	1,000	(500)	(50%)	1,000
1400-00 · Prepaid Expenses - Other	6,367	11,031	(4,664)	(42%)	17,116
Total 1400-00 · Prepaid Expenses	18,781	12,031	6,750	56%	27,267

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2019

Accrual Basis

	Apr 30, 19	Apr 30, 18	\$ Change	% Change	Jun 30, 18
Total Other Assets	18,781	12,031	6,750	56%	27,267
TOTAL ASSETS	1,204,548	1,098,314	106,234	10%	1,011,060
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	79,214	153,827	(74,613)	(49%)	42,156
Total Accounts Payable	79,214	153,827	(74,613)	(49%)	42,156
Credit Cards					
2080-00 · Bank of the West - Master Cards					
2080-02 · MC_6765_Jason	0	15	(15)	(100%)	15
2080-04 · MC_5968_Ronald	0	422	(422)	(100%)	126
2080-10 · MC_9495_AI	0	798	(798)	(100%)	180
2080-11 · MC_3978_Amber	0	2,665	(2,665)	(100%)	3,070
2080-13 · MC_6903_Cindy	0	2,699	(2,699)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	58	(58)	(100%)	83
Total 2080-00 · Bank of the West - Master Cards	0	6,657	(6,657)	(100%)	5,904
Total Credit Cards	0	6,657	(6,657)	(100%)	5,904
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	11,600	38,973	(27,373)	(70%)	36,870
2101-00 · Incentive Payable	72,616	81,447	(8,831)	(11%)	43,384
2102-00 · Commissions Payable	3,534	7,135	(3,601)	(50%)	4,698
2120-00 · Empl. Federal Tax Payable	4,916	3,118	1,798	58%	3,072
2175-00 · 401 (k) Plan	2,613	1,559	1,054	68%	1,157
2180-00 · Estimated PTO Liability	43,126	74,725	(31,599)	(42%)	49,004
Total 21000 · Salaries/Wages/Payroll Liabilit	138,405	206,957	(68,552)	(33%)	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	36	0	36	100%	853
25500 · *Sales Tax Payable	657	1,396	(739)	(53%)	1,941
2190-00 · Sales and Use Tax Payable - Other	3	0	3	100%	0
Total 2190-00 · Sales and Use Tax Payable	696	1,396	(700)	(50%)	2,794
2250-00 · Accrued Expenses	339	1,600	(1,261)	(79%)	49,521
2400-42 · Marketing Co-op					67,000
2400-60 · Deferred Revenue- Member Dues	80,886	64,912	15,974	25%	56,979
2500-00 · Deferred Revenue - TMBC	855	909	(54)	(6%)	535
2651-00 · Deferred Rev - Conference	733	1,833	(1,100)	(60%)	0
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	4,137	1,561	2,576	165%	4,202
2900-00 · Due To/From County of Placer	0	8,881	(8,881)	(100%)	229,432
Total Other Current Liabilities	576,356	288,049	288,307	100%	548,648
Total Current Liabilities	655,570	448,533	207,037	46%	596,708
Total Liabilities	655,570	448,533	207,037	46%	596,708
Equity					
32000 · Unrestricted Net Assets	(11,669)	(8,754)	(2,915)	(33%)	(6,430)
3300-11 · Designated Marketing Reserve	275,755	256,830	18,925	7%	275,755
3301 · Cash Flow Reserve	100,248	100,048	200	0%	100,248

North Lake Tahoe Resort Association

Balance Sheet

As of April 30, 2019

Accrual Basis

	Apr 30, 19	Apr 30, 18	\$ Change	% Change	Jun 30, 18
3302 - Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	134,623	251,639	(117,016)	(47%)	(5,239)
Total Equity	548,975	649,781	(100,806)	(16%)	414,352
TOTAL LIABILITIES & EQUITY	1,204,548	1,098,314	106,234	10%	1,011,060

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July 2018 through April 2019

	Jul '18 - Apr 19	Jul '17 - Apr 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	3,075,321	3,145,237	-69,916	-2%
4200-00 · Membership Dues Revenue	114,081	109,436	4,645	4%
4201-00 · New Member Fees	0	75	-75	-100%
4205-00 · Conference Dues	6,096	9,167	-3,071	-34%
4250-00 · Revenues-Membership Activities				
4250-01 · Community Awards				
4250-04 · Silent Auction	12,876	18,522	-5,646	-31%
4250-05 · Sponsorships	17,165	12,440	4,725	38%
4250-01 · Community Awards - Other	14,646	18,190	-3,544	-20%
Total 4250-01 · Community Awards	44,687	49,152	-4,465	-9%
4250-02 · Chamber Events	2,847	339	2,507	739%
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	2,500	1,000	1,500	150%
4251-00 · Tues AM Breakfast Club - Other	4,887	4,241	647	15%
Total 4251-00 · Tues AM Breakfast Club	7,387	5,241	2,147	41%
4250-00 · Revenues-Membership Activities - Other	3,453	1,274	2,179	171%
Total 4250-00 · Revenues-Membership Activities	60,996	59,415	1,581	3%
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	2,917	5,500	189%
4600-00 · Commissions - Other	43,832	48,436	-4,604	-10%
Total 4600-00 · Commissions	52,249	51,353	897	2%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	2,989	8,686	-5,697	-66%
46000 · Merchandise Sales - Other	85,132	69,471	15,661	23%
Total 46000 · Merchandise Sales	88,121	78,157	9,964	13%
4720-00 · Miscellaneous	0	415	-415	-100%
Total Income	3,397,471	3,531,883	-134,412	-4%
Gross Profit	3,397,471	3,531,883	-134,412	-4%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	14,798	12,849	1,949	15%
5020-00 · P/R - Tax Expense	66,996	78,660	-11,664	-15%
5030-00 · P/R - Health Insurance Expense	104,817	75,558	29,259	39%
5040-00 · P/R - Workmans Comp	6,109	10,789	-4,680	-43%
5060-00 · 401 (k)	29,415	29,586	-171	-1%
5070-00 · Other Benefits and Expenses	3,554	4,103	-549	-13%
5000-00 · Salaries & Wages - Other	855,062	913,505	-58,442	-6%
Total 5000-00 · Salaries & Wages	1,080,751	1,125,050	-44,298	-4%
5100-00 · Rent				
5110-00 · Utilities	10,120	9,395	725	8%
5140-00 · Repairs & Maintenance	13,443	6,758	6,685	99%
5150-00 · Office - Cleaning	5,340	6,730	-1,390	-21%
5100-00 · Rent - Other	127,892	124,686	3,206	3%
Total 5100-00 · Rent	156,795	147,569	9,226	6%
5310-00 · Telephone				
5320-00 · Telephone	22,457	23,465	-1,008	-4%
5350-00 · Internet	25	25	0	0%

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July 2018 through April 2019

	Jul '18 - Apr 19	Jul '17 - Apr 18	\$ Change	% Change
Total 5310-00 · Telephone	22,482	23,490	-1,008	-4%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	84	121	-37	-31%
5420-00 · Mail - USPS - Other	-3,562	2,804	-6,366	-227%
Total 5420-00 · Mail - USPS	-3,479	2,925	-6,403	-219%
5510-00 · Insurance/Bonding	6,296	7,250	-954	-13%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	6,141	1,265	4,876	386%
5520-00 · Supplies - Other	11,701	12,103	-402	-3%
Total 5520-00 · Supplies	17,842	13,368	4,474	34%
5610-00 · Depreciation	1,397	2,180	-783	-36%
5700-00 · Equipment Support & Maintenance	3,406	11,475	-8,069	-70%
5710-00 · Taxes, Licenses & Fees	8,919	10,237	-1,319	-13%
5740-00 · Equipment Rental/Leasing	12,902	13,098	-196	-2%
5800-00 · Training Seminars	7,939	4,561	3,378	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	2,579	3,906	-1,327	-34%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	1,000	9,760	-8,760	-90%
5920-00 · Professional Fees - Accountant	24,250	23,400	850	4%
5921-00 · Professional Fees - Other	6,610	50,400	-43,790	-87%
Total 5900-00 · Professional Fees	31,860	83,560	-51,700	-62%
5940-00 · Research & Planning Membership	0	3,000	-3,000	-100%
5941-00 · Research & Planning	28,820	2,266	26,554	1,172%
6020-00 · Programs				
6016-00 · Special Event Partnership	27,750	0	27,750	100%
6018-00 · Business Assoc. Grants	0	10,000	-10,000	-100%
Total 6020-00 · Programs	27,750	10,000	17,750	178%
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	20,000	0	0%
6421-04 · Broken Arrow Skyrace	27,500	15,000	12,500	83%
6421-05 · No Barriers	8,400	0	8,400	100%
6421-06 · Spartan	254,353	254,000	353	0%
6421-07 · Tahoe Lacrosse Tournament	5,000	5,000	0	0%
6421-09 · Wanderlust	30,476	34,043	-3,567	-11%
6421-10 · WinterWonderGrass - Tahoe	19,447	16,808	2,639	16%
6421-16 · Mountain Travel Symposium	5,625	0	5,625	100%
Total 6420-01 · Sponsorships	405,080	459,623	-54,543	-12%
6421-00 · New Event Development	27,991	6,936	21,055	304%
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	2,056	98	1,958	1,997%
Total 6420-00 · Events	435,127	466,731	-31,604	-7%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	25,943	23,832	2,111	9%
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	4,714	4,963	-250	-5%
6441-00 · Membership - Miscellaneous Exp	60	10	50	497%
6442-00 · Public Relations/Website	12,558	2,855	9,703	340%

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July 2018 through April 2019

	Jul '18 - Apr 19	Jul '17 - Apr 18	\$ Change	% Change
6444-00 • Trades	1,430	2,240	-810	-36%
6423-00 • Membership Activities - Other	13,052	405	12,647	3,123%
Total 6423-00 • Membership Activities	61,225	37,681	23,544	63%
6490-00 • Classified Ads	0	50	-50	-100%
6701-00 • Market Study Reports/Research	0	808	-808	-100%
6730-00 • Marketing Cooperative/Media	1,216,523	1,192,106	24,417	2%
6740-00 • Media/Collateral/Production	1,278	0	1,278	100%
6742-00 • Non-NLT Co-Op Marketing Program	23,085	11,225	11,860	106%
6743-00 • BACC Marketing Programs				
6743-01 • Shop Local	7,883	9,340	-1,457	-16%
6743-03 • Touch Lake Tahoe	12,500	10,506	1,994	19%
6743-05 • Peak Your Adventure	1,000	0	1,000	100%
Total 6743-00 • BACC Marketing Programs	21,383	19,846	1,537	8%
7500-00 • Trade Shows/Travel	372	0	372	100%
8100-00 • Cost of Goods Sold				
51100 • Freight and Shipping Costs	1,073	1,647	-574	-35%
52500 • Purchase Discounts	-40	-2,278	2,237	98%
59900 • POS Inventory Adjustments	-56	504	-559	-111%
8100-00 • Cost of Goods Sold - Other	46,917	40,347	6,570	16%
Total 8100-00 • Cost of Goods Sold	47,894	40,219	7,675	19%
8200-00 • Associate Relations	2,627	1,799	828	46%
8300-00 • Board Functions	8,053	7,512	541	7%
8500-00 • Credit Card Fees	6,496	4,904	1,592	33%
8600-00 • Additional Opportunities	8,500	0	8,500	100%
8700-00 • Automobile Expenses	4,425	3,834	592	15%
8750-00 • Meals/Meetings	3,746	3,451	294	9%
8810-00 • Dues & Subscriptions	7,307	6,527	780	12%
8910-00 • Travel	3,654	2,132	1,522	71%
8920-00 • Bad Debt	5,123	15,890	-10,767	-68%
Total Expense	3,263,078	3,280,474	-17,396	-1%
Net Ordinary Income	134,393	251,409	-117,016	-47%
Other Income/Expense				
Other Income				
4700-00 • Revenues- Interest & Investment	230	230	0	0%
Total Other Income	230	230	0	0%
Net Other Income	230	230	0	0%
Net Income	134,623	251,639	-117,016	-47%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr ...	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	321,760	306,194	15,566	3,075,321	3,164,317	(88,996)	3,806,727
4200-00 - Membership Dues Revenue	11,996	10,750	1,246	114,081	106,600	7,481	128,000
4205-00 - Conference Dues	367	825	(458)	6,096	8,250	(2,154)	9,900
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards							
4250-04 - Silent Auction	12,876	19,000	(6,125)	12,876	19,000	(6,125)	19,000
4250-05 - Sponsorships	17,165	13,000	4,165	17,165	13,000	4,165	13,000
4250-01 - Community Awards - Other	14,646	18,000	(3,354)	14,646	18,000	(3,354)	18,000
Total 4250-01 - Community Awards	44,687	50,000	(5,314)	44,687	50,000	(5,314)	50,000
4250-02 - Chamber Events	145	208	(63)	2,847	2,084	763	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)	2,500	2,450	50	3,050
4251-00 - Tues AM Breakfast Club - Other	625	580	45	4,887	5,800	(913)	6,960
Total 4251-00 - Tues AM Breakfast Club	625	880	(255)	7,387	8,250	(863)	10,010
4250-00 - Revenues-Membership Activities - Other	(45)			3,453	0	3,453	0
Total 4250-00 - Revenues-Membership Activities	45,412	51,088	(5,677)	60,996	64,334	(3,338)	70,510
4252-00 - Sponsorships	0			600	0	600	0
4253-00 - Revenue- Other	0			6			
4600-00 - Commissions							
4601-00 - Commissions - South Shore	0	1,667	(1,667)	8,417	16,666	(8,249)	20,000
4600-00 - Commissions - Other	12,747	2,500	10,247	43,832	25,000	18,832	30,000
Total 4600-00 - Commissions	12,747	4,167	8,580	52,249	41,666	10,583	50,000
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	30	500	(470)	2,989	8,500	(5,511)	9,500
46000 - Merchandise Sales - Other	9,038	8,900	138	85,132	72,500	12,632	95,000
Total 46000 - Merchandise Sales	9,068	9,400	(332)	88,121	81,000	7,121	104,500
Total Income	401,348	382,424	18,924	3,397,471	3,466,167	(68,696)	4,169,637
Gross Profit	401,348	382,424	18,924	3,397,471	3,466,167	(68,696)	4,169,637
Expense							
5000-00 - Salaries & Wages							
5010-00 - Sales Commissions	1,593	633	960	14,798	6,334	8,464	7,600
5020-00 - P/R - Tax Expense	5,423	6,960	(1,537)	66,996	72,115	(5,119)	86,761
5030-00 - P/R - Health Insurance Expense	10,467	11,058	(591)	104,817	110,574	(5,757)	132,690
5040-00 - P/R - Workmans Comp	671	956	(285)	6,109	9,858	(3,749)	11,845
5060-00 - 401 (k)	3,051	3,539	(488)	29,415	35,858	(6,443)	43,048
5070-00 - Other Benefits and Expenses	197	586	(389)	3,554	5,857	(2,303)	7,029
5000-00 - Salaries & Wages - Other	77,313	87,783	(10,470)	855,062	889,673	(34,611)	1,068,067
Total 5000-00 - Salaries & Wages	98,717	111,515	(12,798)	1,080,751	1,130,269	(49,518)	1,357,040
5100-00 - Rent							
5110-00 - Utilities	961	1,028	(67)	10,120	10,335	(215)	12,191
5140-00 - Repairs & Maintenance	936	3,902	(2,966)	13,443	39,017	(25,574)	46,850
5150-00 - Office - Cleaning	550	800	(250)	5,340	8,721	(3,381)	10,444
5100-00 - Rent - Other	12,780	12,957	(177)	127,892	129,554	(1,662)	155,468
Total 5100-00 - Rent	15,227	18,687	(3,460)	156,795	187,627	(30,832)	224,953
5310-00 - Telephone							
5320-00 - Telephone	2,300	2,129	171	22,457	21,290	1,167	25,548
5350-00 - Internet	0			25			
5310-00 - Telephone - Other	0	461	(461)	0	4,613	(4,613)	5,535
Total 5310-00 - Telephone	2,300	2,590	(290)	22,482	25,903	(3,421)	31,083
5420-00 - Mail - USPS							
5480-00 - Mail - Fed Ex	0			84	0	84	0
5420-00 - Mail - USPS - Other	(5,587)	475	(6,062)	(3,562)	4,403	(7,965)	5,203
Total 5420-00 - Mail - USPS	(5,587)	475	(6,062)	(3,479)	4,403	(7,882)	5,203
5510-00 - Insurance/Bonding	724	485	239	6,296	5,168	1,128	6,138
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	2,201	125	2,076	6,141	7,350	(1,209)	7,600
5520-00 - Supplies - Other	735	1,650	(915)	11,701	18,193	(6,492)	21,493
Total 5520-00 - Supplies	2,936	1,775	1,161	17,842	25,543	(7,701)	29,093
5610-00 - Depreciation	118	177	(59)	1,397	1,775	(378)	2,129
5700-00 - Equipment Support & Maintenance	720	1,118	(398)	3,406	11,176	(7,770)	13,412
5710-00 - Taxes, Licenses & Fees	736	1,050	(314)	8,919	10,801	(1,882)	12,951
5740-00 - Equipment Rental/Leasing	1,800	1,478	322	12,902	14,770	(1,868)	17,726
5800-00 - Training Seminars	0	417	(417)	7,939	15,616	(7,677)	16,450
5850-00 - Artist of Month - Commissions	167	458	(292)	2,579	4,584	(2,005)	5,500
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	0	750	(750)	1,000	7,500	(6,500)	9,000
5920-00 - Professional Fees - Accountant	3,250			24,250	25,000	(750)	25,000
5921-00 - Professional Fees - Other	0	1,917	(1,917)	6,610	21,791	(15,181)	26,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr ...	YTD Budget	\$ Over Budget	Annual Bud...
Total 5900-00 · Professional Fees	3,250	2,667	583	31,860	54,291	(22,431)	60,000
5941-00 · Research & Planning	10,100	0	10,100	28,820	18,000	10,820	18,000
6020-00 · Programs							
6016-00 · Special Event Partnership	6,750	0	6,750	27,750	25,000	2,750	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	6,750	0	6,750	27,750	35,000	(7,250)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0			34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	20,000	20,000	0	20,300
6421-04 · Broken Arrow Skyrace	7,500	0	7,500	27,500	20,000	7,500	20,000
6421-05 · No Barriers	0	8,000	(8,000)	8,400	8,000	400	12,400
6421-06 · Spartan	353			254,353	254,500	(147)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 · Tough Mudder	0	17,500	(17,500)	0	17,500	(17,500)	35,550
6421-09 · Wanderlust	476	0	476	30,476	30,000	476	37,700
6421-10 · WinterWonderGrass - Tahoe	0	19,400	(19,400)	19,447	19,400	47	19,400
6421-16 · Mountain Travel Symposium	625	0	625	5,625	5,000	625	5,000
Total 6420-01 · Sponsorships	8,955	44,900	(35,945)	405,080	416,775	(11,695)	447,225
6421-00 · New Event Development	491	2,750	(2,259)	27,991	52,500	(24,509)	58,000
6424-00 · Event Operation Expenses	0	667	(667)	2,056	6,666	(4,610)	8,000
Total 6420-00 · Events	9,445	48,317	(38,872)	435,127	475,941	(40,814)	513,225
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	24,827	27,500	(2,673)	25,943	27,500	(1,557)	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	594	650	(56)	4,714	5,850	(1,137)	7,150
6441-00 · Membership - Miscellaneous Exp	0			60			
6442-00 · Public Relations/Website	(3,632)	344	(3,976)	12,558	4,940	7,618	5,628
6444-00 · Trades	1,430			1,430	0	1,430	0
6423-00 · Membership Activities - Other	5,250			13,052	0	13,052	0
Total 6423-00 · Membership Activities	28,469	28,494	(25)	61,225	40,790	20,435	45,278
6730-00 · Marketing Cooperative/Media	121,652	121,652	0	1,216,523	1,216,519	4	1,459,823
6740-00 · Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 · Non-NLT Co-Op Marketing Program	3,106	4,316	(1,210)	23,085	43,168	(20,083)	51,800
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	535	2,500	(1,965)	7,883	20,000	(12,117)	20,000
6743-03 · Touch Lake Tahoe	4,500	0	4,500	12,500	10,000	2,500	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	5,035	2,500	2,535	21,383	30,000	(8,617)	80,000
7500-00 · Trade Shows/Travel	0			372			
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	131			1,073	0	1,073	0
52500 · Purchase Discounts	0			(40)	0	(40)	0
59900 · POS Inventory Adjustments	(84)			(56)	0	(56)	0
8100-00 · Cost of Goods Sold - Other	5,637	4,673	964	46,917	38,062	8,855	49,875
Total 8100-00 · Cost of Goods Sold	5,684	4,673	1,011	47,894	38,062	9,832	49,875
8200-00 · Associate Relations	443	616	(173)	2,627	6,168	(3,541)	7,400
8300-00 · Board Functions	1,874	150	1,724	8,053	4,200	3,853	4,500
8500-00 · Credit Card Fees	1,675	1,329	346	6,496	5,430	1,066	6,658
8600-00 · Additional Opportunites	8,437	3,134	5,303	8,500	31,332	(22,832)	37,600
8700-00 · Automobile Expenses	312	498	(186)	4,425	5,167	(742)	6,183
8750-00 · Meals/Meetings	499	637	(138)	3,746	6,366	(2,620)	7,640
8810-00 · Dues & Subscriptions	1,029	852	177	7,307	8,516	(1,209)	10,220
8910-00 · Travel	0	1,000	(1,000)	3,654	6,600	(2,946)	6,600
8920-00 · Bad Debt	0			5,123	0	5,123	0
Total Expense	325,615	361,060	(35,445)	3,263,078	3,463,185	(200,107)	4,166,480
Net Ordinary Income	75,733	21,364	54,369	134,393	2,982	131,411	3,157
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	23			230			
Total Other Income	23			230			
Other Expense							
8990-00 · Allocated	0	0	(0)	0	(0)	0	0
Total Other Expense	0	0	(0)	0	(0)	0	0
Net Other Income	23	(0)	23	230	0	230	0
Net Income	75,756	21,364	54,392	134,623	2,982	131,641	3,157

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

Accrual Basis

11 - Marketing

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	258,618	239,719	18,899	2,421,934	2,486,577	(64,642)	2,996,906
Total Income	258,618	239,719	18,899	2,421,934	2,486,577	(64,642)	2,996,906
Gross Profit	258,618	239,719	18,899	2,421,934	2,486,577	(64,642)	2,996,906
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	1,375	0	13,750	13,750	0	16,500
5020-00 · P/R - Tax Expense	1,122	1,877	(755)	18,802	18,935	(133)	22,712
5030-00 · P/R - Health Insurance Expense	4,054	4,080	(26)	44,696	40,800	3,896	48,960
5040-00 · P/R - Workmans Comp	85	188	(103)	1,014	1,892	(878)	2,268
5060-00 · 401 (k)	699	1,073	(374)	9,448	10,820	(1,372)	12,978
5070-00 · Other Benefits and Expenses	72	167	(95)	1,553	1,674	(121)	2,008
5000-00 · Salaries & Wages - Other	18,008	26,815	(8,807)	249,963	270,495	(20,532)	324,453
Total 5000-00 · Salaries & Wages	25,415	35,575	(10,160)	339,225	358,366	(19,141)	429,879
5100-00 · Rent							
5110-00 · Utilities	201	135	66	1,601	1,350	251	1,620
5140-00 · Repairs & Maintenance	78	1,167	(1,089)	2,367	11,670	(9,303)	14,033
5150-00 · Office - Cleaning	206	175	31	1,866	2,350	(484)	2,700
5100-00 · Rent - Other	2,386	1,984	402	21,852	19,837	2,015	23,805
Total 5100-00 · Rent	2,871	3,461	(590)	27,685	35,207	(7,522)	42,158
5310-00 · Telephone							
5320-00 · Telephone	731	670	61	5,500	6,700	(1,200)	8,040
Total 5310-00 · Telephone	731	670	61	5,500	6,700	(1,200)	8,040
5420-00 · Mail - USPS	0	150	(150)	262	750	(488)	900
5510-00 · Insurance/Bonding	0	169	(169)	646	1,690	(1,044)	2,028
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	195	0	195	866	3,600	(2,734)	3,600
5520-00 · Supplies - Other	60	417	(357)	1,283	4,166	(2,883)	5,000
Total 5520-00 · Supplies	255	417	(162)	2,149	7,766	(5,617)	8,600
5610-00 · Depreciation	0	20	(20)	0	200	(200)	240
5700-00 · Equipment Support & Maintenance	120	292	(172)	240	2,916	(2,676)	3,500
5740-00 · Equipment Rental/Leasing	331	315	16	3,072	3,150	(78)	3,780
5800-00 · Training Seminars	0	0	0	3,285	4,500	(1,215)	4,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	1,250	(1,250)	1,500
5921-00 · Professional Fees - Other	0	417	(417)	0	4,166	(4,166)	5,000
Total 5900-00 · Professional Fees	0	542	(542)	0	5,416	(5,416)	6,500
5941-00 · Research & Planning	0	0	0	18,720	18,000	720	18,000
6020-00 · Programs							
6016-00 · Special Event Partnership	6,750	0	6,750	27,750	25,000	2,750	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
Total 6020-00 · Programs	6,750	0	6,750	27,750	35,000	(7,250)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0			34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	20,000	20,000	0	20,300
6421-04 · Broken Arrow Skyrace	7,500	0	7,500	27,500	20,000	7,500	20,000
6421-05 · No Barriers	0	8,000	(8,000)	8,400	8,000	400	12,400
6421-06 · Spartan	353			254,353	254,500	(147)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 · Tough Mudder	0	17,500	(17,500)	0	17,500	(17,500)	35,550
6421-09 · Wanderlust	476	0	476	30,476	30,000	476	37,700
6421-10 · WinterWonderGrass - Tahoe	0	19,400	(19,400)	19,447	19,400	47	19,400
6421-16 · Mountain Travel Symposium	625	0	625	5,625	5,000	625	5,000
Total 6420-01 · Sponsorships	8,955	44,900	(35,945)	405,080	416,775	(11,695)	447,225
6421-00 · New Event Development	491	2,750	(2,259)	27,991	52,500	(24,509)	58,000
6424-00 · Event Operation Expenses	0	667	(667)	2,056	6,666	(4,610)	8,000
Total 6420-00 · Events	9,445	48,317	(38,872)	435,127	475,941	(40,814)	513,225
6730-00 · Marketing Cooperative/Media	111,384	111,384	0	1,113,840	1,113,836	4	1,336,604
6742-00 · Non-NLT Co-Op Marketing Program	2,569	833	1,736	20,149	8,334	11,815	10,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	535	2,500	(1,965)	7,883	20,000	(12,117)	20,000
6743-03 · Touch Lake Tahoe	4,500	0	4,500	12,500	10,000	2,500	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	5,035	2,500	2,535	21,383	30,000	(8,617)	80,000
8200-00 · Associate Relations	0	133	(133)	30	1,334	(1,304)	1,600
8500-00 · Credit Card Fees	45			135	0	135	0
8600-00 · Additional Opportunit	2,812	2,667	145	2,875	26,666	(23,791)	32,000

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

Accrual Basis

11 - Marketing

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
8700-00 • Automobile Expenses	117	125	(8)	1,408	1,250	158	1,500
8750-00 • Meals/Meetings	0	300	(300)	519	3,000	(2,481)	3,600
8810-00 • Dues & Subscriptions	188	292	(104)	2,001	2,916	(915)	3,500
8910-00 • Travel	0	0	0	3,654	5,500	(1,846)	5,500
Total Expense	168,069	208,162	(40,093)	2,029,656	2,148,438	(118,782)	2,595,654
Net Ordinary Income	90,549	31,557	58,992	392,278	338,139	54,139	401,252
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	23			213			
Total Other Income	23			213			
Other Expense							
8990-00 • Allocated	41,013	31,557	9,456	320,304	338,139	(17,835)	401,252
Total Other Expense	41,013	31,557	9,456	320,304	338,139	(17,835)	401,252
Net Other Income	(40,990)	(31,557)	(9,434)	(320,091)	(338,139)	18,048	(401,252)
Net Income	49,559	0	49,559	72,187	0	72,187	0

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

Accrual Basis

30 - Conference

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	29,101	29,101	0	294,107	294,097	10	352,299
4205-00 • Conference Dues	367	825	(458)	6,096	8,250	(2,154)	9,900
4600-00 • Commissions							
4601-00 • Commissions - South Shore	0	1,667	(1,667)	8,417	16,666	(8,249)	20,000
4600-00 • Commissions - Other	12,747	2,500	10,247	43,832	25,000	18,832	30,000
Total 4600-00 • Commissions	12,747	4,167	8,580	52,249	41,666	10,583	50,000
Total Income	42,214	34,093	8,121	352,452	344,013	8,439	412,199
Gross Profit	42,214	34,093	8,121	352,452	344,013	8,439	412,199
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	1,593	633	960	14,798	6,334	8,464	7,600
5020-00 • P/R - Tax Expense	886	1,165	(279)	11,350	11,647	(297)	13,977
5030-00 • P/R - Health Insurance Expense	1,777	1,833	144	17,836	16,324	1,512	19,590
5040-00 • P/R - Workmans Comp	73	172	(99)	659	1,721	(1,062)	2,065
5060-00 • 401 (k)	488	555	(67)	5,650	5,547	103	6,657
5070-00 • Other Benefits and Expenses	42	84	(42)	420	836	(416)	1,004
5000-00 • Salaries & Wages - Other	12,204	13,236	(1,032)	120,403	132,355	(11,952)	158,827
Total 5000-00 • Salaries & Wages	17,062	17,478	(416)	171,116	174,764	(3,648)	209,720
5100-00 • Rent							
5110-00 • Utilities	98	70	28	778	700	78	840
5140-00 • Repairs & Maintenance	38	43	(5)	637	431	206	517
5150-00 • Office - Cleaning	100	102	(2)	925	1,019	(94)	1,223
5100-00 • Rent - Other	1,123	953	170	10,545	9,527	1,018	11,433
Total 5100-00 • Rent	1,360	1,168	192	12,884	11,677	1,207	14,013
5310-00 • Telephone							
5320-00 • Telephone	348	206	142	2,314	2,060	254	2,472
Total 5310-00 • Telephone	348	206	142	2,314	2,060	254	2,472
5420-00 • Mail - USPS	0	42	(42)	98	416	(318)	500
5510-00 • Insurance/Bonding	0	115	(115)	213	1,147	(934)	1,377
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	30			301	0	301	0
5520-00 • Supplies - Other	29	52	(23)	578	514	64	618
Total 5520-00 • Supplies	59	52	7	879	514	365	618
5610-00 • Depreciation	0	8	(8)	0	78	(78)	94
5700-00 • Equipment Support & Maintenance	120	140	(20)	240	1,405	(1,165)	1,685
5710-00 • Taxes, Licenses & Fees	0	8	(8)	0	80	(80)	96
5740-00 • Equipment Rental/Leasing	147	155	(8)	1,351	1,546	(195)	1,856
5800-00 • Training Seminars	0			38	0	38	0
6730-00 • Marketing Cooperative/Media	10,268	10,268	0	102,683	102,683	0	123,219
8200-00 • Associate Relations	0	25	(25)	0	250	(250)	300
8810-00 • Dues & Subscriptions	0	83	(83)	0	834	(834)	1,000
8920-00 • Bad Debt	0			733			
Total Expense	29,365	29,748	(383)	292,550	297,454	(4,904)	356,950
Net Ordinary Income	12,850	4,345	8,505	59,902	46,559	13,343	55,249
Other Income/Expense							
Other Expense							
8990-00 • Allocated	5,647	4,345	1,302	44,103	46,559	(2,456)	55,249
Total Other Expense	5,647	4,345	1,302	44,103	46,559	(2,456)	55,249
Net Other Income	(5,647)	(4,345)	(1,302)	(44,103)	(46,559)	2,456	(55,249)
Net Income	7,202	0	7,202	15,799	0	15,799	0

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

Accrual Basis

42 - Visitor Center

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	33,323	36,656	(3,333)	352,088	376,402	(24,315)	448,844
48000 • Merchandise Sales							
4502-00 • Non-Retail VIC income	30	500	(470)	2,989	8,500	(5,511)	9,500
46000 • Merchandise Sales - Other	9,038	8,900	138	85,132	72,500	12,632	95,000
Total 46000 • Merchandise Sales	9,068	9,400	(332)	88,121	81,000	7,121	104,500
Total Income	42,391	46,056	(3,665)	440,209	457,402	(17,193)	553,344
Gross Profit	42,391	46,056	(3,665)	440,209	457,402	(17,193)	553,344
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	889	1,208	(319)	12,488	14,431	(1,943)	17,550
5030-00 • P/R - Health Insurance Expense	1,554	1,806	(252)	15,042	18,060	(3,018)	21,672
5040-00 • P/R - Workmans Comp	326	403	(77)	2,705	4,312	(1,607)	5,193
5060-00 • 401 (k)	474	537	(63)	5,174	5,750	(576)	6,924
5070-00 • Other Benefits and Expenses	45	102	(57)	744	1,021	(277)	1,225
5000-00 • Salaries & Wages - Other	11,480	13,425	(1,945)	140,096	143,753	(3,657)	173,103
Total 5000-00 • Salaries & Wages	14,768	17,481	(2,713)	176,248	187,327	(11,079)	225,667
5100-00 • Rent							
5110-00 • Utilities	444	650	(206)	5,783	6,550	(767)	7,650
5140-00 • Repairs & Maintenance	216	2,292	(2,076)	5,355	22,916	(17,561)	27,500
5150-00 • Office - Cleaning	20	237	(217)	364	2,373	(2,009)	2,847
5100-00 • Rent - Other	6,375	7,025	(650)	65,761	70,247	(4,486)	84,297
Total 5100-00 • Rent	7,055	10,204	(3,149)	77,264	102,086	(24,822)	122,294
5310-00 • Telephone							
5320-00 • Telephone	267			4,976	0	4,976	0
5310-00 • Telephone - Other	0	461	(461)	0	4,613	(4,613)	5,535
Total 5310-00 • Telephone	267	461	(194)	4,976	4,613	363	5,535
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			54	0	54	0
5420-00 • Mail - USPS - Other	0	145	(145)	358	1,454	(1,096)	1,744
Total 5420-00 • Mail - USPS	0	145	(145)	411	1,454	(1,043)	1,744
5510-00 • Insurance/Bonding	0	146	(146)	1,132	1,461	(329)	1,753
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	966	125	841	1,308	1,250	58	1,500
5520-00 • Supplies - Other	142	473	(331)	4,800	6,429	(1,629)	7,375
Total 5520-00 • Supplies	1,108	598	510	6,108	7,679	(1,571)	8,875
5610-00 • Depreciation	118	87	31	1,180	875	305	1,049
5700-00 • Equipment Support & Maintenance	0	300	(300)	280	3,000	(2,720)	3,600
5710-00 • Taxes, Licenses & Fees	0			0	155	(155)	155
5740-00 • Equipment Rental/Leasing	767	429	338	3,137	4,292	(1,155)	5,150
5800-00 • Training Seminars	0	0	0	120	5,000	(4,880)	5,000
5850-00 • Artist of Month - Commissions	167	458	(292)	2,579	4,584	(2,005)	5,500
6740-00 • Media/Collateral/Production	0			1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	536	3,483	(2,947)	2,936	34,834	(31,898)	41,800
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	131			1,073	0	1,073	0
52500 • Purchase Discounts	0			(40)	0	(40)	0
59900 • POS Inventory Adjustments	(64)			(56)	0	(56)	0
8100-00 • Cost of Goods Sold - Other	5,637	4,673	964	46,209	38,062	8,147	49,875
Total 8100-00 • Cost of Goods Sold	5,684	4,673	1,011	47,186	38,062	9,124	49,875
8200-00 • Associate Relations	0	58	(58)	75	584	(509)	700
8500-00 • Credit Card Fees	158	329	(171)	2,507	2,835	(328)	3,658
8700-00 • Automobile Expenses	111	45	66	753	640	113	750
8750-00 • Meals/Meetings	33	67	(34)	141	666	(525)	800
8810-00 • Dues & Subscriptions	0	167	(167)	48	1,666	(1,618)	2,000
8910-00 • Travel	0	1,000	(1,000)	0	1,100	(1,100)	1,100
Total Expense	30,771	40,131	(9,360)	328,359	402,913	(74,554)	487,005
Net Ordinary Income	11,620	5,925	5,695	111,850	54,489	57,361	66,339
Other Income/Expense							
Other Expense							
8990-00 • Allocated	7,701	5,925	1,776	60,141	63,489	(3,349)	75,339
Total Other Expense	7,701	5,925	1,776	60,141	63,489	(3,349)	75,339
Net Other Income	(7,701)	(5,925)	(1,776)	(60,141)	(63,489)	3,349	(75,339)
Net Income	3,919	0	3,919	51,710	(9,000)	60,710	(9,000)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

51 - TMPI

	Apr 19	Budget	\$ Over Bu...	Jul '18 - A...	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	718	718	(0)	7,192	7,241	(49)	8,677
Total Income	718	718	(0)	7,192	7,241	(49)	8,677
Gross Profit	718	718	(0)	7,192	7,241	(49)	8,677
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	(152)	334	(486)	401
5030-00 · P/R - Health Insurance Expense	3	4	(0)	55	35	20	42
5040-00 · P/R - Workmans Comp	3	4	(1)	52	40	12	48
5060-00 · 401 (k)	20	23	(3)	251	227	24	272
5070-00 · Other Benefits and Expenses	0			3	0	3	0
5000-00 · Salaries & Wages - Other	509	567	(57)	6,857	5,665	1,192	6,798
Total 5000-00 · Salaries & Wages	536	630	(94)	7,067	6,301	766	7,561
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
Total 5100-00 · Rent	0			586	0	586	0
5310-00 · Telephone							
5320-00 · Telephone	0			230			
Total 5310-00 · Telephone	0			230	0	230	0
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
Total 5520-00 · Supplies	0			88	0	88	0
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
Total Expense	536	630	(94)	8,299	6,301	1,998	7,561
Net Ordinary Income	182	88	94	(1,106)	941	(2,047)	1,116
Other Income/Expense							
Other Expense							
8990-00 · Allocated	114	88	26	891	941	(50)	1,116
Total Other Expense	114	88	26	891	941	(50)	1,116
Net Other Income	(114)	(88)	(26)	(891)	(941)	50	(1,116)
Net Income	68	0	68	(1,997)	0	(1,997)	0

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

Accrual Basis

60 - Membership

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 · Membership Dues Revenue	11,996	10,750	1,246	114,081	106,600	7,481	128,000
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	12,876	19,000	(6,125)	12,876	19,000	(6,125)	19,000
4250-05 · Sponsorships	17,165	13,000	4,165	17,165	13,000	4,165	13,000
4250-01 · Community Awards - Other	14,646	18,000	(3,354)	14,646	18,000	(3,354)	18,000
Total 4250-01 · Community Awards	44,687	50,000	(5,314)	44,687	50,000	(5,314)	50,000
4250-02 · Chamber Events	145	208	(63)	2,847	2,084	763	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)	2,500	2,450	50	3,050
4251-00 · Tues AM Breakfast Club - Other	625	580	45	4,887	5,800	(913)	6,960
Total 4251-00 · Tues AM Breakfast Club	625	880	(255)	7,387	8,250	(863)	10,010
4250-00 · Revenues-Membership Activities - Other	(45)			3,453	0	3,453	0
Total 4250-00 · Revenues-Membership Activities	45,412	51,088	(5,677)	60,996	64,334	(3,338)	70,510
4252-00 · Sponsorships	0			600	0	600	0
4253-00 · Revenue- Other	0			6			
Total Income	57,407	61,838	(4,431)	175,683	170,934	4,749	198,510
Gross Profit	57,407	61,838	(4,431)	175,683	170,934	4,749	198,510
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	(1,375)	(1,375)	0	(13,750)	(13,750)	0	(16,500)
5020-00 · P/R - Tax Expense	514	547	(33)	4,486	5,472	(986)	6,566
5030-00 · P/R - Health Insurance Expense	1,003	888	115	9,705	8,880	825	10,656
5040-00 · P/R - Workmans Comp	41	7	34	316	73	243	87
5060-00 · 401 (k)	298	262	36	2,370	2,621	(251)	3,145
5070-00 · Other Benefits and Expenses	8	66	(58)	182	660	(478)	792
5000-00 · Salaries & Wages - Other	8,091	6,553	1,538	69,852	65,530	4,322	78,636
Total 5000-00 · Salaries & Wages	8,580	6,948	1,632	73,160	69,486	3,674	83,382
5100-00 · Rent							
5110-00 · Utilities	47	50	(3)	308	505	(197)	605
5140-00 · Repairs & Maintenance	18	25	(7)	478	250	228	300
5150-00 · Office - Cleaning	48	78	(30)	320	898	(578)	1,177
5100-00 · Rent - Other	617	819	(202)	4,167	8,188	(4,021)	9,826
Total 5100-00 · Rent	729	972	(243)	5,274	9,841	(4,567)	11,908
5310-00 · Telephone							
5320-00 · Telephone	157	253	(96)	1,454	2,530	(1,076)	3,036
Total 5310-00 · Telephone	157	253	(96)	1,454	2,530	(1,076)	3,036
5420-00 · Mail - USPS	0	50	(50)	88	900	(812)	1,000
5510-00 · Insurance/Bonding	0	55	(55)	242	665	(423)	775
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	163			849	500	349	500
5520-00 · Supplies - Other	14	83	(69)	620	834	(214)	1,000
Total 5520-00 · Supplies	177	83	94	1,469	1,334	135	1,500
5610-00 · Depreciation	0	8	(8)	0	80	(80)	96
5700-00 · Equipment Support & Maintenance	0	56	(56)	0	560	(560)	672
5710-00 · Taxes, Licenses & Fees	0	0	0	0	150	(150)	200
5740-00 · Equipment Rental/Leasing	183	250	(67)	1,777	2,490	(713)	2,990
5800-00 · Training Seminars	0	0	0	3,721	1,950	1,771	1,950
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	0	0	0	0	1,125	(1,125)	1,500
Total 5900-00 · Professional Fees	0	0	0	0	1,125	(1,125)	1,500
6420-00 · Events							
6422-00 · Event Media	0			(300)			
Total 6420-00 · Events	0			(300)			
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	24,827	27,500	(2,673)	25,943	27,500	(1,557)	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	594	650	(56)	4,714	5,850	(1,137)	7,150
6441-00 · Membership - Miscellaneous Exp	0			60			
6442-00 · Public Relations/Website	(3,632)	344	(3,976)	12,858	4,940	7,918	5,628
6444-00 · Trades	1,430			1,430	0	1,430	0
6423-00 · Membership Activities - Other	5,250			13,052	0	13,052	0
Total 6423-00 · Membership Activities	28,469	28,494	(25)	61,525	40,790	20,735	45,278
8100-00 · Cost of Goods Sold	0			707			
8200-00 · Associate Relations	0	67	(67)	0	666	(666)	800
8500-00 · Credit Card Fees	1,469	1,000	469	3,541	2,595	946	3,000

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

Accrual Basis

60 - Membership

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
8700-00 · Automobile Expenses	20	78	(58)	380	777	(397)	933
8750-00 · Meals/Meetings	49	150	(101)	820	1,500	(680)	1,800
8810-00 · Dues & Subscriptions	0	35	(35)	530	350	180	420
8920-00 · Bad Debt	0			4,390	0	4,390	0
Total Expense	39,833	38,499	1,334	158,778	137,789	20,989	161,240
Net Ordinary Income	17,575	23,339	(5,764)	16,905	33,145	(16,240)	37,270
Other Income/Expense							
Other Expense							
8990-00 · Allocated	2,567	1,975	592	20,047	21,163	(1,116)	25,113
Total Other Expense	2,567	1,975	592	20,047	21,163	(1,116)	25,113
Net Other Income	(2,567)	(1,975)	(592)	(20,047)	(21,163)	1,116	(25,113)
Net Income	15,008	21,364	(6,356)	(3,142)	11,982	(15,124)	12,157

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

Accrual Basis

	Apr 19	Budget	\$ Over Budget	Jul '18 - Apr 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	2,012	2,130	(118)	20,022	21,296	(1,274)	25,555
5030-00 · P/R - Health Insurance Expense	2,076	2,648	(572)	17,626	26,475	(8,849)	31,770
5040-00 · P/R - Workmans Comp	144	182	(38)	1,364	1,820	(456)	2,184
5060-00 · 401 (k)	1,072	1,089	(17)	6,523	10,893	(4,371)	13,072
5070-00 · Other Benefits and Expenses	30	167	(137)	652	1,666	(1,014)	2,000
5000-00 · Salaries & Wages - Other	27,022	27,188	(166)	267,893	271,875	(3,982)	326,250
Total 5000-00 · Salaries & Wages	32,355	33,403	(1,048)	314,079	334,025	(19,946)	400,831
5100-00 · Rent							
5110-00 · Utilities	171	123	48	1,613	1,230	383	1,476
5140-00 · Repairs & Maintenance	585	375	210	4,600	3,750	850	4,500
5150-00 · Office - Cleaning	176	208	(32)	1,824	2,081	(257)	2,497
5100-00 · Rent - Other	2,280	2,176	104	25,064	21,755	3,309	26,107
Total 5100-00 · Rent	3,212	2,882	330	33,102	28,816	4,286	34,580
5310-00 · Telephone							
5320-00 · Telephone	798	1,000	(202)	7,984	10,000	(2,016)	12,000
5350-00 · Internet	0			25			
Total 5310-00 · Telephone	798	1,000	(202)	8,009	10,000	(1,991)	12,000
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0			30	0	30	0
5420-00 · Mail - USPS - Other	(5,587)	88	(5,675)	(4,387)	883	(5,270)	1,059
Total 5420-00 · Mail - USPS	(5,587)	88	(5,675)	(4,357)	883	(5,240)	1,059
5510-00 · Insurance/Bonding	724			3,998	205	3,793	205
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	847			2,746	2,000	746	2,000
5520-00 · Supplies - Other	490	625	(135)	4,403	6,250	(1,847)	7,500
Total 5520-00 · Supplies	1,337	625	712	7,150	8,250	(1,100)	9,500
5610-00 · Depreciation	0	54	(54)	218	542	(324)	650
5700-00 · Equipment Support & Maintenance	480	330	150	2,646	3,295	(649)	3,955
5710-00 · Taxes, Licenses & Fees	736	1,042	(306)	8,919	10,416	(1,497)	12,500
5740-00 · Equipment Rental/Leasing	371	329	42	3,347	3,292	55	3,950
5800-00 · Training Seminars	0	417	(417)	774	4,166	(3,392)	5,000
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	625	(625)	1,000	6,250	(5,250)	7,500
5920-00 · Professional Fees - Accountant	3,250			24,250	25,000	(750)	25,000
5921-00 · Professional Fees - Other	0	1,500	(1,500)	6,610	16,500	(9,890)	19,500
Total 5900-00 · Professional Fees	3,250	2,125	1,125	31,860	47,750	(15,890)	52,000
5941-00 · Research & Planning	10,100			10,100			
6420-00 · Events							
6422-00 · Event Media	0			300			
Total 6420-00 · Events	0			300			
6423-00 · Membership Activities							
6442-00 · Public Relations/Website	0			(300)			
Total 6423-00 · Membership Activities	0			(300)	0	(300)	0
7500-00 · Trade Shows/Travel	0			372			
8200-00 · Associate Relations	443	333	110	2,522	3,334	(812)	4,000
8300-00 · Board Functions	1,874	150	1,724	8,053	4,200	3,853	4,500
8500-00 · Credit Card Fees	3			313	0	313	0
8600-00 · Additional Opportunities	5,625	467	5,158	5,625	4,666	959	5,600
8700-00 · Automobile Expenses	64	250	(186)	1,859	2,500	(641)	3,000
8750-00 · Meals/Meetings	417	120	297	2,263	1,200	1,063	1,440
8810-00 · Dues & Subscriptions	841	275	566	4,728	2,750	1,978	3,300
Total Expense	57,042	43,890	13,152	445,579	470,290	(24,711)	558,070
Net Ordinary Income	(57,042)	(43,890)	(13,152)	(445,579)	(470,290)	24,711	(558,070)
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 · Allocated	(57,042)	(43,890)	(13,152)	(445,485)	(470,290)	24,805	(558,070)
Total Other Expense	(57,042)	(43,890)	(13,152)	(445,485)	(470,290)	24,805	(558,070)
Net Other Income	57,042	43,890	13,152	445,503	470,290	(24,788)	558,070
Net Income	0	0	0	(77)	0	(77)	0

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)
Employee Expense Report

Month/Yr April 2019
Employee Bavetta, Bonnie


POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
04.01.2019	A	Adobe Acrobat	105333417	Acrobat Pro sub for DeWitt	\$14.99		8810-00/70	
04.01.2019	B	Adobe Acrobat	1015660578	Acrobat Pro sub for Dawn	\$14.99		8810-00/70	
04.02.2019	C	Indeed.com	21848159	Job listing for Marketing Director	\$426.23		8810-00/70	
04.03.2019	D	Spectrum Charter	xx2719	NLTRA internet	\$331.58		5320-0/Alloc C	
04.08.2019	E	Adobe Acrobat	1018265161	Acrobat Pro sub for Cindy	\$14.99		8810-00/70	
04.10.2019	F	Amazon	38602	wireless doorbell for VIC	\$39.99		5525-00/42	
04.10.2019	G	Crashplan	60242875900	server backup monthly fee	\$9.99		5525-00/70	
04.12.2019	H	Amazon	375455	Office chair for Bonnie	\$112.77		5520-00/70	
04.15.2019	I	Dell	xx0160	POS Computer for VIC	\$954.42		5525-00/42	
04.15.2019	J	Craigslist.org	146804873	Craigslist job listing for Admin Assistant	\$25.00		8810-00/70	
04.18.2019	K	Front Street Station	46085	staff lunch / employee morale	\$105.25		8200-00/70	
04.19.2019	L	The Office Boss	377391	printer cartridge	\$33.55		5520-00/70	
04.23.2019	M	Constant Contact	223993298	Constant Contact Toolkit - Email Plus	\$125.00		8810-00/70	
04.23.2019	N	Intermedia.net	223684399	Office phone system	\$651.35		5320-00/Alloc C	
04.25.2019	O	Coffeebar Truckee	xxxx	Joe Lorenz interview	\$3.45		8750-00/70	
04.25.2019	P	Coffeebar Truckee	xxxx	Joe Lorenz interview	\$4.55		8750-00/70	
04.25.2019	Q	Whitecap Pizza	95845	staff lunch with Liz, Amber, Bonnie	\$60.41		8750-00/70	
	R							
	S							
	T							
	U							
	V							
	W							
	X							
	Y							
	Z							
MILEAGE REIMBURSEMENT								
	Attach 1		Mileage	See Attached Mileage Report		\$0.00	8700-00-70	
				Mileage Reimbursed Through Payroll				
TOTAL - CREDIT CARD EXPENSES:					\$2,928.51			
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)						\$0.00		

Signed By: 

Date: 5/14/19

Approved By: 

Date: 5/14/19

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
5/13/19 MS	5/13/19 MS		5/14/19		



BANK OF THE WEST
BNP PARIBAS

BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number	XXXX-XXXX-0119-2321
Statement Date	APR 28, 2019
Total Activity	\$2,928.51

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

BONNIE L BAVETTA
N LAKE TAHOE RESORT
PO BOX 1757
TAHOE CITY CA 96145-1757

ACCOUNT SUMMARY

BONNIE L BAVETTA XXXX-XXXX-0119-2321	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$2,928.51		\$0.00		\$0.00		\$2,928.51

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
04-01	03-30	55310209089026649315210	ADOBE *ACROPRO SUBS 8008336687 CA Tax ID: 770019522 Mer Ref: 64931521 Mer Zip: 95110 Origin Zip: 95110 Dest Ctry: USA	14.99
04-01	03-31	55310209090026651822415	ADOBE *ACROPRO SUBS 8008336687 CA Tax ID: 770019522 Mer Ref: 65182241 Mer Zip: 95110 Origin Zip: 95110 Dest Ctry: USA	14.99
04-02	04-02	55432869092200061121146	INDEED 203-564-2400 CT Tax ID: 260129478 Mer Ref: 119177443 Mer Zip: 06901	426.23
04-03	04-03	55432869093200304499373	CHARTER COMM 888-438-2427 MO Tax ID: 431854210 Mer Ref: 8751150110248363 Mer Zip: 63131	331.58
04-08	04-07	55310209097026663856032	ADOBE *ACROPRO SUBS 8008336687 CA Tax ID: 770019522 Mer Ref: 66385603 Mer Zip: 95110 Origin Zip: 95110 Dest Ctry: USA	14.99
04-10	04-09	55432869099200858996778	AMZN Mktp US*MZ8YS9FP1 Amzn.com/billWA Tran: 113-6659033-00386 Tax ID: 202936165 Mer Ref: 4STOORKFI08 Mer Zip: 98109 Product Code: B01M14IWAV Desc: Coolqly Wireless Doorbell with 2 R Qty: 1 Unit: PCE Disc: N Ext Item Amt: 39.99	39.99
04-10	04-09	15470209099000038594949	DRI*CrashPlan for SB orderfind.comMN Tax ID: 411901640 Mer Zip: 55343	9.99

A
B
C
D
E
F
G

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0119-2321	Purchases & Other Charges	\$2,928.51
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	APR 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$20,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$2,928.51
	\$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.

Statement Date	APR 28, 2019	Total Activity	\$2,928.51
Credit Limit	\$20,000	Single Purchase Limit	\$0.00
BONNIE L BAVETTA			
XXXX-XXXX-0119-2321			

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
04-12	04-11	55310209102083722277059	AMAZON.COM*MZ7P89OV0 A AMZN.COM/BILLWA Tran: 114-9557749-03754 Tax ID: 820544687 Mer Ref: 5F2WIFM4U4L Mer Zip: 98109 Origin Zip: 98109 Dest Ctry: USA Tax: 7.62 Product Code: B006IY89ZA Desc: MODWAY ARTICULATE ERGONOMIC MESH OF Qty: 1 Unit: PCE Disc: N Ext Item Amt: 112.77	112.77
04-15	04-13	55131589103083323236844	DMI* DELL BUS ONLINE 8004563355 TX Tran: 474778981 Tax ID: 742616805 Mer Ref: U78EQVF72IK Mer Zip: 78682 Dest Zip: 96145 Dest Ctry: USA Tax: 59.42 Product Code: 210-ANUW Desc: OPTIPLEX 5260 AIO BTX Qty: 1 Unit: EA Disc: N Ext Item Amt: 889.00	954.42
04-15	04-13	55480779103026790454659	CRAIGSLIST.ORG 4153995200 CA Tax ID: 943338913 Mer Ref: 79045465 Mer Zip: 94122 Origin Zip: 94122 Dest Ctry: USA	25.00
04-18	04-18	55310209108400758000250	FRONT STREET STATION TAHOE CITY CA Tax ID: 260088583 Mer Zip: 96145	105.25
04-19	04-18	85454919108900619100766	THE OFFICE BOSS TRUCKEE CA Tax ID: 205241546 Mer Zip: 96161	33.55
04-23	04-22	75418239112071851288405	EIG*CONSTANTCONTACT.C 855-2295506 MA Tran: 31993374 Tax ID: 043285398 Mer Zip: 02451 Product Code: 100040 Desc: Constant Contact Qty: 1 Unit: EAC Unit Cost: 125 Disc: N Ext Item Amt: 125.00	125.00
04-23	04-22	55480779113026990285133	INTERMEDIA.NET INC 6506414000 WA Tran: 4890574 Tax ID: 411816682 Mer Ref: 4890574 Mer Zip: 98007 Origin Zip: 98007 Dest Zip: 96145 Dest Ctry: USA Tax: 81.73 Product Code: DEFAULT Desc: INTERMEDIA HOSTED SERVICES Qty: 1 Unit: ITE Disc: N Ext Item Amt: 569.62	651.35
04-25	04-24	55432869114200091304799	SQU*SQ *COFFEEBAR TRUC Truckee CA Tran: 00011529215085331 Tax ID: 800429876 Mer Ref: 00011529215085331 Mer Zip: 96161 Origin Zip: 96161 Dest Zip: 96161 Dest Ctry: USA Product Code: 099 Desc: Coffee Qty: 100.00 Unit: NMB Disc: N Ext Item Amt: 2.45	3.45
04-25	04-24	55432869114200094562377	SQU*SQ *COFFEEBAR TRUC Truckee CA Tran: 00023058430121529 Tax ID: 800429876 Mer Ref: 00023058430121529 Mer Zip: 96161 Origin Zip: 96161 Dest Zip: 96161 Dest Ctry: USA Product Code: 099 Desc: Mocha Qty: 100.00 Unit: NMB Disc: N Ext Item Amt: 3.55	4.55
04-25	04-23	25247809114002217289985	WHITECAP PIZZA KINGS BEACH CA Tax ID: 384017914 Mer Zip: 96143	60.41



INVOICE

Remit To:
Adobe Inc.
29322 Network Place
Chicago, IL 60673-1293

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

Federal Tax ID 77-0019522

Bill To:
Bonnie Bavetta
100 N Lake Blvd
Tahoe City CA 96145

Reprint Page 1 of 1

Invoice Number: 1015333417

Invoice Date: MAR-29-19

Payment Terms: Credit Card

Due Date: APR-05-19

Purchase Order: C5011713566

Contract No 00004490

Order Number: 5011713566

Order Date: DEC-29-16

Customer No.: 1452233

Bill to No. 542191345

Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

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

Comments:

A

INVOICE

Remit To:
Adobe Inc.
29322 Network Place
Chicago, IL 60673-1293

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

Federal Tax ID 77-0019522

Bill To:
Bonnie Bavetta
100 N Lake Blvd
Tahoe City CA 96145

Reprint Page 1 of 1
Invoice Number: 1015660578
Invoice Date: MAR-30-19
Payment Terms: Credit Card
Due Date: APR-06-19
Purchase Order: ADD005588015
Contract No 00004490
Order Number: 5011731811
Order Date: DEC-30-16
Customer No.: 1452233
Bill to No. 542204552
Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

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

Comments:

(B)



Invoice

Indeed, Inc

Mail code 5160

P.O. Box 660367

Dallas, TX

75266-0367

Invoice #: 21848159

Date: 3/31/19

Due Date: 3/31/19

billing@indeed.com

Bill to:

PO Box 1757

Tahoe City, CA 96145-1757

bonnie@GOTAHOENORTH.COM

Total Amount: 426.23 USD

Total Due: 0.00 USD

Description / Memo	Amount
March 2019 Advertising on Indeed.com	426.23 USD
Total Amount	426.23 USD

PAID INVOICE
THIS INVOICE IS FOR YOUR RECORDS

Date: 3/31/19

Terms: Due upon receipt

Due Date: 3/31/19

Spectrum BUSINESS

March 27, 2019
Invoice Number: 0248363032719
Account Number: 8751 15 011 0248363
Security Code: 1754
Service At: 100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

Contact Us
Questions about your bill or services?
Visit spectrumbusiness.net or call 800.314.7195

Summary Service from 04/07/19 through 05/06/19 details on following pages

Previous Balance	219.96
Payments Received	0.00
Past Due Balance - Due Now	\$219.96
Spectrum Business™ Internet	89.99
Spectrum Business™ Voice	19.99
One-Time Charges	1.64
Current Charges Due By 04/16/19	\$111.62
Total Due	\$331.58

SPECTRUM BUSINESS NEWS

NOTE. Taxes, Fees and Charges listed in the Summary only apply to Spectrum Business TV and Spectrum Business Internet and are detailed on the following page. Taxes, Fees and Charges for Spectrum Business Voice are detailed in the Billing Information section.

Your account is past due.

The past due amount is due now. Please pay the total past due amount to avoid further collection activity and interruption of service. If service is disconnected, you will need to pay your full past due amount, first month of service and a reconnection fee to resume service.

Spectrum BUSINESS

4145 S FALKENBURG RD RIVERVIEW FL 33578-8652
8634 0040 NO RP 27 03282019 NNNNNYNN 01 006187 0028

NORTH LAKE TAHOE RESORT ASSOCIATION
100 N LAKE BLVD
SB1
TAHOE CITY CA 96145



875115011024836300331587

March 27, 2019

NORTH LAKE TAHOE RESORT

Invoice Number: 0248363032719
Account Number: 8751 15 011 0248363
Service At: 100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

Total Due	\$331.58
Amount you are enclosing	\$

Please Remit Payment To:

CHARTER COMMUNICATIONS
PO BOX 60188
LOS ANGELES CA 90060-0188



March 27, 2019

Invoice Number: 0248363032719
 Account Number: 8751 15 011 0248363
 Security Code: 1754

NORTH LAKE TAHOE RESORT ASSOCIATION

Spectrum
BUSINESS

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

8634 0040 NO RP 27 03282019 NNNNNYNN 01 006187 0028

Charge Details

Previous Balance	219.96
Past Due Balance - Due Now	\$219.96

Payments received after 03/27/19 will appear on your next bill.

Service from 04/07/19 through 05/06/19

Spectrum Business™ Internet

B Ultra	199.99
B Ultra 89.99 24m Acq	-110.00
Spectrum WiFi	0.00
Cloud Backup	0.00
Desktop Security	0.00
Web Hosting	0.00
	\$89.99

Spectrum Business™ Internet Total \$89.99

Spectrum Business™ Voice

Phone number (530) 584-2766	
Spectrum Business Voice	49.99
Sbpp Voice \$19.99 24m	-30.00
	\$19.99

For additional call details and terms of service,
 please visit spectrum.net/calldetails.

Spectrum Business™ Voice Total \$19.99

One-Time Charges

Late Fee	03/10	1.64
One-Time Charges Total		\$1.64

Current Charges Due By 04/16/19	\$111.62
Total Due	\$331.58

Billing Information

Tax and Fees - This statement reflects the current taxes and fees for your area (including sales, excise, user taxes, etc.). These taxes and fees may change without notice. Visit spectrum.net/taxesandfees for more information.

The following taxes, fees and surcharges are included in the price of the applicable service - . FEES AND CHARGES: CA ADVANCED SERVICES FUND SURCHARGE \$0.08, CA HIGH COST FUND-A SURCHARGE \$0.05, CA RELAY SVC & COMM DEV FUND SURCHARGE \$0.07, CA TELECONNECT FUND SURCHARGE \$0.11, FEDERAL UNIVERSAL SERVICE FUND \$0.83, STATE E911 SURCHARGE \$0.10, UNIVERSAL LIFELINE PHONE SVC SURCHARGE \$0.65.

Terms & Conditions - Spectrum's detailed standard terms and conditions for service are located at spectrum.com/policies.

Past Due Fee / Late Fee Reminder - A late fee will be assessed for past due charges for service.

Insufficient Funds Payment Policy - Charter may charge an insufficient funds processing fee for all returned checks and bankcard charge-backs. If your check, bankcard (debit or credit) charge, or other instrument or electronic transfer transaction used to pay us is dishonored, refused or returned for any reason, we may electronically debit your account for the payment, plus an insufficient funds processing fee as set forth in your terms of service or on your Video Services rate card (up to the amount allowable by law and any applicable sales tax). Your bank account may be debited as early as the same day payment is dishonored, refused or returned. If your bank account is not debited, the returned check amount (plus fee) must be replaced by cash, cashier's check or money order.

Complaint Procedures - You have 60 days from the billing date to register a complaint if you disagree with your charges.

Franchise Administrator - Placer County 11459 F Ave Auburn CA 95603 Phone: (530) 889-7735

Spectrum Business Voice Provider - Charter Advanced Services (CA), LLC

Continued on the next page....

Local Spectrum Store: 3745 N Carson St, Carson City NV 89706 Store Hours: Mon thru Sat - 9:00am to 7:00pm; closed Sunday or 9335 Prototype Dr, Reno NV 89521 Store Hours: Mon, Tue, Thur, Fri - 8:00am to 6:00pm; Wed - 9:00am to 6:00pm; Sat - 8:30am to 4:30pm

Your WAY can be the GREEN way!**GO GREEN with Spectrum Business**

Online Bill Pay is helping the environment one customer at a time. It's easy - all you need to do is sign up for Online Bill Pay. It will save you money on postage and time - and it will also save trees!

Enrolling is easy, just go to spectrumbusiness.net

Each month, you'll receive a paperless e-bill that you pay online with your choice of payment options.

- Debit Card - Credit Card - Electronic Funds Transfer
- Receive a quick summary of your account at any time
- Access up to 6 months of statements

Payment Options

Pay Online - Create or Login to MyAccount to pay or view your bill online at spectrumbusiness.net.

Pay by Mail - Detach payment coupon and enclose with your check made payable to Charter. Please do not include correspondences of any type with payments.

For questions or concerns, please call 1.800.314.7195.

Spectrum
BUSINESS



March 27, 2019



Invoice Number: 0248363032719
Account Number: 8751 15 011 0248363
Security Code: 1754

NORTH LAKE TAHOE RESORT ASSOCIATION

Contact Us**Questions about your bill or services?****Visit spectrumbusiness.net or call [800.314.7195](tel:800.314.7195)**

8634 0040 NO RP 27 03282019 NNNNNYNN 01 006187 0028

Voice Fees and Charges - These include charges, to recover or defray government fees imposed on Charter, and certain other costs related to Charter's Voice service, including a Federal Universal Service Charge and, if applicable, a State Universal Service Charge to recover amounts Charter must pay to support affordable telephone service, and may include a state Telecommunications Relay Service Fee to support relay services for hearing and speech impaired customers. Please note that these charges are not taxes and are subject to change. For more information, visit spectrum.net/taxesandfees.

Timely Payment - If your payment is not received by the next billing statement, your account is subject to interruption of service. Charter equipment may be rendered non-functional prior to termination. You may be subject to a change of service charge to reinstate your digital channels and Internet service when function is restored.

Statements with Zero or Credit Balances - Customers with a zero or credit balance on their bill will not receive a paper statement.



Page 4 of 4

March 27, 2019

Invoice Number:
Account:
Security Code:

North Lake Tahoe Resort Association
0248363032719
8751 15 011 0248363
1754

Spectrum
BUSINESS

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call [800.314.7195](tel:800.314.7195)

8634 0040 NO RP 27 03282019 NNNNNYNN 01 006187 0028



(D)

Spectrum BUSINESS

February 27, 2019

Invoice Number: 0248363022719

Account Number: 8751 15 011 0248363

Security Code: 1754

Service At: 100 N LAKE BLVD

SB1

TAHOE CITY CA 96145

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

Summary

Service from 03/07/19 through 04/06/19
details on following pages

Previous Balance	109.98
Payments Received	0.00
Past Due Balance - Due Now	\$109.98
Spectrum Business™ Internet	89.99
Spectrum Business™ Voice	19.99
Current Charges Due By 03/19/19	\$109.98
Total Due	\$219.96

SPECTRUM BUSINESS NEWS

NOTE. Taxes, Fees and Charges listed in the Summary only apply to Spectrum Business TV and Spectrum Business Internet and are detailed on the following page. Taxes, Fees and Charges for Spectrum Business Voice are detailed in the Billing Information section.

Important Information regarding your account balance.

This statement does not reflect payments received after the statement date. If a payment has been made, please disregard this message. If a payment has not been made, please pay the total past due amount to avoid further collection activity and interruption of service. If service is disconnected, you will need to pay your full past due amount, first month of service and a reconnection fee to resume service.

Spectrum BUSINESS

4145 S FALKENBURG RD RIVERVIEW FL 33578-8652
8634 0040 NO RP 27 02282019 NNNNNYNN 01 006031 0028

NORTH LAKE TAHOE RESORT ASSOCIATION
100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

February 27, 2019

NORTH LAKE TAHOE RESORT

Invoice Number: 0248363022719

Account Number: 8751 15 011 0248363

Service At: 100 N LAKE BLVD

SB1

TAHOE CITY CA 96145

Total Due	\$219.96
Amount you are enclosing	\$

Please Remit Payment To:

CHARTER COMMUNICATIONS
PO BOX 60188
LOS ANGELES CA 90060-0188



875115011024836300219964

Invoice Number:
Account Number:
Security Code:

NORTH LAKE TAHOE RESORT ASSOCIATION
0248363022719
8751 15 011 0248363
1754

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

8634 0040 NO RP 27 02282019 NNNNNYNN 01 006031 0028

Charge Details

Previous Balance	109.98
Past Due Balance - Due Now	\$109.98

Payments received after 02/27/19 will appear on your next bill.

Service from 03/07/19 through 04/06/19

Spectrum Business™ Internet

B Ultra	199.99
B Ultra 89.99 24m Acq	-110.00
Spectrum WiFi	0.00
Cloud Backup	0.00
Desktop Security	0.00
Web Hosting	0.00
	\$89.99

Spectrum Business™ Internet Total **\$89.99**

Spectrum Business™ Voice

Phone number (530) 584-2766	
Spectrum Business Voice	49.99
Sbpp Voice \$19.99 24m	-30.00
	\$19.99

For additional call details and terms of service,
please visit spectrum.net/call/details.

Spectrum Business™ Voice Total **\$19.99**

Current Charges Due By 03/19/19	\$109.98
Total Due	\$219.96

Billing Information

Tax and Fees - This statement reflects the current taxes and fees for your area (including sales, excise, user taxes, etc.). These taxes and fees may change without notice. Visit spectrum.net/taxesandfees for more information.

The following taxes, fees and surcharges are included in the price of the applicable service - . FEES AND CHARGES: CA ADVANCED SERVICES FUND SURCHARGE \$0.08, CA HIGH COST FUND-A SURCHARGE \$0.05, CA RELAY SVC & COMM DEV FUND SURCHARGE \$0.07, CA TELECONNECT FUND SURCHARGE \$0.11, FEDERAL UNIVERSAL SERVICE FUND \$0.83, STATE E911 SURCHARGE \$0.10, UNIVERSAL LIFELINE PHONE SVC SURCHARGE \$0.65.

Terms & Conditions - Spectrum's detailed standard terms and conditions for service are located at spectrum.com/policies.

Past Due Fee / Late Fee Reminder - A late fee will be assessed for past due charges for service.

Insufficient Funds Payment Policy - Charter may charge an insufficient funds processing fee for all returned checks and bankcard charge-backs. If your check, bankcard (debit or credit) charge, or other instrument or electronic transfer transaction used to pay us is dishonored, refused or returned for any reason, we may electronically debit your account for the payment, plus an insufficient funds processing fee as set forth in your terms of service or on your Video Services rate card (up to the amount allowable by law and any applicable sales tax). Your bank account may be debited as early as the same day payment is dishonored, refused or returned. If your bank account is not debited, the returned check amount (plus fee) must be replaced by cash, cashier's check or money order.

Complaint Procedures - You have 60 days from the billing date to register a complaint if you disagree with your charges.

Franchise Administrator - Placer County 11459 F Ave Auburn CA 95603 Phone: (530) 889-7735

Spectrum Business Voice Provider - Charter Advanced Services (CA), LLC

Continued on the next page....

Local Spectrum Store: 3745 N Carson St, Carson City NV 89706 Store Hours: Mon thru Sat - 9:00am to 7:00pm; closed Sunday or 9335 Prototype Dr, Reno NV 89521 Store Hours: Mon, Tue, Thur, Fri - 8:00am to 6:00pm; Wed - 9:00am to 6:00pm; Sat- 8:30am to 4:30pm

Your WAY can be the GREEN way!**GO GREEN with Spectrum Business**

Online Bill Pay is helping the environment one customer at a time.
It's easy - all you need to do is sign up for Online Bill Pay.
It will save you money on postage and time - and it will also save trees!

Enrolling is easy, just go to spectrumbusiness.net
Each month, you'll receive a paperless e-bill that you pay online with your choice of payment options.

- Debit Card - Credit Card - Electronic Funds Transfer
- Receive a quick summary of your account at any time
- Access up to 6 months of statements

**Payment Options**

Pay Online - Create or Login to MyAccount to pay or view your bill online at spectrumbusiness.net.

Pay by Mail - Detach payment coupon and enclose with your check made payable to Charter. Please do not include correspondences of any type with payments.

For questions or concerns, please call 1.800.314.7195.



February 27, 2019



Invoice Number: 0248363022719
Account Number: 8751 15 011 0248363
Security Code: 1754

Contact Us**Questions about your bill or services?****Visit spectrumbusiness.net or call 800.314.7195**

8634 0040 NO RP 27 02282019 NNNNNYNN 01 006031 0028

Voice Fees and Charges - These include charges, to recover or defray government fees imposed on Charter, and certain other costs related to Charter's Voice service, including a Federal Universal Service Charge and, if applicable, a State Universal Service Charge to recover amounts Charter must pay to support affordable telephone service, and may include a state Telecommunications Relay Service Fee to support relay services for hearing and speech impaired customers. Please note that these charges are not taxes and are subject to change. For more information, visit spectrum.net/taxesandfees.

Timely Payment - If your payment is not received by the next billing statement, your account is subject to interruption of service. Charter equipment may be rendered non-functional prior to termination. You may be subject to a change of service charge to reinstate your digital channels and Internet service when function is restored.

Statements with Zero or Credit Balances - Customers with a zero or credit balance on their bill will not receive a paper statement.



Page 4 of 4

February 27, 2019

Invoice Number:
Account:
Security Code:

North Lake Tahoe Resort Association
0248363022719
8751 15 011 0248363
1754

Spectrum
BUSINESS

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

8634 0040 NO RP 27 02282019 NNNNNYNN 01 006031 0028



(D)

WELCOME TO SPECTRUM BUSINESS.

Easily manage your Spectrum Business account online at **SpectrumBusiness.net**.



GET STARTED

It's easy to set up your username and password. You'll need your account number, primary phone number or security code to get started.

1. Go to **SpectrumBusiness.net**
2. Select Create Username
3. Follow the simple steps to create your username and password



MANAGE YOUR ACCOUNT

Once you create your username and password, sign in to **SpectrumBusiness.net**.

- Set up paperless billing and pay your bills online
- Enroll in Auto Pay and never worry about missing a payment
- Plus, get helpful tips and information to get you started and so much more

Need help setting up your new Spectrum Business services or account?
Visit **SpectrumBusiness.net/support**.

See reverse for instructions about how to read your bill.

©2017 Charter Communications

SA9HF1B8



4145 S FALKENBURG RD RIVERVIEW FL 33578-8652
8634 0040 NO RP 07 02082019 NNNNNYNN 01 004777 0020

NORTH LAKE TAHOE RESORT ASSOCIATION
100 N LAKE BLVD
SB1
TAHOE CITY CA 96145



875115011024836300109983

Welcome to Spectrum Business

Introducing your new Spectrum Business Billing Statement.

Spectrum BUSINESS

December 13, 2018

1 Account: 8348 TR 555 5555555
Phone Number: (555) 555 0255
Security Code: 5555
Service At: 3444 TRAIL CT
SANIT LGS SAN 33333 3333

6 SPECTRUM BUSINESS NEWS

Note: Taxes, Fees and Charges (shown in the Summary and copy to Service at Sanit LGS TV and Spectrum Business Phone and/or e-mailing the following info. Taxes, Fees and Charges for Spectrum Business News are included in a billing information packet.)

2 Contact Us:
 Questions about your bill or service?
 Visit spectrumbusiness.net or call **1-800-318-7185**

3 Summary Sanit LGS TV & Phone 8348 TR 5555
Amount Due: 2197.90

Previous Balance	330.00
Payments Received - Thank You	-330.00
Adjustments	-0.00
Remaining Balance	330.00
Spectrum Business™ TV	24.00
Spectrum Business™ Internet	84.00
Spectrum Business™ Voice	26.00
Costs Charged	0.00
Over-Time Charges	43.00
Paid Monthly Charges	15.00
Taxes, Fees and Charges	4.00
Current Charges	2197.90

4 Total Due by 01/26/19 **(191.30)**

Thank you for choosing Spectrum Business.
 We appreciate your prompt payment and value you as a customer.

5 Spectrum BUSINESS

8411 FIVE LAKES DR. SUITE 1000
 FORT WORTH, TX 76103-1000
 (817) 555-0255

OWNERS FIRST CHURCH INC
 8411 FIVE LAKES DR.
 SUITE 1000 FORT WORTH, TX 76103-1000

December 13, 2018
Business Check/Memo Item
Account: 8348 TR 555 5555555
Phone Number: (555) 555 0255
Service At: 3444 TRAIL CT
SANIT LGS SAN 33333 3333

Total Due by 01/26/19 **\$191.30**

Amount you are sending **\$**

7 CHURCH COMMUNICATIONS
 8411 FIVE LAKES DR.
 SUITE 1000 FORT WORTH, TX 76103-1000

CHURCH COMMUNICATIONS
 8411 FIVE LAKES DR.
 SUITE 1000 FORT WORTH, TX 76103-1000

[illegible]

- 1 Statement date, Account number and Security code in upper left corner of each page.
 - 2 How to reach us.
 - 3 At a glance: your charges, payments and credits for this bill.
 - 4 Payment due date.
 - 5 Payment coupon for your convenience. Simply tear it off and mail.
 - 6 Important messages, reminders and offers. You'll find special events, savings opportunities, news and promotions.
 - 7 Be sure our address shows in the return envelope window.
 - 8 Itemized details of transactions during this period.
 - 9 Adjustments showing any additional credits or fees applied.
 - 10 Required telecommunications Taxes, Fees and Charges. For information, please see the Billing Information section of your bill.
 - 11 Broadcast TV surcharge - A pass through reflecting charges assessed to Charter by the local broadcasters, or local "network affiliated" TV stations.
 - 12 Partial Monthly Charges from the date your services started through the first date of your next billing period.

Spectrum BUSINESS

February 7, 2019

Invoice Number: 0248363020719
Account Number: 8751 15 011 0248363
Security Code: 1754
Service At: 100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

SPECTRUM BUSINESS NEWS

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

Summary

Service from 02/07/19 through 03/06/19
details on following pages

Previous Balance	0.00
Payments Received	0.00
Remaining Balance	\$0.00
Spectrum Business™ Internet	89.99
Spectrum Business™ Voice	19.99
One-Time Charges	0.00
Current Charges	\$109.98
Total Due by 02/27/19	\$109.98

Welcome to Spectrum Business!

This bill reflects install & service charges from the date of install through your current billing period. If you made a payment at time of install, this bill may not reflect that payment but your next bill will.



4145 S FALKENBURG RD RIVERVIEW FL 33578-8652
8634 0040 NO RP 07 02082019 NNNNNYNN 01 004777 0020

NORTH LAKE TAHOE RESORT ASSOCIATION
100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

February 7, 2019

NORTH LAKE TAHOE RESORT

Invoice Number: 0248363020719
Account Number: 8751 15 011 0248363
Service At: 100 N LAKE BLVD
SB1
TAHOE CITY CA 96145

Total Due by 02/27/19	\$109.98
Amount you are enclosing	\$

Please Remit Payment To:

CHARTER COMMUNICATIONS
PO BOX 60188
LOS ANGELES CA 90060-0188



875115011024836300109983

Invoice Number:
Account Number:
Security Code:

NORTH LAKE TAHOE RESORT ASSOCIATION
0248363020719
8751 15 011 0248363
1754

**Contact Us**

Questions about your bill or services?

Visit spectrumbusiness.net or call 800.314.7195

8634 0040 NO RP 07 02082019 NNNNNYNN 01 004777 0020

Charge Details

Previous Balance	0.00
Remaining Balance	\$0.00

Payments received after 02/07/19 will appear on your next bill.

Service from 02/07/19 through 03/06/19

Spectrum Business™ Internet

B Ultra	199.99
B Ultra 89.99 24m Acq	-110.00
Spectrum WiFi	0.00
Cloud Backup	0.00
Desktop Security	0.00
Web Hosting	0.00
	\$89.99

Spectrum Business™ Internet Total \$89.99

Spectrum Business™ Voice

Phone number (530) 584-2766

Spectrum Business Voice	49.99
Sbpp Voice \$19.99 24m	-30.00
	\$19.99

For additional call details and terms of service,
please visit spectrum.net/calldetails.

Spectrum Business™ Voice Total \$19.99

One-Time Charges

B Ultra Installation	02/07	99.00
Sbpp 100% Off Install		-99.00
Installation	02/07	99.00
Sbpp 100% Off Install		-99.00
One-Time Charges Total		\$0.00

One-Time Charges Continued

Current Charges	\$109.98
Total Due by 02/27/19	\$109.98

Billing Information

Tax and Fees - This statement reflects the current taxes and fees for your area (including sales, excise, user taxes, etc.). These taxes and fees may change without notice. Visit spectrum.net/taxesandfees for more information.

Terms & Conditions - Spectrum's detailed standard terms and conditions for service are located at spectrum.com/policies.

Billing Practices - The first bill you receive extends from the first day of service through the first full billing cycle. Future service will be billed one month in advance. Charges for Pay-per-view and OnDemand will appear on the billing statement following your order.

Past Due Fee / Late Fee Reminder - A late fee will be assessed for past due charges for service.

Insufficient Funds Payment Policy - Charter may charge an insufficient funds processing fee for all returned checks and bankcard charge-backs. If your check, bankcard (debit or credit) charge, or other instrument or electronic transfer transaction used to pay us is dishonored, refused or returned for any reason, we may electronically debit your account for the payment, plus an insufficient funds processing fee as set forth in your terms of service or on your Video Services rate card (up to the amount allowable by law and any applicable sales tax). Your bank account may be debited as early as the same day payment is dishonored, refused or returned. If your bank account is not debited, the returned check amount (plus fee) must be replaced by cash, cashier's check or money order.

Complaint Procedures - You have 60 days from the billing date to register a complaint if you disagree with your charges.

Spectrum Business Voice Provider - Charter Advanced Services (CA), LLC

Continued on the next page....

Local Spectrum Store: 3745 N Carson St, Carson City NV 89706 Store Hours: Mon thru Sat - 9:00am to 7:00pm; closed Sunday or 9335 Prototype Dr, Reno NV 89521 Store Hours: Mon, Tue, Thur, Fri - 8:00am to 6:00pm; Wed - 9:00am to 6:00pm; Sat- 8:30am to 4:30pm

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Enrolling is easy, just go to spectrumbusiness.net
Each month, you'll receive a paperless e-bill that you pay online with your choice of payment options.

- Debit Card - Credit Card - Electronic Funds Transfer
- Receive a quick summary of your account at any time
- Access up to 6 months of statements

Payment Options

Pay Online - Create or Login to MyAccount to pay or view your bill online at spectrumbusiness.net.

Pay by Mail - Detach payment coupon and enclose with your check made payable to Charter. Please do not include correspondences of any type with payments.

For questions or concerns, please call 1.800.314.7195.



February 7, 2019



Invoice Number: 0248363020719
Account Number: 8751 15 011 0248363
Security Code: 1754

NORTH LAKE TAHOE RESORT ASSOCIATION

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call **800.314.7195**

8634 0040 NO RP 07 02082019 NNNNNYNN 01 004777 0020

Voice Fees and Charges - These include charges, to recover or defray government fees imposed on Charter, and certain other costs related to Charter's Voice service, including a Federal Universal Service Charge and, if applicable, a State Universal Service Charge to recover amounts Charter must pay to support affordable telephone service, and may include a state Telecommunications Relay Service Fee to support relay services for hearing and speech impaired customers. Please note that these charges are not taxes and are subject to change. For more information, visit spectrum.net/taxesandfees.

02-27-19

(D)

Page 6 of 6

February 7, 2019

Invoice Number:
Account:
Security Code:

North Lake Tahoe Resort Association
0248363020719
8751 15 011 0248363
1754

Spectrum
BUSINESS

Contact Us

Questions about your bill or services?

Visit spectrumbusiness.net or call **800.314.7195**

8634 0040 NO RP 07 02082019 NNNNNYNN 01 004777 0020



⑤

North Lake Tahoe Resort Association
Allocated Expenses
FY 2018.2019

Taxes, Licenses & Fees	Table - C				331.58
<i>Based on Head Count</i>	Marketing	11	4.1	34.310%	113.76
FAX Machine 530 581-1686 (5928 Allocate)	Conference	30	2	16.736%	55.49
	Visitor Center	42	1.40	11.715%	38.85
	TMPI	51	-	0.000%	0.00
F&P Mail Solutions (Annual Mail permit wholly allocated to Membership 60)	Membership	60	0.95	7.950%	26.36
Spectrum	Administration	70	3.5	29.289%	97.12
			11.95	100%	331.58

(D)

INVOICE

Remit To:
Adobe Inc.
29322 Network Place
Chicago, IL 60673-1293

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

Federal Tax ID 77-0019522

Reprint Page 1 of 1

Invoice Number: 1018265161

Invoice Date: APR-06-19

Payment Terms: Credit Card

Due Date: APR-13-19

Purchase Order: ADB016450957

Contract No 00004490

Order Number: 5017797439

Order Date: NOV-06-17

Customer No.: 1452233

Bill to No. 546408886

Adobe Contact Information:

<https://helpx.adobe.com/contact.html>

Bill To:

Bonnie Bayetta
100 N Lake Blvd
Tahoe City CA 96145

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

Comments:

(E)

**Final Details for Order #113-6659033-0038602**

[Print this page for your records.](#)

Order Placed: April 9, 2019

Amazon.com order number: 113-6659033-0038602

Order Total: \$39.99

Shipped on April 9, 2019

Items Ordered

1 of: *Coolqiya Wireless Doorbell with 2 Remote Button and 3 Plugin Receiver, No Batteries Required for Receiver Over 50* \$39.99

Chimes, White

Sold by: Coolqiya ([seller profile](#))

Condition: New

Shipping Address:

Bonnie Bavetta/NLTRA

100 North Lake Blvd

Tahoe City, California 96145

United States

Shipping Speed:

One-Day Shipping

Item(s) Subtotal: \$39.99

Shipping & Handling: \$0.00

Total before tax: \$39.99

Sales Tax: \$0.00

Total for This Shipment: \$39.99

Payment information**Payment Method:**

MasterCard | Last digits: 2321

Billing address

Bonnie Bavetta/NLTRA

100 North Lake Blvd

Tahoe City, California 96145

United States

Item(s) Subtotal: \$39.99

Shipping & Handling: \$0.00

Total before tax: \$39.99

Estimated tax to be collected: \$0.00

Grand Total: \$39.99

Credit Card transactions

MasterCard ending in 2321: April 9, 2019: \$39.99

To view the status of your order, return to [Order Summary](#).

Invoice

Order Date: 4/9/2019

Order Number: 60242875900

Billing Address:

Bonnie Bavetta

North Lake Tahoe Resort

Association

100 N Lake Blvd

Tahoe City, CA 96145

US

Qty Product Name		Price	Extended Price
1	CrashPlan for Small Business Unlimited Per PC Monthly	\$9.99	\$9.99
		Sub-Total	\$9.99
		Tax	\$0.00
		Total	\$9.99

Digital River, Inc. is the authorized reseller and merchant of the products and services offered within this store.

**CRASHPLAN**

For Small Business

CrashPlan offers the most comprehensive online backup solution to hundreds of thousands of consumers and tens of thousands of businesses around the world. Our highly secure, automatic and continuous service provides our customers the peace of mind that their digital life is protected and easily accessible.

© 2019 Code42 Software, Inc. All rights reserved. Privacy policy (<https://www.code42.com/privacy/>).

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Final Details for Order #114-9557749-0375455

[Print this page for your records.](#)

Order Placed: April 11, 2019

Amazon.com order number: 114-9557749-0375455

Order Total: \$112.77

Shipped on April 11, 2019

Items Ordered

1 of: *Modway Articulate Ergonomic Mesh Office Chair in Black*

Sold by: Amazon.com Services, Inc ([seller profile](#))

Business Price

Condition: New

Price

\$105.15

Shipping Address:

Bavetta

100 N Lake Blvd

Tahoe City, California 96145

United States

Shipping Speed:

FREE Shipping

Item(s) Subtotal: \$105.15

Shipping & Handling: \$24.24

Free Shipping: -\$24.24

Total before tax: \$105.15

Sales Tax: \$7.62

Total for This Shipment: \$112.77

Payment information

Payment Method:

MasterCard | Last digits: 2321

Billing address

billingAddress

PO Box 1757

Tahoe City, CA 96145-1757

United States

Item(s) Subtotal: \$105.15

Shipping & Handling: \$24.24

Free Shipping: -\$24.24

Total before tax: \$105.15

Estimated tax to be collected: \$7.62

Grand Total: \$112.77

Credit Card transactions

MasterCard ending in 2321: April 11, 2019: \$112.77

To view the status of your order, return to [Order Summary](#).

4/11/2019

North Lake Tahoe Resort Association Mail - Dell Order Has Been Received for Dell Purchase ID: 2007090260160

Assoc
100 N Lake Blvd
Tahoe City, CA 96145
(530) 581-8726 (work)

Tahoe City, CA 96145
(530) 581-8726

[View Order Details](#)

Your Products (1)

Item	QTY	Unit Price	Subtotal
OptiPlex 5260 AIO	1	\$889.00	\$889.00
Estimated Delivery Date: Apr. 25, 2019			



Shipping:	\$0.00
Environmental Disposal Fee:	\$6.00
Tax:	\$59.42
Total:	\$954.42

Payment Details

Method	Total
Credit Card - MASTER	\$954.42

48

Need help?

Assoc
100 N Lake Blvd
Tahoe City, CA 96145
(530) 581-8726 (work)

Tahoe City, CA 96145
(530) 581-8726

[View Order Details](#)

Your Products (1)

Item	QTY	Unit Price	Subtotal
OptiPlex 5260 AIO Estimated Delivery Date: Apr. 25, 2019	1	\$889.00	\$889.00

(H)

Shipping:	\$0.00
Environmental Disposal Fee:	\$6.00
Tax:	\$59.42
Total:	\$954.42

Payment Details

Method	Total
Credit Card - MASTER	\$954.42

✓
Cart✓
Signed In✓
Shipping✓
Payment✓
Verify & Submit✓
Order Submitted

► Step 6 of 6: Order Submitted

✓ Thank you for your order.

Your order summary is below. We're also sending a detailed confirmation to bonnie@gotahoenorth.com, and we'll send more emails as your items ship.

Order details

Your Dell Purchase ID: **2007090260160**Order date: **4/11/2019**Order total: **\$954.42**Total savings: **\$381.00**

For order status and more information: view purchase details ([//www.dell.com/support/orders/Dpid/Details?sbdpid=2007090260160](http://www.dell.com/support/orders/Dpid/Details?sbdpid=2007090260160)).



New OptiPlex 5260 All-in-One

Quantity 1

Arrives by Thursday, Apr 25

► Show Order Details

[CL](#) reno > jobs > admin/office >[\[log in \]](#) [\[create account \]](#)

Thanks for posting! We really appreciate it!

Purchase Receipt

This is a receipt confirming your purchase. Please print or save a copy of this receipt for your records. All sales are final. No Refunds.

Description**Price**

Administrative Assistant

PostingID 6864833844: reno / tahoe > admin/office \$25.00 USD

Total amount charged: \$25.00 USD

2019-04-12 -- Payment ID: 146804873

Please use the links we emailed you to manage this posting.



Bob Smith
4/17/19
Job posting
8810.00/70

**FRONT STREET STATION (Tahoe
City)**

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

**ORDER: 028
Call In - To Go**

Cashier: Ivan (GM)
17-Apr-2019 12:53:07P

Transaction **046085**

1	LARGE OLD ENGINE #3	\$26.50
1	LARGE SPICY THAI	\$28.00
1	LARGE CALIFORNIAN	\$28.25
3	Large Mixed Green Salad	\$22.50
	Balsamic Dressing	\$0.00
	Blue Cheese Dressing	\$0.00
	Italian Dressing	\$0.00

Total **\$105.25**

CREDIT CARD AUTH **\$105.25**
MASTERCARD 2321

Retain this copy for statement validation

17-Apr-2019 1:24:15P
\$105.25 | Method: SWIPED
MASTERCARD XXXXXXXXXXXXX2 21
BONNIE BAVETTA
Ref #: 910700769101 | Auth #: 087325
MID: *****3884
AuthNtwkNm: MASTERCARD
SIGNATURE VERIFIED

Online: <https://clover.com/p/6QW1B2BW7SEDG>

Order DB8CH2HGQKK5Y

*Staff
Lunch
Employee
Morale
\$200.00/17
BVB*

(K)

PRINTER
CARTRIDGE
5520 1.00/70
BUB

THE OFFICE BOSS MAIL CENTER

11260 DONNER PASS RD STE. C1
TRUCKEE, CA. 96161
530-587-1620

RTG, CNM-CL241	30.99 TX
SUBTOTAL	30.99
TAX	
State & Local on 30.9	2.56
TOTAL	33.55
THRU MasterCard	33.55

Total shipments: 0
Customer: None selected

#377391 04/18/2019 04:08 PM
Workstation: 41 - TMC-AUX-RETAIL
CCtran#

Return Policy: Returns are accepted when the item is in resellable condition and is accompanied with this receipt within 15 days of purchase.

*INK CARTRIDGES & DATED MATERIAL
ARE NON-RETURNABLE*

Thank you for your business!

Daily Commercial delivery in Truckee!
Order online; supplies on your desk the
next business day! www.TheOfficeBOSS.com



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

N Lake Tahoe Resort Assoc
Attn: Bonnie Bavetta
PO Box 1757
Tahoe City CA 96145
US
P: 5305818726

Today's Date: 05/13/2019
User Name: nltra1

Invoices from 04/13/2019 to 05/13/2019

Date	Description	Charge Amount	Credit Amount
04/27/2019	Invoice #223993298		\$125.00
	Constant Contact Toolkit - Email Plus		
	Contacts		
	5,001 - 10,000 Contacts		
	Maximum Number of Contacts This Billing Period:	\$125.00	
	5249		
	Period from 04/27/2019 to 05/26/2019		

Billing questions? [Contact Support](#)

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

Transaction Details

Transaction Detail ID: 223684399
 Service Date*: 4/21/2019 12:00:00 AM
 Processed Date: 4/21/2019 6:12:16 AM
 Service Charges: \$607.81
 Tax Amount: \$43.54
 Total: \$651.35
 User Name: NLTRA
 Billing Cycle: 1 month(s)
 Comment: Voice services 03/21/19-04/21/19

***Note:**

- Service date is a date of creation a transaction in the system, it can be different from the "Date processed" in case if transaction was processed with time lag.
- Your charges include (a) prorated service charges for new services ordered during the prior month, (b) the next month's full service charges in advance, (c) one-time charges, (d) applicable usage charges, taxes and fees. Please refer to the Reseller's Explanation of Charges for the details on the Voice Services charges.

Transaction Breakdown

Module	Item	Price Type	Quantity	Unit Price	Amount	Prorated Fees	Discount	Item Type
Voice Services	Cloud PBX Resource Lines	recurring	1	\$12.99	\$12.99	\$12.99	0 %	regular
Voice Services	Unified Communications Users	recurring	1	\$413.82	\$413.82	\$413.82	0 %	regular
Voice Services	Local and Toll Free Numbers	recurring	1	\$22.95	\$22.95	\$22.95	0 %	regular
Voice Services	Inbound Toll-Free	one-time	1	\$81.52	\$81.52	\$81.52	0 %	regular
Voice Services	AK/HI/PR/VI Inbound Toll-Free	one-time	1	\$0.91	\$0.91	\$0.91	0 %	regular
Voice Services	Regulatory Cost Recovery Surcharges	recurring	1	\$75.62	\$75.62	\$75.62	0 %	regular
						\$607.81		

Taxes, Fees & Surcharges

Level	Description	Amount	Taxable Amount	Rate	Tax Amount
Other	Government Telecommunications Service Fees	1	1	\$31.99	\$31.99
State/Province	State	1	1	\$10.71	\$10.71
Local	Local	1	1	\$0.84	\$0.84
					\$43.54



**North Lake Tahoe Resort Association
Allocated Expenses
FY 2018.2019**

Taxes, Licenses & Fees	Table - C				651.35
<i>Based on Head Count</i>					
FAX Machine 530 581-1686 (5928 Allocate)	Marketing	11	4.1	34.310%	223.48
	Conference	30	2	16.736%	109.01
	Visitor Center	42	1.40	11.715%	76.31
	TMPI	51	-	0.000%	0.00
F&P Mail Solutions (Annual Mail permit wholly allocated to Membership 60)	Membership	60	0.95	7.950%	51.78
Spectrum	Administration	70	3.5	29.289%	190.77
			11.95	100%	651.35

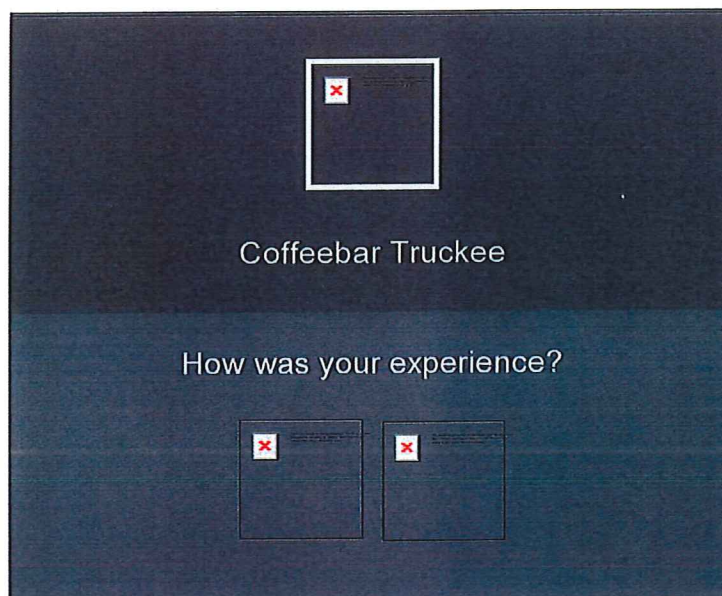
(N)

DeWitt Van Siclen

From: Coffeebar Truckee via Square
Sent: Tuesday, May 14, 2019 1:25 PM
To: staffaccountant@gotahoenorth.com
Subject: Receipt from Coffeebar Truckee

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

[Not your receipt?](#)

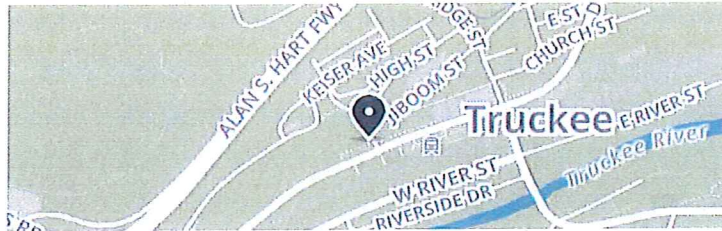


\$3.45

Coffee (12oz)	\$2.45
+ Italian	
Purchase Subtotal	\$2.45
Tip	\$1.00
Total	\$3.45



3/24



Coffeebar Truckee
10120 Jibboom St, Suite #101
Truckee, CA 96161
530-587-2000



MasterCard 2321 (Chip)



BONNIE BAVETTA

Apr 24

2019

at 8:56

AM

#NuQR

Auth

code:

049183

AID: A0000000041010

Signature Verified

© 2019 Square, Inc.

1455 Market Street, Suite 600
San Francisco, CA 94103

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[Manage preferences](#) for digital receipts

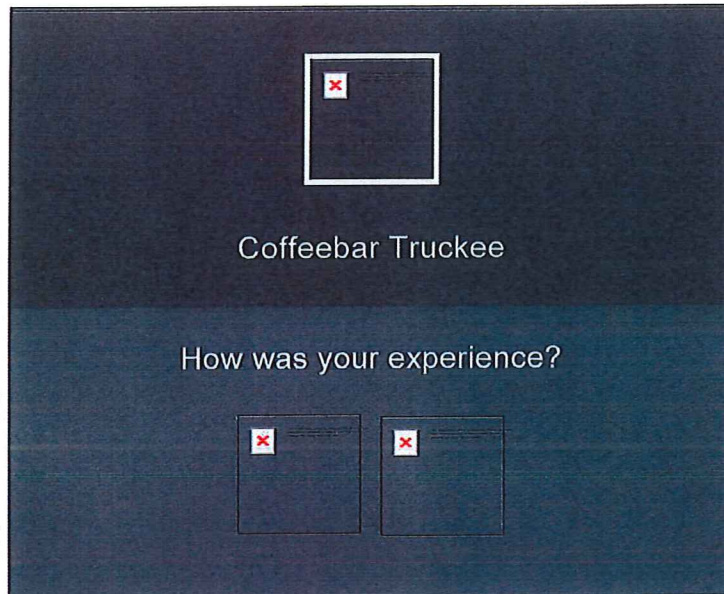


DeWitt Van Siclen

From: Coffeebar Truckee via Square
Sent: Tuesday, May 14, 2019 1:24 PM
To: staffaccountant@gotahoenorth.com
Subject: Receipt from Coffeebar Truckee

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

[Not your receipt?](#)



\$4.55

Mocha (8oz)	\$3.55
+ DECAF	
Purchase Subtotal	\$3.55
Tip	\$1.00
Total	\$4.55



BUR



Coffeebar Truckee
10120 Jibboom St, Suite #101
Truckee, CA 96161
530-587-2000



MasterCard 2321 (Chip)



BONNIE BAVETTA

Apr 24

2019

at 8:59

AM

#2NUZ

Auth

code:

098705

AID: A0000000041010

Signature Verified

Square Just Got More Rewarding
Your favorite businesses may send you news and rewards via
Square. [Learn more and update preferences.](#)

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San Francisco, CA 94103

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[Square Privacy Policy](#) · [Not your receipt?](#)
[Manage preferences](#) for digital receipts

** Customer Copy **

WHITECAPS PIZZA
8290 NORTH LAKE BLVD
Kings Beach, CA 96143
(530) 546-2200

Tuesday, April 23, 2019 2:07:41 PM

Type: M/C Chk: 1016
Acct #: 2321 XX/XX Batch #: 557
Auth #: 095845 Seq: 7 Table: LAD
Serv #: Dennis

Sale: \$ 50.41

+Tip 10.00

Total 60.41

Liz, Amber, Bonnie

STAFF MTG lunch

8200.00/70

70B

Q

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month/Yr April 2019

Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
04.01.2019	A	Moody's	097374	Lunch w/ Bonnie, Cindy, Joe Lorenz	\$70.92		8750-00/70
04.08.2019	B	Jason's Beachside Grill	34999	Lunch with Liz, Brad Johnson, Cindy	\$38.59		8750-00/70
04.15.2019	C	Stockpins.com	95601	Employee of the year Awards	\$67.85		6434-00/60
04.17.2019	D	Walmart	1042000314	Baseball bats to celebrate Ron Treabess	\$41.63		8200-00/70
04.22.2019	E	Bridgetender	20002	staff appreciation / meeting	\$179.22		8750-00/70
04.22.2019	F	Savemart	17229	staff appreciation / meeting	\$26.20		8750-00/70
	G						
	H						
	I						
	J						
	K						
	L						
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	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
MILEAGE REIMBURSEMENT							
	Attach 1		Mileage	See Attached Mileage Report		\$0.00	8700-00-70
				Mileage Reimbursed Through Payroll			
TOTAL - CREDIT CARD EXPENSES					\$424.41		
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)						\$0.00	

Signed By: [Signature] for CG
Date: 5/10/19

Approved By: [Signature]
Date: 5/14/19

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
5/3/19 ms	5/3/19 ms	[Signature]	5/10/19		



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 APR 28, 2019

Total Activity \$424.41

**** 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	\$424.41		\$0.00		\$0.00		\$424.41

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
04-01	03-28	55500809088206588100058	MOODYS TRUCKEE CA	70.92
		Tax ID: 680207038 Mer Zip: 96161		
04-08	04-05	55547509096253426010066	JASON'S BEACHSIDE GRIL KINGS BEACH CA	38.59
		Tax ID: 880193789 Mer Zip: 96143		
04-15	04-12	55429509102713741722450	STOCKPINS.COM 18008560595 RI	67.85
		Tax ID: 770510487 Mer Ref: 74172245 Mer Zip: 02888 Origin Zip: 02888 Dest Ctry: USA		
04-17	04-16	05436849107400051782115	WM SUPERCENTER #3254 RENO NV	41.63
		Tax ID: 710415188 Mer Zip: 89523 Origin Zip: 89523 Tax: 1.97		
04-22	04-19	25247809110001848084579	BRIDGETENDER TAVERN & TAHOE CITY CA	179.22
		Tax ID: 320361127 Mer Zip: 96145		
04-22	04-19	05140489110710037347867	SAVEMART #626 TAHOE TAHOE CITY CA	26.20
		Tax ID: 941245496 Mer Zip: 96145		

A
B
C
D
E
F

For Customer Service, Call: 1-866-432-8161	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$424.41
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	APR 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
Disputed Amount		Total Activity	\$424.41
\$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.

Moody's Bistro Bar and Beats
10007 Bridge Street
Truckee, CA 96161
(530)587-8688

Server: Sebastian
12:51 PM
Table 42/1

DOB: 03/28/2019
03/28/2019
1/10001

SALE

MC
Card #XXXXXXXXXX6903
Magnetic card present: GUSTAFSON CINDY
Card Entry Method: S

1048577

Approval: 097374

Amount: \$58.46

+ Tip: 12.46

= Total: 70.92

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

X

Lunch: Bonnie, Cindy, ~~Joe~~

*****CUSTOMER COPY*****

Joe Lorenz

(A)

Moody's Bistro Bar and Beats
10007 Bridge Street
Truckee, CA 96161
(530)587-8688

Server: Sebastian
Table 42/1
Guests: 3

03/28/2019
12:45 PM

#10001

Arnold Palmer 4.00
Nicoise Salad (2 @17.00) 34.00
Chicken Sandwich 16.00

Subtotal 54.00
Tax 4.46

Total 58.46

Balance Due 58.46

Live Music Every
Thursday, Friday & Saturday!

** Customer Copy **

Jason's
8338 North Lake Blvd
Kings Beach, CA 96143
530-546-3315

Friday, April 05, 2019 12:49:19 PM

Type: M/C Chk: 2078
Acct #: 6903 XX/XX Batch #: 426
Auth #: 034999 Seq: 6 Table: 5
Serv #: Karen S

Sale: \$ 31.59

+Tip 7-

Total 38.59

LIZ, BRAD JOHNSON
THANK YOU CINDY'S

%	Tip	Total
15 % of sale:	\$4.74	= \$36.33
18 % of sale:	\$5.69	= \$37.28
20 % of sale:	\$6.32	= \$37.91

JASON'S
8338 N. LAKE BLVD
KINGS BEACH CA 96143

CHECK #: 2078
Date: Apr 05, 2019 Time: 12:49pm
Server: Karen S Table# 5
Guests: 3

2-ARNIE PALMER	7.00
1-AHI BURRITO	15.95
1-SOUP/DAY & BREAD	6.50

Sub Total: 29.45
Sales Tax: 2.14

Balance: 31.59

THANK YOU

(B)

Cindy Gustafson

From: StockPins.com
Sent: Friday, April 12, 2019 1:47 PM
To: cindy@gotahoenorth.com
Subject: Your StockPins.com Order Confirmation (#95601)

Thanks for Your Order



Your order ID is #95601.

Shipping Address

cindy gustafson
NLTRA
100 North Lake Blvd, Upstairs
tahoe city, California 96145
United States
5305818739

Billing Address

cindy gustafson
NLTRA
100 North Lake Blvd, Upstairs
tahoe city, California 96145
United States
5305818739

Your Order Contains...

Cart Items	SKU	Qty	Item Price	Item Total
J34 - Colored Star Shaped Lapel Pin (Pin Finish: Silver)	J34	15	\$2.39 USD	\$35.85 USD

*Employee of the
Year Awards*

Subtotal: \$35.85 USD
Shipping: \$32.00 USD
Grand Total: \$67.85 USD
Payment Method: Credit Card

StockPins.com
<http://stockpins.com/>

+ use

StockPins.com is powered by Bigcommerce. [Launch your own store for free](#) with Bigcommerce.



Cindy Gustafson

From: StockPins.com
Sent: Friday, April 12, 2019 1:47 PM
To: cindy@gotahoenorth.com
Subject: Welcome to StockPins.com

Welcome to StockPins.com

Hi cindy,

For your convenience, we've created you an account on StockPins.com so you can check the status of your order and checkout quicker in the future.

To login you will need to follow the link below to nominate your password:

https://stockpins.com/login.php?action=change_password&c=105375&t=fddb2bf11a09119d48c5ddb03b8bc710

If you have any questions regarding your account, click 'Reply' in your email client and we'll be only too happy to help.

StockPins.com
<https://stockpins.com/>

StockPins.com is powered by Bigcommerce. [Launch your own store for free](#) with Bigcommerce.



See back of receipt for your chance
to win \$1000 ID #:7H5LXH147H64

Walmart *

775-624-2000 Hgr:STEVEN ALCORN

5260 W 7TH ST

RENO NV 89523

ST# 03254 OPH 001423 TEN 13 TR# 06377
BAT BALL 084121013420
3 AT 1 FOR 3.97 11.91 X
BAT BALL 004121013420
3 AT 1 FOR 3.97 11.91 X
CHOC 003400013605 F 5.28 N
CHOC 003400013605 F 5.28 N
CHOC 003400013605 F 5.28 N

SUBTOTAL 39.66
TAX 1 0.265 % 1.97

TOTAL 41.63

HCARD TEND 41.63

MASTERCARD **** * 6903 I 1

APPROVAL # 017084

REF # 1042000314

AID A0000000041010

TC D3EF0DD63409E780

TERMINAL # SC011303

*NO SIGNATURE REQUIRED

04/16/19 07:37:59

CHANGE DUE 0.00

ITEMS SOLD 9

TCH 0753 0823 0705 4397 3301



Low Prices You Can Trust. Every Day.

04/16/19 07:38:00

CUSTOMER COPY

Scan with Walmart app to save receipts



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

Server: Sarah 04/19/2019
Cashier: Bailey
Tg Dewitt/1 11:47 AM
Guests: 1 20002
Area: To Go
Day Part: Lunch

Ahi Tacos (2 @14.00)	28.00
Cheeseburger (2 @12.75)	25.50
Side Tater/Tots	
Roast Turkey Club Wrap	11.50
BT's House Salad	10.00
\$ADD Bacon	
Side Waffle Fries	2.75
Swiss Burger	14.75
\$ADD Waffle Fries	
BLAT	11.00
Pork Slide(3)	10.00
Clam Chowder Bowl	8.00
Veggie Burrito	11.00
Chicken Tacos (2)	8.50
Subtotal	141.00
Tax	10.22
Total	151.22

Balance Due 151.22

Thank you!
Please join us again
soon ..

All staff meeting

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

Server: Bailey DOB: 04/19/2019
11:48 AM 04/19/2019
Tg Dewitt/1 2/2000

SALE

Mastercard 209715
Card #XXXXXX6903
Magnetic card present:
Card Entry Method: S
Approval: C36611

Amount: \$ 151.22
+ Tip: 28.00
= Total: 179.22

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

X 

Thank you!
Please join us again
soon ..

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

Customer Copy

(E)



100 River Road
530-583-5231

Save Mart
Store:626

Cashier: A J

04/19/19

11:38:13

GROCERY

Q20 PURE COCNT WTR	2.59F
BEV N/T CRV <24 OZ	.05F
Q20 PURE COCNT WTR	2.59F
BEV N/T CRV <24 OZ	.05F
Q20 PURE COCNT WTR	2.59F
BEV N/T CRV <24 OZ	.05F
COCA-COLA	2.99TF
Regular Price	3.49
CRV 6PK/3PK .30	.30TF
COCA-COLA DIET	2.99TF
Regular Price	3.49
CRV 6PK/3PK .30	.30TF
1 @ 2/ 5.00	
COREW ORG BLUBRY	2.50F
Regular Price	2.99
BEV N/T CRV <24 OZ	.05F
1 @ 2/ 5.00	
COREW ORG POM ACAI	2.50F
Regular Price	2.99
BEV N/T CRV <24 OZ	.05F
HONEST TEA PEACH	1.89F
BEV N/T CRV <24 OZ	.05F
HONST HLF/HLF TEA	1.99F
BEV N/T CRV <24 OZ	.05F
HONST HNY GRN TEA	1.99F
BEV N/T CRV <24 OZ	.05F
GEN MDSE	
PAPER BAG	.10
SUBTOTAL	25.72
TOTAL TAX	.48

TOTAL 26.20
MasterCard TENDER 26.20

Acct:*****6903

APPRVL CODE 007927

Cas Ref# 17229

CASH CHANGE .00

NUMBER OF ITEMS 21

Total Savings on Sale Items 1.98

YOU SAVED A TOTAL OF 1.98
THAT IS A SAVINGS OF 7%

Staff mty



Save Mart #626
100 River Road
Tahoe City CA 96145
(530)583-5231

04/19/2019 11:38:54
MASTERCARD Entry Method: Chip
CARD #: XXXXXXXXXXXX6903
PURCHASE - APPROVED
AUTH CODE:007927

Mode: Issuer
AID: A0000000041010
TVR: 0000008000
LAD: 0110A040032200000000000000000000
J00FF
TSI: E800
ARC: 00
TC: D1EA0E574ED78A13
MID: 992496 TID: 001 SEQ: 061592

Total: USD\$ 26.20

THANK YOU FOR
SHOPPING AT SAVE MART!

Trx:104 Term:6 Store:626 11:38:57

Our Customer Support Team looks
forward to hearing from you!
8-6 Mon-Fri and 8-4 Sat-Sun
(800) 692-5710

We want to hear from you!
Within 3 days from today take our online
survey about this store visit and

YOU WILL RECEIVE

5% OFF

your next purchase.
To take the survey, enter the
invitation code below at:
www.savemart.com/survey
-invitation code-

6261090060104

Upon completion of the survey write
the 11-digit code below

Keep the original receipt and give it
to the cashier with your next purchase.

Queremos saber su opinion.

Durante los proximos 3 dias
completa nuestra encuesta en linea
sobre su visita de compras hoy
y recibira

5% de descuento

en su proxima compra.
Para participar en la encuesta, visita
www.savemart.com/survey
-Codigo de invitacion-

6261090060104

Al terminar la encuesta escriba
el codigo de 11 digitos a continuacion

Guarde el recibo original y entregalo
al cajero con su proxima compra

Contact Customer Care via Chat!

www.savemart.com

Select "Contact Us"

Call us at (800) 692-5710
8-6 Mon-Fri and 8-4 Sat-Sun



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: May 30, 2019

TO: NLTRA Board of Directors

FROM: Amber Burke, Dr. of Marketing

RE: Market Baseline Study through SMARI

Action Requested:

Recommendation to the North Lake Tahoe Marketing Cooperative (NLTMC) to approve up to a \$11,000 from the 18.19 budget to hire SMARI Insights to conduct baseline surveys in potential and emerging flight markets.

Background:

SMARI Insights, the company the NLTMC is currently working with on advertising effectiveness research, can conduct baseline surveys in markets we are interested in potentially entering in the future. This would give the NLTMC insight into the markets and provide a baseline to compare efforts against for future marketing campaigns.

The Tourism Development Committee recommends studies in the following markets: Houston, Dallas, Boston and Portland.

The Reno-Tahoe International Airport has announced the Houston direct flight will be a year-round daily flight beginning the fall of 2019 and is in talks with Jet Blue to pursue a direct flight from Boston to Reno beginning in the 2020. Dallas currently has multiple flights a day to RNO and we consistently see the Pacific Northwest high on Visa Vue data.

For each market, the survey will take approximately 5-6 weeks to complete.

Fiscal Impact:

\$5,760 to the 18.19 FY NLTMC budget which is currently available.

Attachments:

None



MEMORANDUM

Date: May 30, 2019

TO: NLTRA In-Market Tourism Development Committee

FROM: Amber Burke, Dr. of Marketing

RE: 18.19 Business Association Marketing Grant Presentations

Action Requested:

Approval of \$30,000 marketing grant funds to three NLT business associations – Squaw Valley Business Association, Northstar California, West Shore Business Association – each receiving \$10,000.

Background:

The NLTRA has allocated \$30,000 annual to be used for business association marketing grants each fiscal year. The three business associations eligible for a \$10,000 grant each, are Squaw Valley Business Association, Northstar California and the West Shore Business Association.

Each organization presented to the Tourism Development committee how they utilized the previous year's funding along with results and then proposed how the current fiscal year's funds will be implemented.

All three grants were approved by the Tourism Development Committee.

Squaw Valley Business Association:

- Reproduction and distribution of the Squaw Valley Area Shopping, Dining & Lodging Guide during summer 2019.

Northstar California:

- Creation of video and rich content showcasing a "trifecta" of what can be done in a day, highlighting summer offerings throughout the NLT region.

West Shore Association:

- Marketing functions including digital marketing including content creation, social media advertising, website updates and newsletters, along with advertising campaigns promoting events taking place on the West Shore.

Fiscal Impact:

\$30,000 has been allocated and approved in the 18.19 fiscal year so there will be no additional or supplemental fiscal impacts.

Attachments:

- Squaw Valley Business Association 17.18 Recap & 18.19 Proposal
- NLTRA staff summary of the Northstar California 17.18 Recap & 18.19 Proposal Presentation
- West Shore Association 17.18 Recap & 18.19 Proposal



ROI Prepared for: The Business and Chamber Advisory Collaboration
Community Marketing Grant Program
For: FY 2017-2018

SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

The Squaw Valley Business Association (SVBA) membership consists of the following six lodging properties; Olympic Village Inn, PlumpJack Squaw Valley Inn, Red Wolf Lodge, Resort at Squaw Creek, Squaw Valley Lodge and The Village at Squaw Valley and three corporate entities: Squaw Valley Resort, the Squaw Village Neighbourhood Company and the Squaw Valley Public Service District.

The purpose of the Association is to:

- (a) Promote Squaw Valley as a year-round tourist destination resort, supporting programs that promote long duration visitation year-round.
- (b) Develop community support for activities in the Valley that enhance the quality of life for Squaw Valley visitors and residents.
- (c) Act as a clearinghouse for requests made by other entities to SVBA member properties for contributions to joint benefit special events.
- (d) Maintain existing funding sources and identify new ones.

The Squaw Valley Business Association was awarded \$10,000 in 2018 from the Community Marketing Program for a digital media buy with Richter7 that was geo-targeted to Southern California, specifically San Diego and Los Angeles, during the Spring shoulder season. Creative included paid search, email marketing and Conversion Optimized Facebook/Instagram News-Feed Ads. The creative linked directly to a closed landing page promoting Squaw Valley / North Lake Tahoe and a lodging offer from each of our Valley properties, equally and in alphabetical order, with a direct link to their proprietary site.

The campaign ran April 30, 2018 through May 22, 2018. Digital ads served 534K impressions, which exceed our prior Fall campaign and resulted in 2148 landing page visits. 276 users clicked one of the book now buttons, the largest share stemming from email ads.

See attached digital campaign performance report from Richter7.

Thank you for the opportunity to promote our spring lodging offerings collaboratively.

Caroline Ross
SVBA Representative
Sincerely,
Squaw Valley Business Association
PO Box 2915 Olympic Valley, CA 96146



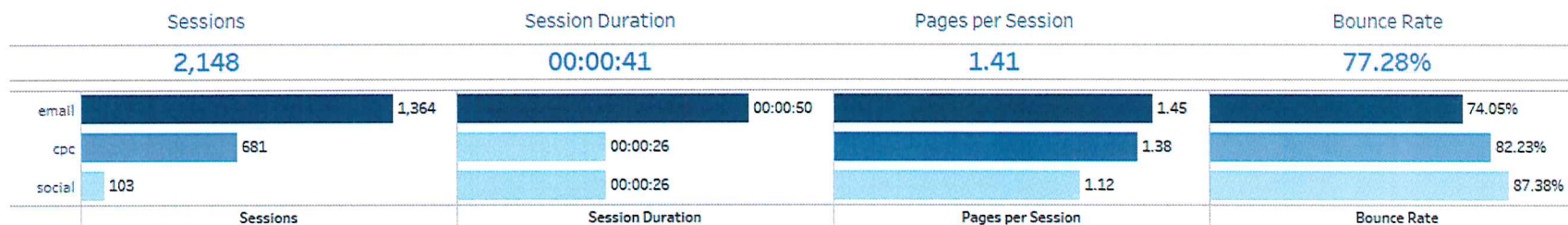
SQUAW VALLEY DIGITAL REPORT

MAY 2018

EXECUTIVE SUMMARY

- **Digital ads served 534K impressions**
 - From Apr 30th through May 22nd, email, social, and search ads combined for over 534K impressions. Paid search ads were responsible for the largest share of impressions (Social ads were responsible for the largest share of impressions (47%).
- **This resulted in 2,148 landing page visits**
 - During the same time period, digital ads directed over 2.1K users to the campaign's landing page. Users who landed on the Spring Lodging page spent on average 41 seconds on the site and averaged 1.41 pages per session.
- **276 users clicked on one of the “Book Now” buttons**
 - The largest share of “Book Now” button clicks stemmed from email ads (82%). Overall, the Spring Lodging campaign resulted in a \$31 cost per booking click.

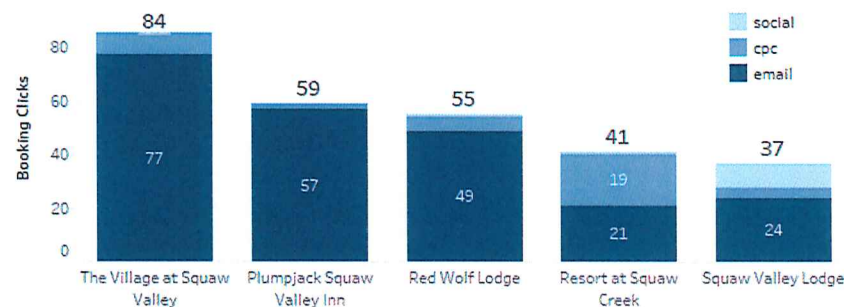
Website Performance // MAY 2018



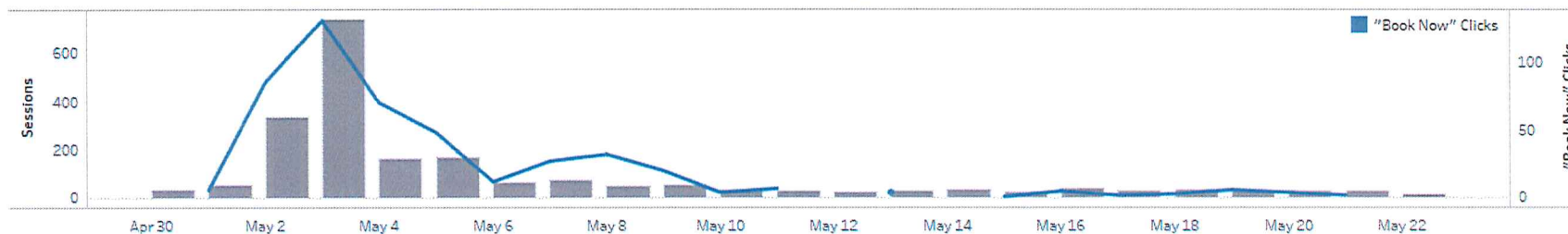
From April 30 thru May 22nd, social, email, and paid search ads directed over 2,100 users to Squaw Valley's website. Email was the most successful medium in every measure for the Spring campaign, driving the majority of the landing page's traffic just after it was sent on May 2nd.

- The breakdown of lodging clicks for Spring was similar to Fall: The Village at Squaw Valley led the way, followed by Plumpjack Squaw Valley Inn. The new Resort at Squaw Creek link performed the best with paid search, while the majority of social leads came via Squaw Valley Lodge clicks.

Most Popular Lodging Options from the Landing Page



Web Traffic & Bookings Over Time



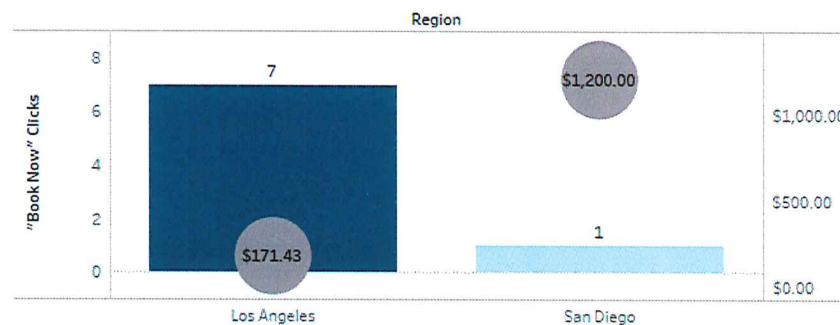
Social Performance // MAY 2018



	Impressions	Click Through Rate	"Book Now" Clicks	Cost per "Book Now" Click
	113,948	0.12%	8	\$300.00
Facebook	61,563	0.18%	6	\$254.14
Instagram	52,385	0.05%	2	\$437.58
	Impressions	Click Through Rate	"Book Now" Clicks	Cost per "Book Now" Click

- The Spring social ads failed to perform as well as they did in the Fall campaign. Overall, the spots brought in just over 113K impressions and 8 Booking Now clicks on the landing page.

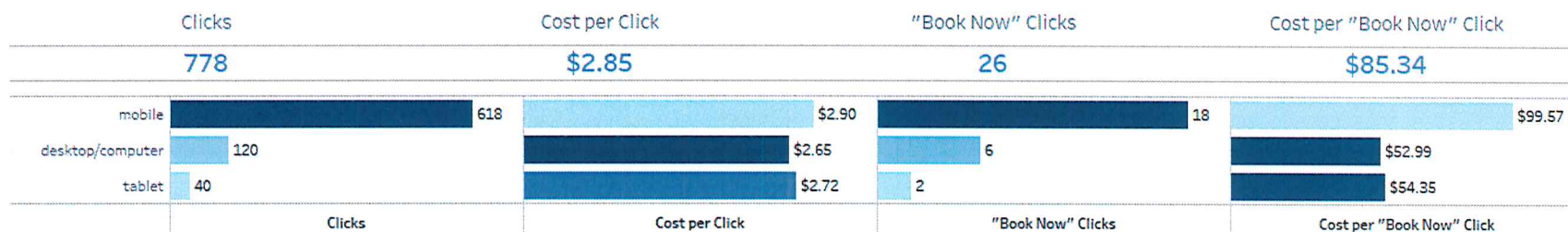
Social Performance by Region



Social Data Table

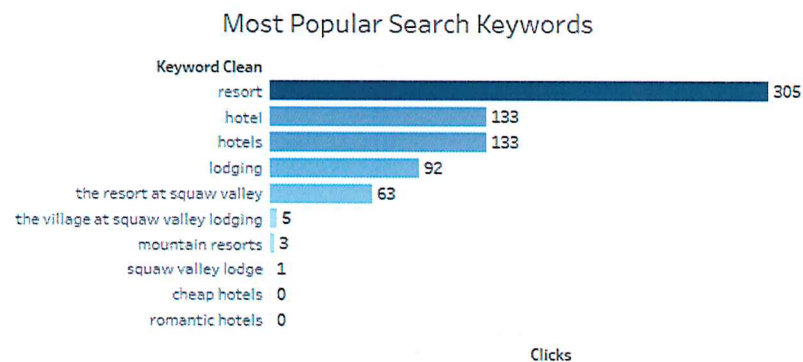
Platform	Region	Impressions	Link Clicks	Click Through ..	Spend	Cost per Click	Total Engagem..	Engagement R..	Cost per Engag..	"Book Now" Cl..	Booking Rate	Cost per "Book..
Facebook	Los Angeles	32,154	57	0.18%	\$803.86	\$14.10	20	0.06%	\$40.19	5	8.77%	\$160.77
	San Diego	29,409	54	0.18%	\$720.98	\$13.35	34	0.12%	\$21.21	1	1.85%	\$720.98
	Total	61,563	111	0.18%	\$1,524.83	\$13.74	54	0.09%	\$28.24	6	5.41%	\$254.14
Instagram	Los Angeles	24,972	13	0.05%	\$396.14	\$30.47	16	0.06%	\$24.76	2	15.38%	\$198.07
	San Diego	27,413	15	0.05%	\$479.02	\$31.93	21	0.08%	\$22.81	0	0.00%	
	Total	52,385	28	0.05%	\$875.17	\$31.26	37	0.07%	\$23.65	2	7.14%	\$437.58
Grand Total		113,948	139	0.12%	\$2,400.00	\$17.27	91	0.08%	\$26.37	8	5.76%	\$300.00

Paid Search Performance // MAY 2018



- Paid search performance improved from the Fall campaign, as cost per click decreased by more than 50% to \$2.85, and cost per Book Now click decreased by over 30% to \$85.

- The Alpine Meadows/Squaw Valley and Resorts ad groups performed particularly well, resulting in the highest click through rates and lowest cost per booking figures. Searches under the "resort" keyword resulted in the most clicks to Squaw Valley's website.



Paid Search Table

Ad Group	Impressions	Clicks	Click Through Rate	Cost	Cost per Click	"Book Now" Clicks	Cost per "Book Now" Click
Hotels	179,659	268	0.15%	\$819.43	\$3.06	4	\$204.86
Resorts	45,135	308	0.68%	\$932.36	\$3.03	16	\$58.27
Lodging	17,569	95	0.54%	\$284.33	\$2.99	2	\$142.17
Spring Skiing	5,470	24	0.44%	\$75.16	\$3.13	0	
Alpine Meadows/Squaw V..	1,752	71	4.05%	\$78.84	\$1.11	4	\$19.71
Spring Snowboarding	891	12	1.35%	\$28.66	\$2.39	0	
Grand Total	250,476	778	0.31%	\$2,218.78	\$2.85	26	\$85.34

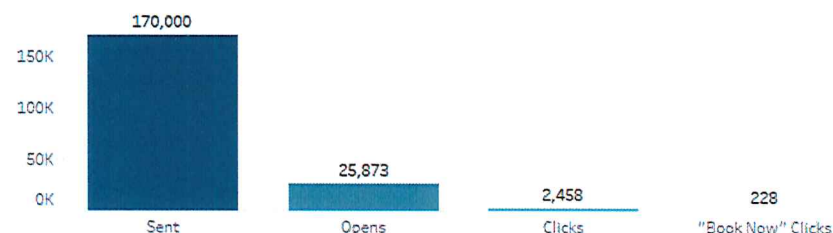
Email Performance // MAY 2018



Sent	Open Rate	"Book Now" Clicks	Cost per "Book Now" Click
170,000	15.22%	228	\$17.54

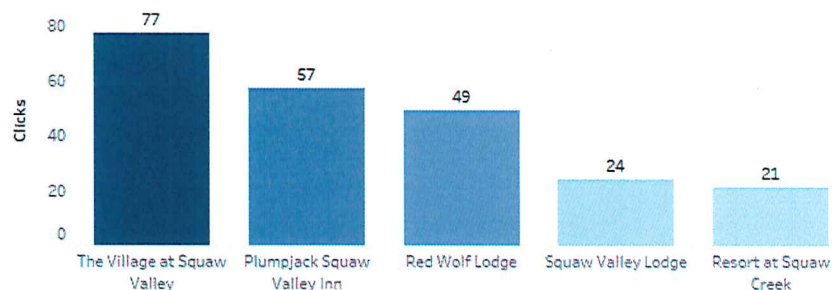
Email Performance - User Funnel

- We sent the Spring e-blast out on May 2nd and led the medium to the best results of the campaign. We switched the strategy somewhat from the Fall e-blast, which had links directly to the booking sites; Spring's message linked to the Spring campaign landing page, and so delivered more site visits than last year and 228 Book Now clicks.



Most Popular Lodging Options

- The open and click through rates were down slightly in Spring from the Fall campaign. The Spring email still managed to generate by far the most Book Now clicks. Leading the way was The Village at Squaw Valley and Plumpjack Squaw Valley Inn, which accounted for a little over half of the overall Book Now clicks.



		Sent	Opens	Open Rate	Clicks	Click Through Rate	"Book Now" Clicks	Booking Rate
October 19, 2017	Enjoy North Lake Tahoe this fall	45,635	8,077	17.70%	1,228	15.20%	367	29.89%
May 2, 2018	Enjoy North Lake Tahoe this spring	170,000	25,873	15.22%	2,458	9.50%	228	9.28%

Facebook

Squaw Valley Alpine Meadows
Sponsored

Like Page

Squaw Valley is open for skiing thru Memorial Day Weekend. Visit the Spring Skiing Capital to enjoy fun turns, live après music and work on your goggle tan.

SPRING SAVINGS IN LAKE TAHOE

SAVE UP TO 33% ON LODGING

SQUAW VALLEY ALPINE MEADOWS

SQUAWALPINE.COM

Save up to 33% on Lodging

Save Big on Your Lake Tahoe Spring Ski Vacation

Shop Now

30 Reactions 2 Comments 3 Shares

Like Comment Share

Instagram

squawalpine
Sponsored

Instagram

SPRING SAVINGS IN LAKE TAHOE

SAVE UP TO 33% ON LODGING

SQUAW VALLEY ALPINE MEADOWS

Shop Now

squawalpine Squaw Valley is open for skiing thru Memorial Day Weekend. Visit the Spring Skiing Capital to enjoy fun turns, live après music and work on... more

Email

SQUAW VALLEY ALPINE MEADOWS

STAY AT SQUAW VALLEY THIS SPRING

Spring is the perfect time to visit North Lake Tahoe and make the most of the season by staying at Squaw Valley. Enjoy the views, the après music, and the fun of the slopes. Don't miss out on the Spring Savings event. Book your stay now to take advantage of these incredible rates.

APRIL 29 - MAY 19

Spring Hot Tub Parties

Enjoy the best of both worlds. Stay at Squaw Valley and enjoy the hot tubs. Book your stay now to take advantage of these incredible rates.

APRIL 28 - MAY 28

Spring Themed Dress-Up Weekends

Spring is the perfect time to visit North Lake Tahoe and make the most of the season by staying at Squaw Valley. Enjoy the views, the après music, and the fun of the slopes. Don't miss out on the Spring Savings event. Book your stay now to take advantage of these incredible rates.

MAY 26-27

Made in Tahoe Festival

Make in Tahoe celebrates all things UCAL. The Village at Squaw Valley will have a variety of all things that are made in regional Lake Tahoe. Enjoy the views, the après music, and the fun of the slopes. Don't miss out on the Spring Savings event. Book your stay now to take advantage of these incredible rates.

©2018 Squaw Valley Alpine Meadows 1900 Squaw Valley Rd. Chipping Valley, CA 96149

REFERENCE SHEET

Session - a group of interactions one user takes within a given time frame on your website.

Pageview - A pageview is recorded every time a page is viewed. Or, more technically, a pageview is recorded every time the Google Analytics pageview tracking method is executed.

Session Duration - This is the sum of the time on page for all pageviews in a visit. Or, more accurately, it is the difference between the time they viewed the first page and last page in a visit.

Bounce Rate - Bounce Rate is the percentage of single-page sessions (i.e. sessions in which the visitor only visited one page on a site without interacting with the page).

Pages Per Session - The average number of pages viewed during a session on your website.

Impression - Counted each time your ad is shown on a search result page or other site on the Google Network.

Click - When someone clicks your ad, like on the blue headline of a text ad.

Click through Rate - A ratio showing how often people who see your ad end up clicking it.

Engagement - The total number of reactions, comments, and shares a social post earns.

Engagement Rate - The rate at which users engage with your content. Total Engagements/Reach.

Fall Booking (Conversion) - A click on the "Book Now" button on the Fall Lodging landing page.

THANK YOU

- **RICHTER7 Contacts**

Tal Harry, CEO
tharry@richter7.com
+1 801 303 1538

Andrew Velasco, Account Manager
avelasco@richter7.com
+1 801 303 1517

Joni Carrillo-Harry, Media Buyer
jcharry@richter7.com
+1 801 521 2903

Jim Faulkner, Digital Analytics Manager
jfaulkner@richter7.com
+1 801 303 1518





Proposal for consideration by:
The Business and Chamber Advisory Collaboration
Community Marketing Grant Program
For: FY 2018-2019

SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

The Squaw Valley Business Association (SVBA) is made of the following six lodging properties; Olympic Village Inn, PlumpJack Squaw Valley Inn, Red Wolf Lodge, Resort at Squaw Creek, Squaw Valley Lodge and The Village at Squaw Valley and three corporate entities: Squaw Valley Resort, the Squaw Village Neighbourhood Company and the Squaw Valley Public Service District.

The purpose of the Association is to:

- (a) Promote Squaw Valley as a year-round tourist destination resort, supporting programs that promote long duration visitation year-round.
- (b) Develop community support for activities in the Valley that enhance the quality of life for Squaw Valley visitors and residents.
- (c) Act as a clearinghouse for requests made by other entities to SVBA member properties for contributions to joint benefit special events.
- (d) Maintain existing funding sources and identify new ones.

SVBA Tax ID # - 68-0471187

Currently the SVBA maintains an annual operating budget of approximately \$45,000. The funding is made up solely by contributions from the above businesses to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd, marketing and normal business expenses to operate a non-profit corporation.

In addition to this funding, the SVBA properties contribute individual funds towards enhanced operations that will benefit visitors and our community as well as to promote and host numerous events throughout the year. The businesses in Squaw Valley have successfully created a well-rounded calendar of events that draws visitors nationally, regionally and locally.

The Squaw Valley Business Association respectfully requests \$10,000 from the Community Marketing program for FY2018-2019 for the re-production and distribution of the Squaw Valley Area Shopping, Dining & Lodging Guide during Summer 2019. Thanks to the support we received over the years, the SVBA successfully has produced and printed over 175,000 copies of this Guide. This collateral has proven great value over the course of the years, not only to the SVBA members but also to our

business partners and visitors alike. We plan to update the guide with new photos and content for Summer 2019 and distribute them via Certified Public Folder Display at 395 sites around Lake Tahoe and Reno/Carson City, June through September, as well as here in the Valley.

Project Expense Breakdown:

DYNAGRAPHICS = \$7207.00

40K – Printing of Brochure

CERTIFIED PUBLIC FOLDER DISPLAY = \$3769.00

26K – Copies needed for distribution in 395 sites in NLT, SLT and RENO/CARSON

3 Months of Distribution – June through September of July through October TBD

- 2018 International research conducted by Bentley University's Center for Marketing Technology says maps & guides are the #1 influencer of visitors during their trip!

EXTRA COPIES

4K – To be distributed amongst our members for distribution in the Valley

CREATIVE DESIGN/UPDATES TO GUIDE = \$500.00

Total Project Expense = \$11,476.00

NLTRA Grant Request = \$10,000.00

SVBA Expense = \$1146.00 (or 11%)

The project is consistent with the NLT Tourism and Community Investment Plan because it promotes Squaw Valley as a summer destination that offers lodging, shopping, dining, events and recreational activity year-round and off the Lake.

The continued success of the project will be measured by our guest and visitor's pleasure when they are handed the piece, by increased visitation and consumer satisfaction because they will be able to easily find the places they want to go and by increased room nights which will be tracked via a unique #. Distribution numbers for the map will also speak for themselves.

On behalf of all SVBA members and the Squaw Valley community, we thank you for your consideration and continual support in our marketing efforts.

Sincerely,

Caroline Ross

Squaw Valley Business Association Representative

PO Box 2915 Olympic Valley, CA 96146



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

WELCOME TO THE MAGICAL WEST SHORE.

Spend a day or two on the West Shore and you'll understand immediately why it's called the "Magical West Shore". Known for its beauty, history, and outdoor activities, there is so much to see and do on Lake Tahoe's Magical West Shore...you may never want to leave!

Lead by a volunteer board The West Shore Association is an organization of West Shore businesses and individuals working together to promote the "Magical West Shore" to residents and visitors. WSA represents our members as a voice to all of our various government agencies.

2017 – 2018 BACC Grant Request Review

WSA Social Media Campaign, Website and eBlast Campaign Allocated \$6,500 Spent \$7,410.26

We continued to use Andria / Ideal Wild for our social media channels, website updates and help with eBlast campaigns. For social media, her team utilized allocated funding for organic posts and content creating vs advertising based on the trends they were seeing. The funding that was set aside for eBlasts was reallocated to website updates throughout the year. Last year our focus was to continue to grow our email list. While we did see overall email list growth the giveaways, we anticipated hosting did not happen.

			Allocated	Actual
Social Media	Andria Gutierrez	Social M. Proposal	\$3,500	\$6,168.26
		Facebook & Instagram Ads	\$1,550	0
Website Updates		Member/Event updates	\$750	\$1,242
eBlast Campaigns		Content Creation	\$200	0
		Quarterly Newsletters	\$500	0

WSA Advertising Campaigns

Allocated \$3,500

Spent \$969

The WSA continued to push Opening Day at the Lake by placing ads in Moonshine Ink, Tahoe Weekly and Sierra Sun. Funding originally allocated to the Tahoe Music Festival and Tahoe Dance Collective for advertising wasn't spent in full.

		Allocated	Actual
Opening Day/Lake	Local Media Placements including: The Weekly Moonshine Ink, Sierra Nevada Media	\$1,000	\$969
Tahoe Music Festival	Local Media Placements including: The Weekly Moonshine Ink	\$1,000	\$500
Tahoe Dance Collective	Local Media Placements Including: Sierra Nevada Media, The Weekly,	\$1,000	\$0



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

WSA Non Profit Support - Tahoe Maritime Museum Brochure

Allocated \$500

Spent \$0

Funding was provided to the Tahoe Maritime Museum for them to produce a brochure for their customers.

Total Spend \$8,379.26

Total grant funding spend came in \$1,620.74 under the \$10,000 allocated. We would like to request to roll over the remaining funding to this budget cycle.

Social Media & Website Recap

Decreases in impressions YOY due to reallocating efforts to organic posts and content gathering.

	5/16 – 5/17	5/17 – 4/18	5/18 – 4/19	Increase YOY
FANS				
Facebook	6,978	8,062	8,932	10%
Instagram	13,400	16,200	17,986	10%
Twitter	1,297	1,370	1,442	5%
FACEBOOK				
CLICKS TO WEBSITE (from google analytics)	1,932	1,053	730	-44%
TOTAL LINK CLICKS (tahoewsa.com and other West Shore promoted links)	5,285	4,098	1,819	-125%
NEWSLETTER SIGN UP	13	841	203	-314%
REACH (TOTAL)	4,100,000	4,200,000	2,500,000	-68%
Organic + Viral	3,702,500	3,986,700	2,500,000	-59%
Paid	497,900	206,600	0	NA
IMPRESSIONS (TOTAL)	7,200,000	7,300,000	510000	-1331%
Organic + Viral	6,631,700	7,096,500	510000	-1291%
Paid	500,600	210,300	0	NA
ENGAGED USERS	302,400	353,700	299,000	-18%
ENGAGEMENT RATE	6.70%	7.84%	11.15%	30%



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

PAGE VIEWS	3,131	3,224	5,931	46%
TWITTER				
CLICKS TO WEBSITE	44	39	99	61%
TOTAL LINK CLICKS (tahoewsa.com and other West Shore promoted links)	244	587	1,819	68%
IMPRESSIONS (TOTAL)	139,300	141,500	155,400	9%
Organic	77,141	141,500	155,400	9%
Paid	62,159	0	0	NA
RETWEETS	181	245	228	-7%
LIKES	662	1,367	1365	0%
INSTAGRAM				
CLICKS TO WEBSITE	210	751	239	-214%
ENGAGEMENTS	52,116	61,000	78,517	22%
Average ENGAGEMENT per post	543	642	491	-31%
IMPRESSIONS	-	-	877,000	NA
WEBSITE				
Sessions	12,522	15,397	17,425	12%
Users	10,761	13,321	15,282	13%
Page Views	25,438	29,440	33,409	12%



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

2018 – 2019 BACC Grant Request

WSA Digital Marketing

\$7,520.74 (\$620.74 Roll Over)

Our plan is to continue to grow our email list and send, at the minimum, biannual emails to our visitor list promoting happenings on the West Shore. In addition we plan on running a summer giveaway, similar to our winter giveaway, to encourage sign ups. A portion of this fund will be directed toward content creating for the eblasts including, gathering content from WSA members, blog writing that focuses on the area and other engaging content. Social media ads and website updates continue to remain a focus for us and we plan on allocating a large portion of our money to this avenue.

We recognize that we are small volunteer organization that needs support from outside vendors to continue to reach our audience. Because of this we have decided to increase our spend specifically through digital marketing.

			Allocated	Actual
Social Media	Andria Gutierrez	Social M. Proposal	\$3,570.74	
		Facebook & Instagram Ads	\$1,550	
Website Updates		Member/Event updates	\$1,000	
eBlast Campaigns		Content Creation	\$700	
		Quarterly Newsletters	\$700	

WSA Advertising Campaigns

\$4,100 (\$1,000 Roll Over)

Similar to the previous year, the WSA will continue focusing print advertising towards marquee West Shore events such as Opening Day at the Lake, Lake Tahoe Music Festival and Lake Tahoe Dance Festival.

Opening Day at the Lake – Memorial Day Weekend

Opening Day at the Lake is a West Shore tradition, an official summer "kick off" that lets visitors know that shops are open and to stop by the West Shore. Advertising focuses on businesses that host deck opening parties and other events around Memorial Day.

Lake Tahoe Music Festival – August 21 – 26, 2018

The Lake Tahoe Music Festival 20-Piece Academy Orchestra is comprised of elite student musicians from across the United States under the direction of Maestro Timm Rolek. Five concerts are held over days during the month of August and consist of music, ballet, food, and wine.

Tahoe Dance Collective – Annual Lake Tahoe Dance Festival

The Lake Tahoe Dance Festival is a presentation of the Lake Tahoe Dance Collective, a 501c3 organization, whose mission is to promote classical, modern and contemporary dance of the finest quality in the Lake Tahoe area through performance, education and outreach, enriching the community as a whole and as a cultural destination. <http://www.laketahoeandancefestival.org/>

WSA Member Event Support

The WSA is interested in supporting events on the West Shore. Public facing events ultimately result in additional traffic to our side of the lake and will help increase business, provide additional impressions and in turn solidify our brand. In order to be considered the organizer must be a current WSA member and the event must include the WSA as a sponsor in all marketing materials. The WSA board will vote on each event proposal.

		Allocated	Actual
Opening Day/Lake	Local Media Placements including: The Weekly	\$1,100	



West Shore Association

P.O. Box 844 | Homewood, CA 96141 | p 530-525-9920, f 530-525-1439 | TahoeWestShoreAssoc.com

Tahoe Music Festival	Moonshine Ink, Sierra Nevada Media		
	Local Media Placements including: The Weekly Moonshine Ink	\$1,000	
Tahoe Dance Collective	Local Media Placements Including: Sierra Nevada Media, The Weekly,	\$1,000	
WSA Member Event Support	West Shore Café Wine vs Beer Event Sponsor	\$500	
	Other TBD	\$500	

Total Ask 2018-19	\$10,000
Roll Over 2017-18	\$1,620.74
Total Budgeted Spend	\$11,620.74

WSA Organization Status

Over the past year the WSA has lost several key board members and has been searching for more volunteers. In April we held a "WSA Revival Party" where we gauged interest in keeping the organization going. Over the next year the goal is to rebuild and redefine the organization by reviving the membership base, holding regular meetings, appointing chairs and community outreach. The people who contributed to this grant proposal want to see the WSA continue and felt it was necessary to address the status of the organization.

WSA Meetings will be held on the first Thursday of every month at 4pm at Granlibakken.



MEMORANDUM

Date: May 30, 2019

TO: NLTRA In-Market Tourism Development Committee

FROM: Amber Burke, Dr. of Marketing

RE: Summary of Northstar California Business Association Marketing Grant Presentation

Northstar California did a verbal presentation at the May 28, 2019 Tourism Development committee regarding the 18.19 FY Business Association Marketing Grants. There was no written proposal or presentation deck provided so below are summary notes taken by NLTRA staff.

17.18 Grant Funding Recap

Northstar California utilized the 17.18 funding (\$10,000) to enhance Tahoe Ascent, which housed their blog, content and influencer communications. The partnered with 5 Bay Area influencers to provide authentic content. The project saw strong engagement and when Tahoe Ascent was included in Northstar newsletters, they saw higher click-through rates and longer time on site visitation to their website.

18.19 Grant Funding Proposal

For the 18.19 funding, they'd like to use it to create a video and rich content to highlight what a visitor can do around the region in one day during the summer season. The idea is similar to the NLT dual days concept, highlighting the variety of activities in the region at a visitor's fingertips – ski in the morning, golf in the afternoon, dine in the evening. The concept is to showcase the "trifecta" experience. The idea is to highlight the entire region, not just activities at Northstar.

The \$10k funding would be used for a 2-day photo shoot including pre-production, models, shoot, post-production, and editing. Northstar would fund the roll out of the video socially and digitally and would boost it to increase viewership/reach.

The idea with the video is that anyone in the region can use it and the intention is to roll it out in late June/early August and then push it through the fall and the spring of 2020.

They haven't solidified the call to action but are considering driving visitors to GTN.com to book regional lodging.



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 5/31/19

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta

RE: Approval of 2019/20 NLTRA Budget

Action(s) Requested:

Staff requests Board approval of the 2019/20 NLTRA Budget.

Background:

Placer County has increased the 2019/20 TOT funding of NLTRA by \$114,024 to \$3,914,690, a 3% CPI increase. The notable changes to the prior 2018/19 budget were as follows:

- The budgeted NLTRA contribution to the North Lake Tahoe Marketing Cooperative was increased by 3%, or \$43,799.
- Budgeted Conference/Group commission revenues were reduced by \$21,724 as we move out of the current commission program to be more aligned with other DMO's and industry practices.
- The Tourism Master Plan Implementation budget was increased by \$80,072 to provide for education and implementation of alternate NLTRA funding sources, specifically the TBID formation effort.
- The Visitor Information Center budget for renovation and improvements was reduced by \$42,000 from prior year as this project has been postponed.
- Employee wages and payroll related expenses have increased only 1% due to restructuring. Individual annual average wage increases have been estimated at 3%.

Fiscal Impact:

Both revenue and expenses have increased for a net neutral fiscal effect. TOT revenues have increased by the \$114,024, offset by the reduction in commission revenues of \$21,724 for a net increase of \$92,300. The net increase to expenditures also totals \$92,300.

Attachments:

NLTRA Proposed 2019/20 Budget Summary

NLTRA Proposed 2019/20 Budget Detail by Department

NLTRA Proposed Budget 2019/20 Summary

TOT Funding

	Proposed 2019/20 Budget	2018/19 Budget	Change 19/20 v 18/19 (\$)	Change 19/20 v 18/19
	Funding by TOT	Funding by TOT*		
Department				
Marketing	3,044,267	2,983,358	60,909	2%
Conference	383,252	352,496	30,756	9%
VIC	398,306	456,072	(57,766)	-13%
TMPI/TBID	88,866	8,740	80,126	917%
	3,914,691	3,800,666	114,025	3%

*Excludes \$13,000 carryover from 2017/18, before move to cover Civitas funding.

North Lake Tahoe Resort Association
Profit & Loss Proposed Budget - Marketing
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
Ordinary Income/Expense						
Income						
4050-00 · County of Placer TOT Funding	3,044,267	2,996,358	2,996,358	47,909	1.60%	
4350-00 · Special Events (Marketing)	-	-	-	-	-	
Total Income	3,044,267	2,996,358	2,996,358	47,909	2%	
Gross Profit	3,044,267	2,996,358	2,996,358	47,909	2%	
Expense						
5000-00 · Salaries & Wages						
5000-01 · In-Market Administration	16,500	16,500	16,500	-	0%	
5020-00 · P/R - Tax Expense	21,537	21,237	22,712	(1,175)	-5%	Prior budget was low as % of wages
5030-00 · P/R - Health Insurance Expense	44,004	51,684	48,960	(4,956)	-10%	Result of restructuring
5040-00 · P/R - Workmans Comp	2,139	1,265	2,268	(129)	-6%	Posting actual rate rather than average rate
5060-00 · 401 (k)	12,224	10,224	12,978	(754)	-6%	Result of restructuring
5070-00 · Other Benefits and Expenses	1,920	1,625	2,008	(88)	-4%	Result of restructuring
5000-00 · Salaries & Wages - Other	305,604	297,227	324,453	(18,849)	-6%	Result of restructuring
Total 5000-00 · Salaries & Wages	403,929	399,762	429,879	(25,950)	-6%	
5100-00 · Rent						
5110-00 · Utilities	2,001	1,877	1,620	381	24%	Prior budget low to actuals
5140-00 · Repairs & Maintenance	4,367	3,259	13,639	(9,272)	-68%	Not required
5150-00 · Office - Cleaning	2,866	2,137	2,700	166	6%	
5100-00 · Rent - Other	24,200	25,280	23,805	395	2%	
Total 5100-00 · Rent	33,434	32,553	41,764	(8,330)	-20%	
5310-00 · Telephone						
5320-00 · Telephone	6,600	5,787	8,040	(1,440)	-18%	
Total 5310-00 · Telephone	6,600	5,787	8,040	(1,440)	-18%	Prior budget was high.
5420-00 · Mail - USPS	600	262	900	(300)	-33%	Prior budget was high.
5510-00 · Insurance/Bonding	-	646	2,028	(2,028)	-100%	Moved to Administration with allocation.
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	3,700	1,688	3,600	100	3%	
5520-00 · Supplies - Other	4,750	1,683	5,000	(250)	-5%	
Total 5520-00 · Supplies	8,450	3,371	8,600	(150)	-2%	
5610-00 · Depreciation	-	-	240	(240)	-100%	Assets fully depreciated, no new capitalized expenditures.
5700-00 · Equipment Support & Maintenance	1,440	650	3,500	(2,060)	-59%	Prior budget was high.
5740-00 · Equipment Rental/Leasing	3,780	3,531	3,780	-	0%	
5800-00 · Training Seminars	4,785	3,286	4,500	285	6%	
5900-00 · Professional Fees						
5910-00 · Professional Fees - Attorneys	1,500	-	1,500	-	0%	
5921-00 · Professional Fees - Other	4,800	-	5,000	(200)	-4%	
Total 5900-00 · Professional Fees	6,300	-	6,500	(200)	-3%	
5941-00 · Research & Planning	18,000	18,720	18,000	-	0%	Includes event surveys \$8,000
6020-00 · Programs						
6016-00 · Special Event Partnership	50,000	53,000	50,000	-	0%	
6018-00 · Business Assoc. Grants	30,000	30,000	30,000	-	0%	
Total 6020-00 · Programs	80,000	83,000	80,000	-	0%	
6420-00 · Events						
6420-01 · Sponsorships						
6023-00 · Autumn Food & Wine	37,495	34,278	37,375	120	0%	
6421-01 · 4th of July Fireworks	20,000	20,000	20,300	(300)	-1%	
6421-04 · Broken Arrow Skyrace	25,400	27,500	20,000	5,400	27%	
6421-05 · No Barriers	-	12,400	12,000	(12,000)	-100%	
6421-06 · Spartan	254,400	254,000	254,500	(100)	0%	
6421-07 · Tahoe Lacrosse Tournament	6,000	5,000	5,000	1,000	20%	
6421-08 · Tough Mudder	-	-	35,550	(35,550)	-100%	
6421-09 · Wanderlust	37,500	37,700	37,700	(200)	-1%	
6421-10 · WinterWonderGrass - Tahoe	21,900	15,447	19,400	2,500	13%	
6421-16 · Mountain Travel Symposium	75,000	5,000	5,000	70,000	1400%	
Total 6420-01 · Sponsorships	477,695	411,325	446,825	30,870	7%	
6421-00 · New Event Development	30,000	94,000	58,000	(28,000)	-48%	
6424-00 · Event Operation Expenses	8,000	8,057	8,000	-	0%	
Total 6420-00 · Events	515,695	513,382	512,825	2,870	1%	Total Event increase of 1%
6730-00 · Marketing Cooperative/Media	1,376,706	1,336,608	1,336,608	40,098	3%	
6742-00 · Non-NLT Co-Op Marketing Program	15,910	13,748	10,000	5,910	59%	Increase for Annual Report
6743-00 · BACC Marketing Programs						
6743-01 · Shop Local	20,000	20,000	20,000	-	0%	
6743-03 · Touch Lake Tahoe	20,000	20,000	20,000	-	0%	
6743-04 · High Notes	20,000	20,000	20,000	-	0%	
6743-05 · Peak Your Adventure	20,000	20,000	20,000	-	0%	
Total 6743-00 · BACC Marketing Programs	80,000	80,000	80,000	-	0%	No increase in BACC Program expense

North Lake Tahoe Resort Association
Profit & Loss Proposed Budget - Marketing
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
8200-00 · Associate Relations	1,660	430	1,600	60	4%	
8500-00 · Credit Card Fees	-	90	-	-		
8600-00 · Additional Opportunit	26,091	37,200	32,000	(5,909)	-18%	
8700-00 · Automobile Expenses	1,560	1,588	1,500	60	4%	
8750-00 · Meals/Meetings	1,950	1,207	3,600	(1,650)	-46%	
8810-00 · Dues & Subscriptions	3,000	1,624	3,500	(500)	-14%	
8910-00 · Travel	6,300	3,689	5,500	800	15%	
Total Expense	2,596,190	2,540,604	2,594,864	1,326	0%	
Net Ordinary Income	448,077	455,754	401,494	46,583	12%	
Other Income/Expense						
Other Expense						
8990-00 · Allocated	448,077	389,000	401,098	46,979	12%	
Total Other Expense	448,077	389,000	401,098	46,979	12%	
Net Other Income	(448,077)	389,000	(401,098)	(46,979)	12%	
Net Income	(0)	66,754	396	(396)	-100%	

448,077

North Lake Tahoe Resort Association
Proposed Budget - Conference
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
Ordinary Income/Expense						
Income						
4050-00 · County of Placer TOT Funding	383,252	352,496	352,496	30,756	9%	
4205-00 · Conference Dues	-	6,831	9,900	(9,900)	-100%	
4600-00 · Commissions						
4601-00 · Commissions - South Shore	-	8,418	20,000	(20,000)	-100%	
4600-00 · Commissions - Other	28,276	31,086	30,000	(1,724)	-6%	2019/20 Commissions were booked in prior years
Total 4600-00 · Commissions	28,276	39,504	50,000	(21,724)	-43%	
Total Income	28,276	398,634	412,396			
Gross Profit	411,528	398,634	412,396			
Expense						
5000-00 · Salaries & Wages						
5010-00 · Sales Commissions	9,600	14,519	7,600	2,000	26%	
5020-00 · P/R - Tax Expense	12,764	13,919	13,977	(1,213)	-9%	
5030-00 · P/R - Health Insurance Expense	21,048	20,112	19,590	1,458	7%	
5040-00 · P/R - Workmans Comp	1,051	817	2,065	(1,014)	-49%	Correction to actual
5060-00 · 401 (k)	6,007	7,373	6,657	(650)	-10%	
5070-00 · Other Benefits and Expenses	960	504	1,004	(44)	-4%	
5000-00 · Salaries & Wages - Other	150,168	146,154	158,827	(8,659)	-5%	
Total 5000-00 · Salaries & Wages	201,598	203,398	209,720	(8,122)	-4%	
5100-00 · Rent						
5110-00 · Utilities	792	934	840	(48)	-6%	
5140-00 · Repairs & Maintenance	540	991	517	23	4%	
5150-00 · Office - Cleaning	1,128	697	1,223	(95)	-8%	
5100-00 · Rent - Other	12,300	12,790	11,630	670	6%	
Total 5100-00 · Rent	14,760	15,412	14,210	550	4%	
5310-00 · Telephone						
5320-00 · Telephone	3,600	2,100	2,472	1,128	46%	
Total 5310-00 · Telephone	3,600	2,100	2,472	1,128	46%	
5420-00 · Mail - USPS	180	97	500	(320)	-64%	
5510-00 · Insurance/Bonding	-	479	1,377	(1,377)	-100%	
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	372	360	-	372		
5520-00 · Supplies - Other	594	632	618	(24)	-4%	
Total 5520-00 · Supplies	966	992	618	348	56%	
5610-00 · Depreciation	-	-	94	(94)	-100%	
5700-00 · Equipment Support & Maintenance	240	120	1,685	(1,445)	-86%	
5710-00 · Taxes, Licenses & Fees	-	-	96	(96)	-100%	
5740-00 · Equipment Rental/Leasing	1,496	1,551	1,856	(360)	-19%	
5800-00 · Training Seminars	-	38	-			
6730-00 · Marketing Cooperative/Media	126,916	123,219	123,219	3,697	3%	
8200-00 · Associate Relations	960	-	300	660	220%	
8810-00 · Dues & Subscriptions	240	-	1,000	(760)	-76%	
8920-00 · Bad Debt	-	734	-			
Total Expense	350,956	348,140	357,147	(6,191)	-2%	
Net Results Operations Results	60,572	50,494	55,249	5,323	10%	

North Lake Tahoe Resort Association
Proposed Budget - Conference
July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change	Budget Change	Comments
				B18/19 vs B19/20 (\$)	B18/19 vs B19/20 (%)	
Other Income/Expense		-				
Other Expense						
8990-00 - Allocated	60,572	53,500	55,249			
Total Other Expense	60,572	53,500	55,249			
Net Other Income	(60,572)	(53,500)	(55,249)			
Net Income	0	(3,006)	-			

North Lake Tahoe Resort Association
Proposed Budget - Visitor Information Center
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
Income						
4050-00 · County of Placer TOT Funding	398,306	407,072	407,072	(8,766)	-2%	\$39,000 of 18/19 budget moved to Admin (Civitas)
46000 · Merchandise Sales						
4502-00 · Non-Retail VIC income	4,800	3,759	9,500	(4,700)	-49%	Program didn't sell as anticipated, reducing volume
46000 · Merchandise Sales - Other	108,100	106,358	95,000	13,100	14%	Actual sales are higher than budgeted, approx 2% over projection
Total 46000 · Merchandise Sales	112,900	110,117	104,500	8,400	8%	
Total Income	511,206	492,311	511,572	(366)	0%	
Gross Profit	511,206	492,311	511,572	(366)	0%	
Expense						
5000-00 · Salaries & Wages						
5020-00 · P/R - Tax Expense	17,361	17,295	17,550	(189)	-1%	
5030-00 · P/R - Health Insurance Expense	26,704	16,232	21,948	4,756	22%	One employee doesn't take benefits, budgeting for coverage
5040-00 · P/R - Workmans Comp	7,857	7,300	5,193	2,664	51%	Budget was low due to averaging, no booking actual rates
5060-00 · 401 (k)	6,984	6,344	6,924	60	1%	
5070-00 · Other Benefits and Expenses	960	851	1,225	(265)	-22%	Prior budget was high
5000-00 · Salaries & Wages - Other	174,600	169,683	173,103	1,497	1%	Avg 3% wage increase, offset by some efficiencies
Total 5000-00 · Salaries & Wages	234,465	213,743	225,943	8,523	4%	
5100-00 · Rent						
5110-00 · Utilities	7,600	7,444	7,650	(50)	-1%	
5140-00 · Repairs & Maintenance	12,000	12,852	13,500	(1,500)	-11%	Sizable projects were undertaken in 18/19, not planned for 19/20 Prior budget was high, additional seasonal cleaning planned
5150-00 · Office - Cleaning	2,500	1,250	2,847	(347)	-12%	19/20
5100-00 · Rent - Other	78,800	78,000	84,000	(5,200)	-6%	Prior budget was high
Total 5100-00 · Rent	100,900	100,514	107,997	(7,097)	-7%	
5310-00 · Telephone	2,905	5,689	5,535	(2,630)	-48%	New phone system reduced expense
5420-00 · Mail - USPS	600	451	1,744	(1,144)	-66%	Prior budget was high
5510-00 · Insurance/Bonding	-	1,753	1,753	(1,753)	-100%	Moved to Admin, to be allocated
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	1,308	380	1,500	(192)	-13%	
5520-00 · Supplies - Other	4,893	4,670	7,375	(2,482)	-34%	Prior budget was high
Total 5520-00 · Supplies	6,201	5,050	8,875	(2,674)	-30%	
5610-00 · Depreciation	1,180	1,416	1,049	131	12%	Prior budget was low
5700-00 · Equipment Support & Maintenance	1,200	280	3,600	(2,400)	-67%	Prior budget was high
5710-00 · Taxes, Licenses & Fees	155	-	155	-	0%	
5740-00 · Equipment Rental/Leasing	2,820	3,135	5,150	(2,330)	-45%	Shared printer, no longer leasing downstairs
5800-00 · Training Seminars	3,000	66	5,000	(2,000)	-40%	Prior budget was high
5950-00 · Artist of Month - Commissions	4,320	3,813	5,500	(1,180)	-21%	Prior budget was high
6740-00 · Media/Collateral/Production	3,000	1,278	-	3,000		Production of visitor information Prior budget held funds for potential upgrades to VIC, moved for
6742-00 · Non-NLT Co-Op Marketing Program	12,000	10,000	5,000	7,000	140%	Civitas
8100-00 · Cost of Goods Sold						
51100 · Freight and Shipping Costs	1,190	1,183	-	1,190		Not budgeted, but consistently utilized
52500 · Purchase Discounts	-	(40)	-	-		
59900 · POS Inventory Adjustments	-	28	-	-		
8100-00 · Cost of Goods Sold - Other	54,050	56,355	49,925	4,125	8%	Increased sales volume, 50% of retail sales
Total 8100-00 · Cost of Goods Sold	55,240	57,526	49,925	5,315	11%	
8200-00 · Associate Relations	696	175	700	(4)	-1%	
8500-00 · Credit Card Fees	3,952	3,716	3,658	294	8%	Avg 3.5% of sales, increase in sales volume
8700-00 · Automobile Expenses	950	772	750	200	27%	Prior budget was low
8750-00 · Meals/Meetings	780	102	800	(20)	-3%	
8810-00 · Dues & Subscriptions	100	240	2,000	(1,900)	-95%	Prior budget was high
8910-00 · Travel	1,500	-	1,100	400	36%	
Total Expense	435,963	409,719	436,233	(270)	0%	
	75,243	82,592	75,339	96	0%	
Other Expense						
8990-00 · Allocated	75,243	71,306	75,339	(96)	0%	
Total Other Expense	75,243	71,306	75,339	(96)	0%	
	(75,243)	(71,306)	(75,339)	96	0%	
	(0)	11,286	(1)	0	-26%	

North Lake Tahoe Resort Association
Proposed Budget - TMPI
June 2019 - July 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
Ordinary Income/Expense						
Income						
4050-00 · County of Placer TOT Funding	88,866	8,740	8,740	80,126	917%	
Total Income	88,866	8,740	8,740	80,126	917%	
Gross Profit	88,866	8,740	8,740	80,126	917%	
Expense						
5000-00 · Salaries & Wages						
5020-00 · P/R - Tax Expense	396	396	396	0	0%	
5030-00 · P/R - Health Insurance Expense	48	48	48	0	0%	
5040-00 · P/R - Workmans Comp	48	48	48	0	0%	
5060-00 · 401 (k)	276	276	276	0	0%	
5070-00 · Other Benefits and Expenses	0	0	0	0		
5000-00 · Salaries & Wages	6,804	6,798	6,798	6	0%	
Total 5000-00 · Salaries & Wages	7,572	7,560	7,560	12	0%	CEO allocation
5100-00 · Rent						
5110-00 · Utilities	36			36		
5140-00 · Repairs & Maintenance	6			6		
5150-00 · Office - Cleaning	41			41		
5100-00 · Rent - Other	504	0	0	504		
Total 5100-00 · Rent	587	0	0	587		
5310-00 · Telephone						
5320-00 · Telephone	230			230		
Total 5310-00 · Telephone	230	0	0	230		
5420-00 · Mail - USPS	18	0	0	18		
5510-00 · Insurance/Bonding	64	0	0	64		
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	1,560			1,560		
5520-00 · Supplies - Other	10,510	0	0	10,510		Presentations and education on TBID
Total 5520-00 · Supplies	12,070	0	0	12,070		
5740-00 · Equipment Rental/Leasing	216	0	0	216		
5900-00- Professional Fees	55,000			55,000		Education and implementation of TBID
8700-00 · Automobile Expenses	25	0	0	25		
8750-00 · Meals/Meetings	4	0	0	4		
8810-00 · Dues & Subscriptions	0			0		
Total Expense	75,786	7,560	7,560	68,226	902%	
Net Ordinary Income	13,080	1,180	1,180			
Other Income/Expense						
Other Expense						
8990-00 · Allocated	13,080	1,180	1,180			
Total Other Expense	13,080	1,180	1,180			
Net Other Income	(13,080)	(1,180)	(1,180)			
Net Income	0	0	0			

North Lake Tahoe Resort Association
Profit & Loss Proposed Budget - Administration
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
Ordinary Income/Expense						
Expense						
5000-00 · Salaries & Wages						
5020-00 · P/R - Tax Expense	26,894	23,624	25,555	1,339	5%	
5030-00 · P/R - Health Insurance Expense	40,428	21,671	31,770	8,658	27%	CEO with benefits, no benefits in 2018/19
5040-00 · P/R - Workmans Comp	2,353	1,758	2,184	169	8%	
5060-00 · 401 (k)	13,447	7,836	13,072	375	3%	
5070-00 · Other Benefits and Expenses	2,000	828	2,000	-	0%	
5000-00 · Salaries & Wages - Other	336,180	311,925	326,250	9,930	3%	New CEO
Total 5000-00 · Salaries & Wages	421,303	367,642	400,831	20,472	5%	
5100-00 · Rent						
5110-00 · Utilities	2,040	2,040	1,476	564	38%	Prior budget was low
5140-00 · Repairs & Maintenance	4,500	7,247	4,500	-	0%	
5150-00 · Office - Cleaning	2,650	1,953	2,497	153	6%	
5100-00 · Rent - Other	29,760	29,400	26,107	3,653	14%	Prior budget was low
Total 5100-00 · Rent	38,950	41,364	34,580	4,370	13%	
5310-00 · Telephone						
5320-00 · Telephone	9,000	9,185	12,000	(3,000)	-25%	New phone system lowered expense
5350-00 · Internet	-	25	-	-		
Total 5310-00 · Telephone	9,000	9,210	12,000	(3,000)	-25%	
5420-00 · Mail - USPS						
5480-00 · Mail - Fed Ex	-	30	-	-		
5420-00 · Mail - USPS - Other	1,080	(4,600)	1,059	21	2%	Large balance on postage machine account refunded 18/19
Total 5420-00 · Mail - USPS	1,080	(4,570)	1,059	21	2%	
5510-00 · Insurance/Bonding	9,544	5,448	205	9,339	4555%	Posting total insurance to Admin, then allocated
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	3,000	3,076	2,000	1,000	50%	New CEO computer needs
5520-00 · Supplies - Other	7,500	6,755	7,500	-	0%	
Total 5520-00 · Supplies	10,500	9,831	9,500	1,000	11%	
5610-00 · Depreciation	380	372	650	(270)	-42%	Assets fully depreciated in year
5700-00 · Equipment Support & Maintenance	26,400	5,164	3,955	22,445	568%	IT services, \$24k less \$10k savings, net increase \$14k
5710-00 · Taxes, Licenses & Fees	12,540	10,112	12,500	40	0%	
5740-00 · Equipment Rental/Leasing	4,091	4,147	3,950	141	4%	
5800-00 · Training Seminars	4,800	3,774	5,000	(200)	-4%	
5900-00 · Professional Fees		0				
5910-00 · Professional Fees - Attorneys	7,500	6,460	7,500	-	0%	
5920-00 · Professional Fees - Accountant	24,900	23,500	25,000	(100)	0%	
5921-00 · Professional Fees - Other	21,000	73,500	73,500	(52,500)	-71%	Civitas added to 18/19
Total 5900-00 · Professional Fees	53,400	85,570	106,000	(52,600)	-50%	
5941-00 · Research & Planning	3,600		-	3,600		
8200-00 · Associate Relations	4,140	2,888	4,000	140	4%	
8300-00 · Board Functions	5,950	7,291	4,500	1,450	32%	
8500-00 · Credit Card Fees	-	310	-	-		
8600-00 · Additional Opportunities	6,000	0	5,600	400	7%	
8700-00 · Automobile Expenses	3,000	1,961	3,000	-	0%	
8750-00 · Meals/Meetings	1,800	1,779	1,440	360	25%	
8810-00 · Dues & Subscriptions	3,600	4,871	3,300	300	9%	
Total Expense	623,078	557,536	612,070	11,008	2%	
Net Ordinary Income	(623,078)	(557,536)	(612,070)	(11,008)	2%	

North Lake Tahoe Resort Association
Profit & Loss Proposed Budget - Membership
 July 2019 through June 2020

Ordinary Income/Expense	Proposed Budget 2019/20	Projection 2018/19	Budget 2018/19	Budget Change	Budget Change	Comments
				B18/19 vs B19/20 (\$)	B18/19 vs B19/20 (%)	
Income						
4200-00 · Membership Dues Revenue	130,000	129,000	128,000	2,000	2%	
4250-00 · Revenues-Membership Activities						
4250-01 · Community Awards						
4250-04 · Silent Auction	17,000	12,876	19,000	(2,000)	-11%	
4250-05 · Sponsorships	17,000	17,165	13,000	4,000	31%	
4250-01 · Community Awards - Other	16,000	14,646	18,000	(2,000)	-11%	
Total 4250-01 · Community Awards	50,000	44,687	50,000	-	0%	
4250-02 · Chamber Events	2,500	2,326	2,500	-	0%	
4250-03 · Summer/Winter Rec Luncheon	2,700	2,622	8,000	(5,300)	-66%	Prior budget high, no revenue at Summer event
4251-00 · Tues AM Breakfast Club						
4251-01 · Tues AM Breakfast Club Sponsors	3,000	2,000	3,050	(50)	-2%	
4251-00 · Tues AM Breakfast Club - Other	7,000	5,457	6,960	40	1%	
Total 4251-00 · Tues AM Breakfast Club	10,000	7,457	10,010	(10)	0%	
4250-00 · Revenues-Membership Activities - Other	4,000	3,708	-	4,000		
Total 4250-00 · Revenues-Membership Activities	69,200	60,800	70,510	(1,310)	-2%	
4252-00 · Sponsorships	-	600	-	-		
4253-00 · Revenue- Other	-	6	-	-		
Total Income	199,200	190,406	198,510	690	0%	
Gross Profit	199,200	190,406	198,510	690	0%	
Expense						
5000-00 · Salaries & Wages						
5000-01 · In-Market Administration	(16,500)	(16,500)	(16,500)	-	0%	
5020-00 · P/R - Tax Expense	5,211	5,388	6,566	(1,355)	-21%	
5030-00 · P/R - Health Insurance Expense	10,188	10,684	10,656	(468)	-4%	
5040-00 · P/R - Workmans Comp	532	410	87	445	511%	
5060-00 · 401 (k)	3,038	2,785	3,145	(107)	-3%	
5070-00 · Other Benefits and Expenses	160	151	792	(632)	-80%	
5000-00 · Salaries & Wages - Other	78,948	81,611	78,636	(2,688)	-3%	
Total 5000-00 · Salaries & Wages	78,577	84,529	83,382	(4,805)	-6%	
5100-00 · Rent						
5110-00 · Utilities	430	461	605	(175)	-29%	
5140-00 · Repairs & Maintenance	525	1,978	300	225	75%	
5150-00 · Office - Cleaning	320	403	1,177	(857)	-73%	
5100-00 · Rent - Other	5,965	5,403	9,826	(3,861)	-39%	
Total 5100-00 · Rent	7,240	8,245	11,908	(4,668)	-39%	
5310-00 · Telephone						
5320-00 · Telephone	1,800	1,684	3,036	(1,236)	-41%	
Total 5310-00 · Telephone	1,800	1,684	3,036	(1,236)	-41%	
5420-00 · Mail - USPS	100	89	1,000	(900)	-90%	
5510-00 · Insurance/Bonding	-	241	775	(775)	-100%	
5520-00 · Supplies						
5525-00 · Supplies- Computer <\$1000	500	816	500	-	0%	
5520-00 · Supplies - Other	1,000	903	1,000	-	0%	
Total 5520-00 · Supplies	1,500	1,719	1,500	-	0%	
5610-00 · Depreciation	-	-	96	(96)	-100%	
5700-00 · Equipment Support & Maintenance	-	-	672	(672)	-100%	
5710-00 · Taxes, Licenses & Fees	-	-	200	(200)	-100%	
5740-00 · Equipment Rental/Leasing	2,700	2,081	2,990	(290)	-10%	
5800-00 · Training Seminars	250	3,720	1,950	(1,700)	-87%	Not needed for Chamber staff
5900-00 · Professional Fees						
5921-00 · Professional Fees - Other	1,000	-	1,500	(500)	-33%	Higher than necessary for Chamber
Total 5900-00 · Professional Fees	1,000	-	1,500	(500)	-33%	
6423-00 · Membership Activities						
6434-00 · Community Awards Dinner	27,500	25,288	27,500	-	0%	
6436-00 · Membership - Wnt/Sum Rec Lunch	5,000	4,500	5,000	-	0%	
6437-00 · Tuesday Morning Breakfast Club	6,000	5,500	7,150	(1,150)	-16%	
6441-00 · Membership - Miscellaneous Exp	-	60	-	-		
6442-00 · Public Relations/Website	5,000	14,702	5,628	(628)	-11%	
6444-00 · Trades	-	1,430	-	-		
6423-00 · Membership Activities - Other	8,500	14,100	-	8,500		
Total 6423-00 · Membership Activities	52,000	65,580	45,278	6,722	15%	
8100-00 · Cost of Goods Sold	-	708	-	-		
8200-00 · Associate Relations	300	-	800	(500)	-63%	
8500-00 · Credit Card Fees	3,500	3,600	3,000	500	17%	

North Lake Tahoe Resort Association
Profit & Loss Proposed Budget - Membership
 July 2019 through June 2020

	Proposed Budget 2019/20	Projection 2018/19	Budget Change B18/19 vs B19/20 (\$)	Budget Change B18/19 vs B19/20 (%)	Comments
8700-00 · Automobile Expenses	750	574	933	(183)	-20%
8750-00 · Meals/Meetings	1,000	1,537	1,800	(800)	-44%
8810-00 · Dues & Subscriptions	550	530	420	130	31%
8920-00 · Bad Debt	-	3,850	-	-	
Total Expense	151,267	178,687	161,240	(9,973)	-6%
Net Ordinary Income	47,933	11,719	37,270	10,663	29%
Other Income/Expense					
Other Expense					
8990-00 · Allocated	26,107	19,639	25,113	994	4%
Total Other Expense	26,107	19,639	25,113	994	4%
Net Other Income	26,107	19,639	(25,113)	51,220	-204%
Net Income	21,826	(7,920)	12,157	9,670	80%



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 5/31/19

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta

RE: Approval of 2019/20 Proposed County of Placer Contract and Scope of Work

Action(s) Requested:

Staff requests Board approval of the Proposed 2019/20 County of Placer Contract and Scope of Work.

Background:

An annual contract between the County of Placer (County) and the North Lake Tahoe Resort Association (NLTRA) stipulates that a body of work, as contained in the Attachment A Scope of Work document, will be performed by NLTRA to assist the County in implementing the 2015 North Lake Tahoe Tourism Master Plan. Through TOT funds collected, the County funds NLTRA to provide these services.

Since the founding of NLTRA in 1996, the organization has received funding to provide services through a contract with the County. The current contract terminates on June 30, 2019. The proposed renewal contract for the twelve month period of July 1, 2019 through June 30, 202 is attached. The contract funding as proposed, increases over prior year by a 3% CPI adjustment, or \$114,024, for a contract total of \$3,914,690. No substantial changes have been proposed to the prior year contract.

Attachment A- NLTRA Scope of Work for the July 1, 2019 to June 30, 2020 period is also attached. Minor revisions have been made to reflect items that were completed or slightly modified in scope. Funding levels by category were adjusted to reflect the proposed 2019/20 budget.

Notable changes included:

- Targeted markets for increased visitation in non-peak periods were changed from Bay Area/Sacramento to Bay Area/Southern California to align with the target markets identified for longer stays.
- Support for emerging markets identified by Reno Air Services Center (RASC) was added to our services.
- Implementation of a new NLTRA.org website was removed due to completion in 2018/19.
- Creation of a destination video that highlights North Lake Tahoe offerings was removed due to planned completion in June 2019.
- To obtain at least one article in a Tier 1 International Publication replaced the ad equivalency of international media placement metric.
- Booking a major industry event was modified to be sponsorship of an industry event due to changes in the industry resulting in bookings now being made primarily through third parties.

Fiscal Impact:

TOT funds to be received by NLTRA increase by \$114,024 which aligns with the net increase in 2019/20 proposed budget expenditures.

Attachments:

Proposed 2019/20 County of Placer Contract and Scope of Work.

DESCRIPTION: AGREEMENT BETWEEN THE COUNTY OF PLACER AND THE NORTH LAKE TAHOE RESORT ASSOCIATION

THIS AGREEMENT MADE AND ENTERED INTO THIS ____th DAY OF June, 2019 BY AND BETWEEN the County of Placer, hereinafter referred to as “COUNTY” and the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation, hereinafter referred to as “RESORT ASSOCIATION”.

WHEREAS, the 1995 *North Lake Tahoe Tourism Development Master Plan* recommended the consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce into a Resort Association; and,

WHEREAS, the *North Lake Tahoe Tourism Development Master Plan* recommended a Resort Association to oversee a full spectrum of tourism management functions, including marketing and visitor services, and the development, planning, and implementation of transportation and infrastructure projects; and,

WHEREAS, the COUNTY is desirous of obtaining certain services as recommended by the *North Lake Tahoe Tourism Development Master Plan*, and its successor plans, the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved by the Placer County Board of Supervisors on July 26, 2004; and the *2015 North Lake Tahoe Tourism Master Plan*, approved by the Placer County Board of Supervisors on October 20, 2015 and,

WHEREAS, the NORTH LAKE TAHOE RESORT ASSOCIATION, Inc., a California Nonprofit Public Benefit Corporation, has been organized under the Nonprofit Public Benefit Corporation Law for public purposes, to promote, enhance, reinvigorate, coordinate, and direct tourism for the economic betterment of North Lake Tahoe, California, and is willing to perform certain services for the COUNTY to implement the *2015 North Lake Tahoe Tourism Master Plan*, and,

NOW, THEREFORE, for and in consideration of the mutual promises and agreements herein contained, it is agreed by and between the parties hereto as follows:

1. SCOPE OF WORK

RESORT ASSOCIATION shall perform the Scope of Work as set forth in Attachment A, attached hereto and incorporated herein by reference. Without restricting or otherwise limiting the work to be performed as described in Attachment A and its attachments, it is agreed the intent of this Agreement is that the RESORT ASSOCIATION shall, in performing the work undertake its activities to assist the COUNTY in implementing the *2015 North Lake Tahoe Tourism Master Plan* (2015 TMP).

The Scope of Work may be amended only upon written approval between the RESORT ASSOCIATION and the County Executive Office; provided, however, that no such

amendment shall increase the compensation paid hereunder without execution of a written amendment approved by the Board of Supervisors.

2. CONDUCT OF BUSINESS OF THE ASSOCIATION

- A. All Board and Committee meetings of the RESORT ASSOCIATION shall be conducted in such a manner as to afford and encourage public attendance and participation. No later than 48 hours prior to the time of a meeting of the Board or Committee, the agenda shall be posted at the meeting place and at other appropriate locations in the North Lake Tahoe community, and to the RESORT ASSOCIATION'S website. Available agenda packet support materials shall also be posted to the RESORT ASSOCIATION's website no later than 48 hours prior to the time of a meeting of a RESORT ASSOCIATION Board or Committee. Any agenda packet support materials provided to the Board or Committee after the posting deadline shall be posted to the RESORT ASSOCIATION's website within one (1) business day following conclusion of the meeting. The public shall be given an opportunity to attend each Board and Committee meeting and to directly address the Board or Committee on any item on the agenda and on the business of the RESORT ASSOCIATION generally.
- D. The RESORT ASSOCIATION shall maintain and provide to COUNTY a list of its employees, Board members, and contract employees who are, in the course of their employment, represented on local and regional bodies.
- E. To the extent the RESORT ASSOCIATION or any third party under contract from the RESORT ASSOCIATION expends TOT for any project, program, service and/or support in any amount greater than \$25,000, the RESORT ASSOCIATION shall utilize and require any third party contractors, sub-contractors, grantees and/or sub-grantees to utilize a competitive bidding or procurement process. The \$25,000 threshold may not be avoided by artificially splitting or breaking up contracts into lesser agreements, or entering into a series of agreements for sums below the \$25,000 threshold. Should it be found that any project, program, service and/or support that was originally anticipated to cost less than \$25,000, will in total aggregate value exceed \$25,000, the contract for such project, program, service and/or support shall be reviewed by the RESORT ASSOCIATION Board of Directors, who shall determine if a competitive bidding or procurement process shall be utilized for the amount of the expense in excess of \$25,000 or if an exception from the competitive bidding/procurement policy is reasonably necessary to avoid interruption in RESORT ASSOCIATION's ability to comply with this Agreement and Scope of Work. This provision is not applicable to RESORT ASSOCIATION's membership in the Reno Air Service Corporation (RASC) or the Sierra Ski Marketing Council (SSMC). This provision is also not applicable when the project, program, service and/or support is being provided directly by a governmental entity or non-profit public benefit corporation that does not compete with other potential service providers, however, if the governmental entity or non-profit public benefit corporation sub-contracts any portion of the project, program, service and/or support in an amount greater than \$25,000 to a third-party entity, a competitive bidding or procurement process for shall be utilized for that portion of the project. Should a project, program, service and/or support not be available through a competitive bidding process, RESORT

ASSOCIATION and/or any third-party contractor, sub-contractor or grantee shall include sole-source justification documentation or other documentation substantiating that the project, program, service and/or support was not able to be competitively bid and such documentation shall be attached to the contract(s) for any such project, program, service and/or support.

A copy of all contracts for projects, programs, services and/or support in any amount greater than \$25,000 shall be provided to the COUNTY within fifteen (15) business days of execution of the contract and shall be accompanied by documentation verifying that the competitive bidding or procurement process as required by this Agreement was utilized and/or will be utilized by any third party under grant or contract to provide the project, program, service and/or support.

- F. A copy of all contracts for projects, programs, services and/or support in any amount greater than \$10,000 shall be provided to the COUNTY within fifteen (15) business days of execution of the contract.
- G. RESORT ASSOCIATION staff shall within ten (10) calendar days notify and provide supporting documentation in writing to the Board of Directors for any unbudgeted project, program, service and/or support expense of \$2,500 or greater.
- H. The RESORT ASSOCIATION shall maintain updated bylaws that reflect current Board composition and committee structures.
- I. The RESORT ASSOCIATION shall not use any funds received under this Agreement for political contributions of any type. The RESORT ASSOCIATION may use budgeted funds received under this Agreement to obtain legislative advocacy services, so long as those services are exclusively utilized in a manner consistent with the intent and purpose of this Agreement and the duly adopted policies of the COUNTY regarding any issue for which such services are obtained by the RESORT ASSOCIATION. Such efforts may include advocacy for state and federal funding to implement identified infrastructure projects, transit operations, and/or other legislative efforts consistent with the intent and purpose of this Agreement that are allowable with respect to expenditure of public funds.

From time to time the RESORT ASSOCIATION (as the NLT Chamber of Commerce) will engage in legislative advocacy or political efforts using non-governmental funding. Upon the request of the COUNTY the RESORT ASSOCIATION will provide a written certification that all such expenditures for legislative advocacy or political purposes are from funds other than those provided by this Agreement.

- J. The RESORT ASSOCIATION shall keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.

- K. The RESORT ASSOCIATION shall maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.
- L. For grants, events or sponsorships identified in this contract that occur or continue after the end of the contract term, the RESORT ASSOCIATION shall accrue those funds as expenses during the contract term and expend them in the following year. Any unexpended funds will be returned to the COUNTY as part of that following year's Fund Balance Reconciliation.

3. TERM AND TIME OF COMPLETION

The term of this Agreement is from July 1, 2019 – June 30, 2020.

4. PROGRESS REPORTS

RESORT ASSOCIATION shall submit such progress reports and information as may be requested by COUNTY, including, but not limited to, the following requirements:

- A. The RESORT ASSOCIATION shall provide regular progress reports to the COUNTY as identified in Attachment E of this Agreement (Progress and Performance Reporting Schedule). Financial reports and schedules included in the regular progress reports shall be specific to TOT funds and expenses. Upon receipt of any progress report, the COUNTY may request additional information regarding the activities of the RESORT ASSOCIATION, which shall be provided to the COUNTY in writing within fifteen (15) business days of any such request.
- B. RESORT ASSOCIATION shall submit each Progress Report required under this Agreement directly to the County Executive Office by uploading reports into a mutually agreed upon file sharing platform. To the extent that any of the Progress Reports required by this Agreement may also be provided to the Board of Directors and/or Committees of the RESORT ASSOCIATION as a part of a meeting packet or other correspondence and the County Executive Office may be included in the distribution thereof, such distribution shall not constitute submission of the Progress Report to the County Executive Office for purposes of satisfying the provisions of this Agreement. All Progress Reports required under this Agreement shall be archived by the RESORT ASSOCIATION in a format readily accessible if requested by the COUNTY or the general public.

5. BUDGET FIGURE AND FINANCIAL AUDIT

- A. No later than April 1 of each contract year, the County Executive Office will provide a total contract budget figure to the RESORT ASSOCIATION equal to or greater than the prior fiscal year with an adjustment based on the San Francisco Consumer Price Index. The COUNTY EXECUTIVE OFFICE will initiate a meeting before April 1 with the RESORT ASSOCIATION if Transient Occupancy Tax revenues are projected to decrease in the next fiscal year to discuss impacts to the RESORT ASSOCIATION budget figure. Within two (2) business days of the first RESORT ASSOCIATION Board meeting in May of each year, the RESORT ASSOCIATION shall submit to the County Executive Office in writing a proposed

Scope of Work and an accompanying budget request for the subsequent fiscal year. The request shall include any suggestions for revision to the Scope of Work and program objectives, identify costs thereof, if any, and a progress report measuring Key Performance Objectives as identified in the Scope of Work, Attachment A. COUNTY will provide a written response and coordinate a meeting with appropriate participants from COUNTY and RESORT ASSOCIATION staff and Board members to review and resolve any outstanding differences within thirty (30) calendar days of receipt of the proposed Scope of Work and accompanying budget.

- B. The RESORT ASSOCIATION shall have an audit of assets and liabilities performed and shall provide the same to the COUNTY within thirty (30) calendar days of its completion. Such audit shall include a TOT Budget to Actual Schedule as supplemental information in the audit report. RESORT ASSOCIATION shall utilize a competitive bidding process to secure the services of the audit firm which is to perform the annual audit and shall include the County Executive Officer or his/her designee on the panel that reviews proposals received as a result of such competitive bidding process and selects the audit firm to perform the audit. The term of contract with the audit firm, including any extensions, shall not exceed five (5) years in duration. The COUNTY shall have the right to perform an audit of the financial records of the RESORT ASSOCIATION at its own cost at any time to verify payments and expenditures made under this Agreement. Upon request of the COUNTY, the RESORT ASSOCIATION agrees to make its financial records available to the COUNTY for any such review within a reasonable period of time.

6. COMPENSATION

A. MAXIMUM LIMIT

- 1) The RESORT ASSOCIATION'S total compensation is **\$3,914,690** as set forth on Attachment C and shall be the maximum total compensation paid from the COUNTY to the RESORT ASSOCIATION for the services outlined in the attached Scope of Work (Attachment A) and budget (Attachment C). Costs for services, programs and/or projects provided by the COUNTY shall be paid either through a journal transfer process, direct disbursement or check from COUNTY to RESORT ASSOCIATION.
- 2) Payment for G&A, overhead and personnel costs for tasks 1-4 in the Scope of Work and direct marketing program costs associated with the Marketing Coop shall be made in monthly progress payments, as set forth in detail in Attachment B. A monthly invoice based on approved budget, must be provided 15 days before scheduled payment for review by the County Executive Office. Payment may be withheld if expenditures are not consistent with Scope of Work or budget as identified in Attachment A-2 or Attachment C. Monthly transaction detail reports will also be provided as outlined in Attachment E to provide additional backup for invoices. The invoice must also include a monthly financial report from the Marketing Coop.

- 3) Payment for special events, BACC Program Funding, Community Marketing, Research and Planning and Non-Coop Marketing Program costs as identified in the Scope of Work and Attachment A-2 require an invoice before payment will be made. The invoice package shall include the following:

- a) Invoice with line items and total requested funds
- b) Labor detail if applicable
- c) Event contract and/or sponsorship application if applicable

Payment will be made after the invoice is reviewed and approved by the County Executive Office. Invoices will be paid in less than 45 days from date of receipt. If an item on an invoice is in dispute or requires additional back-up information, the balance of the invoice will be paid while resolution of the item is sought.

- 4) The invoice process will be reviewed before the end of each quarter to determine if a revision to required documentation is appropriate and/or if revisions to the process are needed.
- 5) All expenses of the RESORT ASSOCIATION, including any expert or professional assistance, any travel or per diem costs, any administrative services, and any capital expenditures necessary to complete the Scope of Work shall be paid only from the monies identified for each specific purpose, and within the budget limit set forth above.
- 6) The total compensation amount reflects the amount approved in the Board of Supervisors Budget for that fiscal year.
- 7) COUNTY and RESORT ASSOCIATION agree that, to the extent possible, COUNTY Tourism Services provided by Placer County which are funded from the Tahoe TOT budget will align with the mission of the RESORT ASSOCIATION and goals set forth for the organization by the COUNTY.

B. TOURISM MASTER PLAN IMPLEMENTATION ACCOUNT

Maximum TOT funding to be received by RESORT ASSOCIATION to cover expenses for Personnel/Overhead shall not exceed \$7,572 and General and Administration TOT expenses shall not exceed \$.81,294. Any overages shall, within 15 days after RESORT ASSOCIATION acceptance of the FY audited financial statement, be reimbursed by RESORT ASSOCIATION to the COUNTY for deposit to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury.

C. TOURISM DEVELOPMENT ACCOUNT

Maximum FY 2019-20 TOT expenses for Personnel/Overhead shall not exceed \$839,989 and General and Administration TOT expenses shall not exceed \$760,611. Any overages shall, within 15 days after RESORT ASSOCIATION acceptance of the FY 2019-20 audited financial statement, be reimbursed by RESORT ASSOCIATION to

the COUNTY for deposit to the Lake Tahoe Tourism Capital Improvements Account held in the COUNTY Treasury.

- 1) In order to track progress and completion of tasks associated with projects and programs implemented with Transient Occupancy Tax (TOT) funds, the RESORT ASSOCIATION will utilize a contract format for all Marketing Account projects, programs and/or services that are allocated TOT funds in the amount of \$10,000 or greater. The contract format shall include a scope of work and progress payment schedule.
- 2) In each fiscal year, the Marketing Account shall maintain a total ten (10) percent reserve of the average of the three prior fiscal years total budgeted Marketing Account expenditures to provide for fluctuations in the TOT collected. The RESORT ASSOCIATION'S policy document on marketing reserve fund expenditure is included as Attachment F to this Agreement. If Marketing Account reserve funds are expended as called for in Attachment F, the funds will be reimbursed to the reserve account prior to the end of the following fiscal year.
- 3) The RESORT ASSOCIATION Board has established a commission structure which charges fifteen (15) percent for booked leads for conference business outside of jurisdictions that are members of the North Lake Tahoe Marketing Cooperative (Placer/Washoe). This structure may only be amended following approval by the COUNTY.
- 4) The RESORT ASSOCIATION shall work with the Placer County Office of Economic Development to develop a Scope of Work associated with the allocation of \$40,000 in Tahoe TOT funds for the provision of visitor information and tourism development services at the Placer County Visitor's Bureau California Welcome Center on behalf of the RESORT ASSOCIATION. It is anticipated these actions will be completed by October 1 of each contract year.
- 5) The RESORT ASSOCIATION shall undertake periodic reviews to ensure that all lodging properties and vacation rental firms in eastern Placer County are listed on any and all websites, printed materials and guides that include lodging listings and which are paid for, all or in part, with TOT funds. All web-based listings shall include direct links to property or firm websites when available.
- 6) The RESORT ASSOCIATION has entered into a Cooperative Marketing Agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB). Consistent with the terms of the North Lake Tahoe Marketing Cooperative Participation Agreement between the RESORT ASSOCIATION and the IVCBVB, the following stipulations are also made part of this Agreement between the RESORT ASSOCIATION and the COUNTY.
 - a) No provision in the North Lake Tahoe Marketing Cooperative Participation Agreement shall be interpreted as to supersede or conflict with any provision of the current Agreement between the COUNTY and the RESORT ASSOCIATION as

approved by the RESORT ASSOCIATION and the COUNTY. RESORT ASSOCIATION shall ensure that TOT funds contributed by it to the North Lake Tahoe Marketing Cooperative will be expended in accordance with Section 2. E. of this Agreement. RESORT ASSOCIATION shall ensure that all contracts for services and/or support executed by the North Lake Tahoe Marketing Cooperative that result in the expenditure of \$10,000 or more of Placer County TOT funds will be accompanied by a scope of work and that a copy of the contract will be provided to the RESORT ASSOCIATION. Within fifteen (15) days business days of receipt of the contract, RESORT ASSOCIATION shall provide a copy to COUNTY.

- b) The RESORT ASSOCIATION shall provide a detailed separate accounting of the expenditures of the Cooperative to the COUNTY on a quarterly basis. Such accounting shall include a list of any expense of the Cooperative funded with Placer County TOT, the amount of the expense and the vendor to which the amount was paid. Such accounting shall be submitted both electronically and in electronic copy to the County Executive Office.
- c) The RESORT ASSOCIATION shall collect Marketing Performance Indicators based on the total annual expenditures of the North Lake Tahoe Marketing Cooperative as part of the RESORT ASSOCIATION'S Tourism Development Plan, an updated copy of which shall be provided to COUNTY as part of the RESORT ASSOCIATION'S Final Report to COUNTY due 45 days after the end of the 2019-20 fiscal year.
- d) Activities, including program oversight, and any decisions made by the Cooperative Marketing Committee, as defined in Section 8 of the North Lake Tahoe Marketing Cooperative Agreement, shall be consistent with the budget resources and marketing direction approved by the RESORT ASSOCIATION Board of Directors, in accordance with its approved Operating Procedures and Policies document.

D. PAYMENT SCHEDULE

- 1) Payments shall be made to the RESORT ASSOCIATION on as set forth in Attachment B, for the term of this Agreement, predicated on the ongoing fulfillment of the terms of this Agreement. The payment schedule may be amended with the written approval of the County Executive Officer or designee. Such amendments may include advance funding for administration, tourism development or Tourism Master Plan implementation as mutually agreed upon by the parties; however, such amendments shall not create additional liability to the COUNTY, or additional compensation to the RESORT ASSOCIATION without approval from the Board of Supervisors.

E. RIGHT TO WITHHOLD PAYMENTS

- 1) COUNTY, in its sole discretion, may withhold part or all of monthly payments, if the RESORT ASSOCIATION:

- a) Does not comply with the requirements set forth in this Agreement; or,
 - b) Does not adhere to the Scope of Work, detailed work plans and key milestones for measuring progress; or,
 - c) Fails to take prompt and effective corrective action to remedy material variances from the Scope of Work, detailed work plans and key milestones for measuring progress.
 - d) Fails to provide, upon request, adequate documentation to COUNTY validating that any contract expense has been incurred in accordance with the terms of this Agreement.
- 2) Payments shall not be withheld unless and until COUNTY:
- a) Provides RESORT ASSOCIATION a written notice of intent to withhold payment; and,
 - b) Allows RESORT ASSOCIATION fifteen (15) calendar days to respond and/or take corrective action(s). The response could include a request to meet, within a reasonable timeframe, with the County Executive Office for purposes of determining agreement on acceptable progress on specified terms. If 30 days following such agreement there is still no acceptable progress, then COUNTY may withhold payment.

6. RECORDS

RESORT ASSOCIATION shall maintain at all times separate, complete, detailed records of the funds with regard to work performed under this Agreement in a form acceptable to COUNTY, according to generally accepted accounting and internal control principles. COUNTY shall have the right to inspect such records, including Board and Committee meeting agendas and minutes, at any reasonable time.

Records, progress reports, work papers, written or graphic material developed by RESORT ASSOCIATION in connection with its performance of services hereunder shall be, and shall remain after termination of this Agreement, the property of RESORT ASSOCIATION.

7. EMPLOYEES OF RESORT ASSOCIATION

All persons performing services for RESORT ASSOCIATION shall be independent contractors, or employees of RESORT ASSOCIATION and not employees of COUNTY. RESORT

ASSOCIATION shall be solely responsible for the compensation of independent contractors and for the salaries and other applicable benefits, including Workers' Compensation, of all RESORT ASSOCIATION employees.

8. PERFORMANCE

The RESORT ASSOCIATION agrees that the performance of work and services pursuant to the requirements of this Agreement shall conform to high professional standards. Failure to perform the aforementioned work and services, as determined by the COUNTY, could lead to assessment of liquidated damages of up to three (3) percent of the net total Agreement amount.

9. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

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

As used above, the term PLACER COUNTY means Placer County or its officers, agents, employees, and volunteers.

10. INSURANCE:

RESORT ASSOCIATION shall file with COUNTY concurrently herewith a Certificate of Insurance, in companies acceptable to COUNTY, with a Best's Rating of no less than A-: VII showing.

A. WORKER'S COMPENSATION AND EMPLOYERS LIABILITY INSURANCE:

Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.

If there is an exposure of injury to RESORT ASSOCIATION'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.

Each Worker's Compensation policy shall be endorsed with the following specific language:

Cancellation Notice - "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer".

Waiver of Subrogation - The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the County, its officers, directors, officials, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this agreement by the RESORT ASSOCIATION.

RESORT ASSOCIATION shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of SUBCONTRACTORS Workers' Compensation shall be provided by RESORT ASSOCIATION to the COUNTY prior to any SUBCONTRACTOR commencing work.

B. GENERAL LIABILITY INSURANCE:

- a. Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of RESORT ASSOCIATION, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:

(1) Contractual liability insuring the obligations assumed by RESORT ASSOCIATION in this Agreement.

- b. One of the following forms is required:

- (1) Comprehensive General Liability;
- (2) Commercial General Liability (Occurrence); or
- (3) Commercial General Liability (Claims Made).

- c. If RESORT ASSOCIATION carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:

- One million dollars (\$1,000,000) each occurrence
- Two million dollars (\$2,000,000) aggregate

d. If RESORT ASSOCIATION carries a Commercial General Liability (Occurrence) policy:

(1) The limits of liability shall not be less than:

- One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
- One million dollars (\$1,000,000) for Products-Completed Operations
- Two million dollars (\$2,000,000) General Aggregate

(2) If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).

e. Special Claims Made Policy Form Provisions:

RESORT ASSOCIATION shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of COUNTY, which consent, if given, shall be subject to the following conditions:

(1) The limits of liability shall not be less than:

- One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
- One million dollars (\$1,000,000) aggregate for Products Completed Operations
- Two million dollars (\$2,000,000) General Aggregate

(2) The insurance coverage provided by RESORT ASSOCIATION shall contain language providing coverage up to one (1) year following the completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

Conformity of Coverages - If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies or all shall be Claims Made Liability policies, if approved by the County as noted above. In no cases shall the types of policies be different.

C. ENDORSEMENTS:

Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- a. "The County of Placer, its officers, agents, employees, and volunteers are to be covered as an additional insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- b. "The insurance provided by the Consultant, including any excess liability or umbrella form coverage, is primary coverage to the County of Placer with respect to any insurance or self-insurance programs maintained by the County of Placer and no insurance held or owned by the County of Placer shall be called upon to contribute to a loss."
- c. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer"

D. AUTOMOBILE LIABILITY INSURANCE:

Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

Covered vehicles shall include owned, non-owned, and hired automobiles/trucks.

E. ADDITIONAL REQUIREMENTS:

Premium Payments - The insurance companies shall have no recourse against the COUNTY and funding agencies, its officers and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.

Policy Deductibles - The RESORT ASSOCIATION shall be responsible for all deductibles in all of the RESORT ASSOCIATION's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.

RESORT ASSOCIATION's Obligations - RESORT ASSOCIATION's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this Agreement.

Verification of Coverage - RESORT ASSOCIATION shall furnish the County with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the County before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the RESORT ASSOCIATION's obligation to provide them. The County reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Material Breach - Failure of the RESORT ASSOCIATION to maintain the insurance required by this Agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

11. CANCELLATION

This Agreement may be canceled by COUNTY or RESORT ASSOCIATION upon the giving of ninety (90) calendar days advance written notice. Such notice shall be personally served or given by registered or certified United States Mail. In the event of cancellation by COUNTY or RESORT ASSOCIATION, RESORT ASSOCIATION shall be paid for all work performed and all reasonable expenses incurred to date of cancellation with any remaining unexpended funds returned to COUNTY within thirty (30) business days of the date of cancellation.

12. AMENDMENTS - ANNUAL EXTENSIONS

This Agreement may be amended in writing. It is contemplated by the parties that the COUNTY will continue to contract for the services such as those set forth in the Scope of Work to be performed for the benefit of the North Lake Tahoe area on an annual basis, and that the RESORT ASSOCIATION will continue to be available, willing, and capable of providing such services on an annual basis.

13. DISPUTE RESOLUTION.

The parties agree that in the event of a dispute or claim arising between them out of this Agreement or any resulting transaction they shall first undertake the dispute resolution procedures set forth herein.

13.1 Informal Dispute Resolution. In order to initiate the informal dispute resolution process, the CEO' Office of the aggrieved party shall provide notice of the dispute or claim to the CEO's office of the other party and request resolution of the dispute or claim pursuant to this dispute resolution procedure.

(1) Within five (5) days of receipt of notice of a dispute or claim by either party, the parties' CEOs, or their representatives, shall meet to attempt to resolve the dispute.

(2) In the event the CEOs fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall, within five (5) days of the CEOs meeting, provide a written notice to the other party requesting that a committee of each party meet and attempt to resolve the dispute. The committees of each party shall meet within five (5) days of receipt of the notice.

(3) In the event the committees fail to resolve the dispute to the satisfaction of the parties, the unsatisfied party shall within five (5) days of the CEOs meeting, provide a written notice to the other party requesting that a neutral mediator (agreed to by both committees) be engaged to attempt to resolve the dispute.

The mediator shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of the notice.

14. FORMAL DISPUTE RESOLUTION.

The parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the informal dispute resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive California law. In all other respects, the arbitration shall be conducted in accordance with Nevada Mediation and Arbitration Act, NRS §§ 38.015 et seq. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The parties shall have the right to discovery in accordance with Nevada Revised Statute § 38.087 and Part V, Subpart A of the Nevada Supreme Court Rules (Nevada Arbitration Rules). The award may be vacated or corrected on appeal to a court of competent jurisdiction for any error in applying substantive Nevada law. The arbitration shall take place in Tahoe City or Incline Village, to be determined by the party who received the initial notice of dispute, unless the parties agree to a different location.

IN WITNESS WHEREOF, the parties have executed this Agreement the day and year first above written.

COUNTY OF PLACER, "COUNTY"

By: _____

Kirk Uhler

Chair, Board of Supervisors

Date: _____

Approved as to Form:

By: _____

County Counsel

Date: _____

**NORTH LAKE TAHOE RESORT ASSOCIATION,
"RESORT ASSOCIATION"**

By: _____

Adam Wilson, Chairman, Board of Directors

North Lake Tahoe Resort Association

Date: _____

List of Attachments:

- A- RESORT ASSOCIATION Scope of Work
- A-2 RESORT ASSOCIATION Marketing Budget
- B- RESORT ASSOCIATION Payment Schedule
- C- RESORT ASSOCIATION Budget
- E – RESORT ASSOCIATION Reporting Metrics Schedule
- F- RESORT ASSOCIATION Marketing Reserve Policy
- G – RESORT ASSOCIATION Tourism Development Plan Objectives

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for July 1, 2019 - June 30, 2020

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services will include:

1. Organization Management/Administration
2. Support for Tourism Master Plan Implementation
3. Tourism Development Programs
4. Visitor Information Services

1. ORGANIZATION MANAGEMENT AND ADMINISTRATION (15% budget)

GOAL: Provide management and administrative functions for the organization.

Tasks:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
5. Implement new NLTRA.org website.

Performance Indicators:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
 - a. Achieve full compliance with County contract, utilizing written memorandums to clarify contract and reporting requirements.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.
 - a. Successful implementation of organizational goals and achievement of performance indicators in most cost-effective manner.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
 - a. Implementation of revisions to NLTRA's procedures to meet Placer County Performance Standards (two-year project).
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.

- a. NLTRA Board adoption of SOP, including committee make-up organizational communications, and travel policy.

2. SUPPORT FOR TOURISM MASTER PLAN IMPLEMENTATION (2% Budget)

GOAL: Provide support to Placer County to implement the Tourism Master Plan priorities.

Tasks:

1. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community involvement in process and programs.
2. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan.
3. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.

Performance Indicators:

1. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community awareness of process and programs.
 - a. Business community participation in CAP committee meetings and processes.
 - b. Achieve general business community awareness for CAP Committee review and recommendations to the Board of Supervisors.
2. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan including consideration of: increases in sales tax, increases in transient occupancy tax, and the establishment of a regional tourism business improvement district.
 - a. Funding strategy acceptance by governmental and business leaders for implementation of Tourism Master Plan priorities.
 - b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.
3. Proposed additional funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval by October 2020.

3. TOURISM DEVELOPMENT PROGRAMS (75% Budget)

GOAL: In accordance with the strategic Tourism Development Plan, develop and execute comprehensive public relations, marketing, advertising, sales, special events, and promotion programs to maximize the exposure and promotion of eastern Placer

County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

Tourism Development Tasks:

1. Position North Lake Tahoe as a year-round/four season destination
2. Increase visitation during Spring and Fall, targeting Bay Area/Sacramento using events as a key driver
3. Increase mid-week visitation
4. Increase length of stay and visitor spending year-round
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
6. Increase the number of conference leads and bookings
7. Increase stakeholder communication and partnership opportunities
8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.

Performance Indicators/Results Tracking:

1. Position North Lake Tahoe as a year-round/four season destination
 - a. Create two evergreen content articles per season that align with pillars identified in the Tourism Development Plan
 - b. Create quarterly newsletter showcasing year-round activities
 - c. Publish 2 blog posts per month to align with key themes and pillars
 - d. Utilize sponsored event partnerships to extend reach of destination messaging
 - e. Utilize a sales kit for tour operator and travel agent use
 - f. Develop and execute two trade marketing collaboratives in a tier 1 or tier 2 market
2. Increase visitation during non-peak periods (non-peak periods are typically identified as April through mid-May, late August through mid-December, and most mid-week periods, excluding holidays) targeting Bay Area and Southern California using events as a key driver.
 - a. Provide summary of sponsored events with ROI including report on event attendance, overnight stays and media exposure in eastern Placer County
 - b. Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
 - i. Distribute event notifications after sponsorships are approved by the Resort Association Board of Directors and on a quarterly basis via email.
 - c. Sponsor events that meet 3 of the 4 following criteria:
 - i. Number of room nights generated – greater than 100
 - ii. Average night stay – at least/greater than 2.5
 - iii. Media/PR value – greater than \$25,000

- iv. Meet at least one of the brand pillars (wellness, arts/culture, culinary, outdoor recreation)
 - d. Host 2 seasonal media FAMS one in spring and one in fall – 3-4 journalists each
 - e. Increase website visitation and social media followers from the Bay Area/Southern California by 5%
 - f. Host at least 2 travel trade FAMS per year with targeted markets referenced in the Tourism Development plan in the fall and spring
3. Increase mid-week visitation
- a. Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
 - b. Obtain at least 1 article in a Tier 1 International Publication
 - c. Increase groups staying Sunday through Thursday over FY18/19
 - d. Increase website visitation and time on site from flight markets by 5%
4. Increase length of stay and visitor spending year-round
- a. Conduct 15 leisure sales site inspections/sales missions
 - b. Increase product placement with receptive operators and with international and domestic tour operators by 5%
 - c. Increase international spend in North Lake Tahoe (tracking by Visa Vue data) by 2%
 - d. Host at least two digital influencer FAMS that align with long haul destinations
 - e. Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
- a. Support emerging markets identified by Reno Air Services Center (RASC) with marketing and PR efforts.
 - b. Obtain at least one media placement in publication that is targeted to emerging markets identified in the Tourism Development Plan
 - c. Have presence at one event in a direct flight market
 - d. Participate on the RASC Marketing Committee
6. Increase the number of conference leads and bookings
- a. Increase total bookings over FY 18/19
 - b. Increase room nights generated through leads over FY 18/19
 - c. Increase leads in markets identified in the Tourism Development plan by 5%
 - d. Create a destination video specific to meetings industry – video will be shared via paid advertising, at trade shows, in one on one appointments by sales staff, social media and on GoTahoeNorth.com. Views and shares will be tracked.
 - e. Attend at least 2 trade shows or events in emerging markets

- f. Sponsor one industry event in North Lake Tahoe
7. Increase stakeholder communication and partnership opportunities
 - a. Create at least 4 opportunities where industry stakeholders can participate in a program they could otherwise not do on their own (for example IPW trade show, media missions, research opportunities, state programs)
 - b. Create and distribute monthly email and/or newsletter that highlights research insights, group bookings, social media metrics, travel trade insights and other pertinent information to interested parties
 - c. Host partner calls during crisis periods to align communication efforts and strategies
 - d. Implement partnership funding program to increase exposure for local events
 - e. Distribute international market information such as: market profiles, trends and state opportunities to industry members
 - f. Host two regional PR summits for stakeholders annually
 8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.
 - a. Implement advertising effectiveness and ROI study
 - b. Create surveys to distribute during 4 events throughout the year – targeting each season
 - c. Continue using Destimetrics to forecast lodging occupancy data
 - d. Utilize Visa Vue data to inform target market priorities

Reporting Documents and Other Items

- Delivery of semi-annual and annual report showcasing plan implementation and results
- Seasonal campaign re-caps will be provided noting any new or changed items based on ongoing performance evaluation by agencies and staff or opportunities approved by the Board of Directors, Tourism Development Committee and Marketing Coop Committee.
- Complete an evaluation of the Conference department in Q1 to better understand shifts in technologies relating to reduced commissions and direct leads to best serve our lodging businesses

Annual Performance indicators can be amended with Placer County approval based on:

- Travel/Tourism industry best practices
- Prior year research results
- Consumer Marketing best practices
- Shifts when metrics are not achieved or as warranted based on market and/or product changes

4. VISITOR INFORMATION SERVICES (8% Budget)

GOAL: Provide comprehensive information to visitors to eastern Placer County, as part of the North Lake Tahoe region, to enhance the visitor experience, reduce visitor impacts, encourage longer stays, return visitation, and increased economic activity.

Tasks:

1. Provide 364 days of operation at the Tahoe City Visitors Center.
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide, Vacation Planner and other marketing collateral.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
7. Increase net revenue for Visitor Center.
8. Ensure proper signage and décor is in place to entice visitation at the Visitors Center

Performance Indicators:

1. Provide 364 days of operation (closed Christmas Day) at the Tahoe City Visitors Center.
 - a. Develop three programs to increase visitors served in visitor information centers over FY 2018-2019.
2. Resume operations of the summer-season (June 27 – September 15) Visitor Center at Kings Beach State Recreation Area.
 - a. Continue days of operations at Kings Beach State Recreation Area summer season (June 27 – September 15) to seven days per week .
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide, Vacation Planner, or other marketing collateral.
 - a. Increase distribution of Visitors Guide, Vacation Planner, or other marketing collateral by including in various gift bags and at events; kiosks within regional airports.
 - b. Maintain information kiosk in the RSCVA (downtown Reno) and a kiosk in the Reno-Tahoe International Airport and Sacramento International Airport.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
 - a. Continue bi-annual training programs in the Visitors Center.
 - b. Update, change, publish and distribute Neighborhood Maps in eastern Placer County, as part of the North Lake Tahoe region..

5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
 - a. Conduct training for front line hospitality staff
 - b. Provide a final report on hospitality training which includes number of staff who have completed the training and their feedback on content.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
 - a. Conduct customer service surveys of guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.
 - b. Complete report on customer survey results; prepare recommendations.
7. Increase net revenue for Visitor Center.
 - a. Evaluate and modify inventory and sales strategies to improve results.
 - b. Evaluate meeting space revenue possibilities..
8. Ensure proper signage is in place to entice visitation at the Visitors Center
 - a. Enhance Visitors Center with video features to entice customers to stay longer and engage with visitor information.
 - b. Increase international/multi-lingual offerings at the visitors center.

ATTACHMENT A-2 **Proposed FY 2019-20 NORTH LAKE TAHOE TOURISM MARKETING BUDGET**

NLTRA Budget Income	Marketing	Conference	Visitor Info	TOTALS
Placer County TOT Revenue	\$3,044,267	\$ 383,252	\$ 398,306	\$3,825,825
Other revenue		\$ 28,276	\$ 112,900	\$141,176
Total revenue	\$3,044,267	\$411,528	\$ 511,206	\$3,967,001

NON PROGRAM EXPENSES

Personnel/Overhead Cap - Direct Costs				\$839,989
G+A Cap - Indirect Costs				\$760,611
SUBTOTAL				\$1,600,600

PROGRAM EXPENSES

Research and Planning	\$18,000			\$18,000
Marketing Cooperative/Media/BACC	\$1,472,616	\$126,916	\$12,000	\$1,611,532
Community Marketing Programs (Grant Fundir	\$80,000			\$80,000
SUBTOTAL	\$1,570,616	\$126,916	\$12,000	\$1,709,532

SPECIAL EVENTS (See list below)	\$515,695			\$515,695
SUBTOTAL	\$515,695			\$515,695

TOTAL	\$2,086,311	\$126,916	\$12,000	\$3,825,827
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Special Events Breakdown	\$37,495
Autumn Food & Wine	\$20,000
4th of July Fireworks	\$25,400
Broken Arrow Skyrace	\$254,400
Spartan	\$6,000
Tahoe Lacrosse Tournament	\$37,500
Wanderlust	\$21,900
WinterWonerGrass	\$75,000
Mountain Travel Symposium	\$30,000
New Event Development	\$8,000
Event Operationa Expense	\$515,695

FY 2019/20 Preliminary NLT Marketing Coop Budget	
Revenue Sources	
NLTRA	\$1,503,622
IVCBVB	\$1,005,000
TOTAL	\$2,508,622

COOPERATIVE DIRECT EXPENSES

Public Relations/Social Media	\$321,580
Leisure Sales	\$222,695
Conference Sales	\$250,971
Website Content Management	\$51,000
Website Maintainance	\$50,000
Consumer Marketing	\$1,234,448
	\$2,130,694

COOPERATIVE PROGRAM EXPENSE

Region Cooperative Opportunity	\$50,000
Regional Air Service Committee	\$100,000
DestiMetrics	\$33,352
CRM Subscription	\$9,996
Research	\$34,000
Coop Event Sponsorship	\$45,000
Opportunistic/Content Campaigns	\$65,557
Fulfillment	\$12,000
Misc	\$28,023
	\$377,928

TOTAL EXPENSES **\$2,508,622**

NET RESULTS **\$0**

\$141,174 remaining

ATTACHMENT B
July 1, 2018-June 30, 2019
PAYMENT SCHEDULE

Payment to the Resort Association will be made by direct payment and by check. All payments require an invoice to the County Executive Office.

DIRECT PAYMENT

Direct payment will be made for ongoing monthly expenses for the following categories as identified in Attachment C (budget):

- o Personnel/Overhead – Direct Costs
- o G&A – Indirect Costs
- o Direct Marketing Programs

Payment Number	Invoice Received (2)	Payment Due Date	Payment to the Resort Association
1	Prepayment (3)	July 1, 2018	\$600,305
2	Aug. 1, 2018	Aug. 15, 2018	Per invoice
3	Sept. 1, 2018	Sept. 15, 2018	Per invoice
4	Oct. 1, 2018	Oct. 15, 2018	Per invoice
5	Nov. 1, 2018	Nov. 15, 2018	Per invoice
6	Dec. 1, 2018	Dec. 15, 2018	Per invoice
7	Jan. 1, 2019	Jan. 15, 2019	Per invoice
8	Feb. 1, 2019	Feb. 15, 2019	Per invoice
9	Mar. 1, 2019	Mar. 15, 2019	Per invoice
10	April 1, 2019	April. 15, 2019	Per invoice
11	May 1, 2019	May 15, 2019	Per invoice
12	June 1, 2019	June 15, 2019	Per invoice
13	June 15, 2019 (4)	June 30, 2019	Per invoice
TOTAL			Up to \$3,800,670

TO BE
 UPDATED
 BY
 COUNTY

- (1) Payment schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (2) An invoice will be provided on the first of each month for the prior month by RESORT ASSOCIATION to the County Executive Office.
- (3) One prepayment will be made on July 1, 2018 to minimize cash flow impacts to RESORT ASSOCIATION with transition to performance based contract. Prepayment is based on projected expenses in July 2018 and half of August 2018. It also includes payment for the 2018 Spartan Race.
- (4) An invoice for June 2019 expenses will be provided on June 15, 2019 and paid on June 30, 2019 if approved by the County Executive Office.

- (5) Upon approval of invoice by the County Executive Office, payment to RESORT ASSOCIATION will be made via automatic electronic deposit.

• OTHER PAYMENT

Payment for other expenses in the following categories will be made by check after approval by the County Executive Office:

- o Research and Planning
- o Special Event Funding
- o Community Marketing Fund

Invoices for these categories will be provided to the County Executive Office as expense is incurred by RESORT ASSOCIATION.

Payment will be sent to the following address:

North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145

North Lake Tahoe Resort Association
July 2019 - June 2020 NLTRA Proposed Budget
ATTACHMENT C

TOURISM and VISITOR INFORMATION	Revised	Proposed		TOURISM MASTER PLAN IMPLEMENTATION	Revised	Proposed		TOTAL CONTRACT	Revised	Proposed
	7/1/2018 - 6/30/2019	7/1/2019 - 6/30/2020			7/1/2018 - 6/30/2019	7/1/2019 - 6/30/2020			7/1/2018 - 6/30/2019	7/1/2019 - 6/30/2020
RESORT ASSOCIATION CONTRACT:								RESORT ASSOCIATION CONTRACT:		
Personnel/Overhead Cap - Direct Costs	\$ 865,266	\$ 839,989		Personnel/Overhead Cap - Direct Costs	\$ 7,560	\$ 7,572		Personnel/Overhead Cap - Direct Costs	\$ 872,826	\$ 847,561
G+A Cap - Indirect Costs	\$ 773,616	\$ 760,611		G+A Cap - Indirect Costs	\$ 1,180	\$ 81,294		G+A Cap - Indirect Costs	\$ 774,796	\$ 841,905
Research and Planning	\$ 18,000	\$ 18,000						Research and Planning	\$ 18,000	\$ 18,000
Direct Marketing/Programs	\$ 1,554,823	\$ 1,611,532						Direct Marketing/Programs	\$ 1,554,823	\$ 1,611,532
Special Event Funding	\$ 513,225	\$ 515,695						Special Event Funding	\$ 513,225	\$ 515,695
Community Marketing Fund	\$ 80,000	\$ 80,000						Community Marketing Fund	\$ 80,000	\$ 80,000
TOTAL - RESORT ASSOC CONTRACT	\$ 3,804,930	\$ 3,825,827			\$ 8,740	\$ 88,866		TOTAL - RESORT ASSOC CONTRACT	\$ 3,813,670	\$3,914,693

ATTACHMENT E- PROGRESS AND PERFORMANCE REPORTING SCHEDULE

FREQUENCY	REPORT/ PRESENTATION	DESCRIPTION	DUE DATE
Monthly	Key Impact Metrics Report	Reporting of key data for prior month	Two business days following the regularly scheduled monthly Resort Association Finance Committee meeting, or the last day of each month, whichever is earlier.
Monthly	Account Transaction Detail Report	Reporting of prior month contract expenses	Two business days following the regularly scheduled monthly Resort Association Finance Committee meeting, or the last day of each month, whichever is earlier.
Monthly	Monthly Financial Statements	Including contract Budget to Actual Schedule; expenditure reports, Marketing Cooperative expense report (direct and program) and Budget to Actual tied to Attachment C	48 hours prior to Finance Committee meeting time
Semi-Annual	Seasonal Marketing and Promotion Expenditure Report	To include Marketing Cooperative expenses (direct and program)	Spring/Summer –Nov 15; Fall/Winter – May 15
Annual	Presentation to the Board of Supervisors on Marketing Outcomes and Plan for Upcoming Year	Presentation at BOS meeting	April 2018 20
Semi-Annual	Progress report measuring Key Performance Indicators as identified in the Scope of Work, Attachment A.	The progress should follow the format and outline provided in Attachment A.	December – 2018 9
Annual	Year-End Organizational Performance Report (collect data through six-month period)	All performance indicators in Scope of Work; Conference Sales and Equity Analysis; Special Event Grant Program ROI Analysis	45 days after end of FY 2018-18 19-20

6/11/2018

ATTACHMENT F

NLTRA Marketing Reserve Policy – Approved by Resort Association Board of Directors August 5, 2015.

Both the County and NLTRA agree that a "marketing reserve" should be created, and has been in place since 2003. The objective is to secure a fund representing 10% of the annual marketing budget average, over the current and previous two years. Based on a FY 2013-16 budget average of \$2,582,833, the 10% reserve is \$258,283 (adjusted annually). If approved by the Marketing Committee and Board of Directors, a cash account of up to \$150,000 can be established.

The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

Policy Guidelines

1. The Marketing Reserve will be treated as an "internal reserve" (as per the definition in #9 below).
2. The NLTRA Tourism/Executive Directors may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when:
 - a. NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, which would benefit from extra marketing efforts.
 - b. Beneficial marketing and/or sponsorship opportunities that are presented after budgeting for the fiscal year have been completed.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such a way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year's budgets and will accumulate without limit, until an amount is achieved equal to 10% of the three year average annual marketing budget.
7. Any reserve funds over the 10% can be utilized for opportunities with approval of the NLTRA Board, Marketing and Finance Committee approval, without repayment, as long as funding level does not fall below 10% threshold listed above.
8. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - First from any external or internal marketing carry forward, from previous years, then:
 - As part of the normal budgeting process each year.
 - Any replenishment of the marketing reserve, would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
 - Replenishment of funds up to \$24,000 will be repaid the following fiscal year.
 - Replenishment of funds over \$24,000 will be repaid over a period of years.

Recommended definitions for funds:

- County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
- Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.

- Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

Attachment G

North Lake Tahoe Resort Association Two-Year Tourism Development Strategic Plan



north lake tahoe
it's human nature



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Executive Summary

As North Lake Tahoe continues to grow and mature, so does the North Lake Tahoe Resort Association (NLTRA), investing in programs and procedures that showcase the region to both new and returning visitors each year. We are lucky to live in such a place that has inspired so many. From famous athletes, wellness seekers and film directors, to government officials and eccentric billionaires—there is something special about North Lake Tahoe. We look to share the experiences, unique characteristics and secrets of the region with visitors who may be just as inspired.

North Lake Tahoe, is home to the largest alpine lake in North America, world-class skiing and snowboarding and equally as enchanting year-round experiences. Our goal is to not only drive visitation to the region, but to act as stewards for North Lake Tahoe partners, especially during our shoulder seasons. We want to guide our partners, stakeholders and community members to do the same by creating shared messaging, content and marketing opportunities.

As a tourism-based region, the travel and tourism industry is vital to not only bring visitors to North Lake Tahoe, but also to act as an economic driver for the region, generating jobs, creating businesses and enhancing the quality of life for the area. Travel related spending in Placer County totaled \$1.1 billion in 2017 and \$650 million in North Lake Tahoe. In North Lake Tahoe alone, 50 percent of all employment can be attributed to the leisure industry, making tourism a significant and vital component for the region. As travel becomes easier for consumers, the competition to gain that consumer as a visitor becomes ever increasing. In order to stay top of mind with our target audience, the NLTRA needs to be nimble in the marketplace. As market conditions shift, the NLTRA updates its programs accordingly to best capitalize on market opportunities, and to maximize ROI. This is key in a destination that is very weather dependent, as the NLTRA can adjust programming to drive visitation when needed (shoulder seasons, low/late season snow years, midweek, international). Additionally, this means being present where consumers are digesting information -- i.e. consumer publications and newspapers, social media, digital advertising and Google searches. Without the investment of driving awareness for the destination, North Lake Tahoe will fall behind the fierce competition that is vying for that same visitor. The organization looks to create a well-layered strategy encompassing all elements of the consumer buying cycle. Group and traditional wholesale tour operators are targeted for the traveler who is booking further out and traditionally stays longer, while consumer

NLT Tourism Development Plan Draft

direct efforts will look to those travelers that are booking closer to their planned departure date.

The NLTRA looks to create opportunities where partners can take advantage of our efforts through community information, research insights and participation in trade shows and events. Our partnerships with our local businesses, travel industry organizations and other DMOs is extremely important. Allowing for the ability to maximize efforts to leverage joint dollars and create a greater awareness for the overall region is key.

With that in mind, the efforts of the NLTRA in conjunction with great support from Placer County are to bring success to our tourism-based economy, the businesses that thrive on visitation, and the community at large. We look forward to continued collaboration with the Incline Village Crystal Bay Visitors Bureau via the North Lake Tahoe Marketing Cooperative to push forward our acclaimed destination.

Daphne Lange

Tourism Director

Strategic Objectives

Position North Lake Tahoe as a year-round/four-season destination

- Adjust content on GoTahoeNorth.com so that it positions Tahoe as a four-season destination—presenting options for all four seasons as opposed to promoting one season at a time
- Create ongoing flow of evergreen content that allows GoTahoeNorth.com to act as an information hub in assistance with trip planning
- Invest in more video content that showcases the destination in all four seasons – video content would be pushed across all promotional channels and in international markets

Increase visitation during non-peak periods, targeting Bay Area/Sacramento using events as a key driver

- Develop targeted communication initiatives based on segmentation research to reach audiences whose interests align with off-season activities and events
- Expand and prioritize targets by season
 - Micro-target niche audiences whose passions align with spring and fall activities such as: sport fishing (Rainbow Trout, Mackinaw), fly fishing, golf, mountain biking, sunset dinner cruises, stand-up paddle-boarding, music festivals, kayaking, photography (fall colors), hang gliding, horseback riding, etc.
- Utilize relationships with travel trade partners to increase product in priority international markets
- Use meetings and events as a means of attracting first-time visitors to the area during shoulder seasons

Increase mid-week visitation

- Increase long-haul group/conference business. Meeting and event planners are more likely to book during off-season and mid-week, and attendees are more likely to extend stay prior or post event
- Work with area hoteliers, attractions and other local businesses to create and promote special mid-week, value-added packages
- Target audiences based on interests and behaviors that align with flexible schedules and a propensity to travel

Increase length of stay and visitor spending year-round

- Develop more interest-based, multi-day itineraries on the website. (Recent Destination Analysts research suggests that the website can play an important role in extending length of stay.)
- Work with the Regional Air Service Corporation (RASC) to increase lift into Reno International Airport. (International travelers tend to use either LAX or San Francisco International Airport.)
- Continue efforts in top international markets – UK and Australia whose preference for outdoor adventure aligns perfectly with North Lake Tahoe’s offerings—especially during the fall
 - Work closely with Black Diamond in the UK and Gate 7 in Australia to support all sales and promotion efforts.
- Work with Visit California and Travel Nevada to increase North Lake Tahoe’s exposure with international visitation:
 - Look towards new opportunities in English speaking markets like Canada and India.

Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport

- Utilize digital media to test interest in new markets.
- Look to partners to leverage opportunities already available, i.e. Media missions, journalist FAMs.

Increase the number of conference leads and bookings

- Improve Meetings and Events section on the website
- Improve media exposure and return on media spend
- Support all trade show activities and ensure the sales force has the tools they need to effectively sell the destination

Increase stakeholder communication and partnership opportunities

- Create opportunities for partner engagement
- Increase co-op marketing offerings available for partner buy in
- Become key distribution source for research, various state cooperative marketing opportunities, key messaging points and events

Background

History of the Resort Association and Tourism Planning in North Lake Tahoe

In 1995, Placer County, with the assistance of local concerned citizens, created the first Tourism Development Master Plan for North Lake Tahoe to serve as an initial guide for tourism development strategies and investments. The purpose was to develop a plan that would give guidance to improving our visitor experience and allowing a better edge for competing with other destination resort areas. Its centerpiece recommendation was the formation of a regional resort association that would provide a local leadership body to help steer and implement the 1995 Tourism Master Plan strategies. This leadership body was named the North Lake Tahoe Resort Association (NLTRA) which today continues to serve the role of providing local leadership. NLTRA is a merger of many interests, an organization that became the keeper and champion of North Lake Tahoe's economic and tourism vision. Since its inception in 1995, NLTRA has been successful in many ways, such as obtaining support for increasing the TOT by 2%, creating award-winning marketing programs and serving as an advisory body for the Placer County Board of Supervisors to facilitate physical improvements in the area. Since 1995, two additional tourism master plan updates have occurred in 2004 and 2015.

Mission Statement/Guiding Principles

The NLTRA and IVCBVB work collaboratively across state lines to promote the region as a whole. This partnership results in the North Lake Tahoe Marketing Cooperative.

NLTRA Mission

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

IVCBVB Mission

To encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline and Crystal Bay areas.

NLT Marketing Coop Mission

The mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

NLTRA Guiding Principles for Tourism Development Efforts

NLTRA combines resources to promote the overall North Lake Tahoe region in ways that individual businesses cannot.

North Lake Tahoe Resort Association in partnership with the Incline Village Crystal Bay Visitors Bureau and its business members, provides a single marketing sales and communications platform to promote the North Lake Tahoe brand and destination. These entities serve as an authority on travel and tourism to the various communities of North Lake Tahoe and engage in opportunities and partnerships that will elevate the profile of the region. North Lake Tahoe Resort Association and Incline Village Crystal Bay Visitors Bureau unify business and community leaders to raise the relevance of travel to the destination and enhance the area.

NLTRA builds awareness and preference for the North Lake Tahoe brand to stimulate travel from long haul and drive market destinations, primarily focused on non-peak and mid-week periods.

We work with our business community to develop complementary marketing programs (including, but not limited to events, digital advertising, social media, public relations, video, search) that attract new visitation to the destination from both long-haul markets where travelers book early and stay longer and drive markets during off peak times. We respond during times of special needs, making adjustments to target areas that may not be within above parameters.

NLT Tourism Development Plan Draft

Increased marketing investment will provide opportunities to reach new markets that have been otherwise cost-prohibitive.

NLTRA leverages and builds resources and alliances to efficiently create opportunities otherwise out of reach for individual businesses.

We establish partnerships and alliances that introduce the destination brand to audiences otherwise out of reach for the destination. Partnerships are used to support efforts via advertising and other channels regionally and in selected countries that develop greater awareness for the North Lake Tahoe area.

NLTRA supports partner businesses/organizations and the wider local economy by acting as a coordinator of information, opportunities, and resources.

We provide resources to partner businesses and others through marketing options, social media insights, a robust website presence, educational opportunities and dissemination of tourism research materials helpful to the success of their endeavors.

NLTRA tracks key metrics and ROI to inform the strategic direction and effectiveness of the program of work.

We track and evaluate program impact on attracting leisure and conference/meetings travelers to reinforce the organization's value to travel-related businesses and the North Lake Tahoe community as stewards of public funds.

Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1233 Units ('DestiMetrics Census**) and 38.18% 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 (Apr) changed by (9.3%)	Occupancy (Apr) :	44.9%	41.1%	9.3%
North Lake Tahoe ADR for last month (Apr) changed by (5.4%)	ADR (Apr) :	\$ 226	\$ 214	5.4%
North Lake Tahoe RevPAR for last month (Apr) changed by (15.3%)	RevPAR (Apr) :	\$ 101	\$ 88	15.3%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (May) changed by (-11.7%)	Occupancy (May) :	30.5%	34.5%	-11.7%
North Lake Tahoe ADR for next month (May) changed by (4.0%)	ADR (May) :	\$ 220	\$ 212	4.0%
North Lake Tahoe RevPAR for next month (May) changed by (-8.1%)	RevPAR (May) :	\$ 67	\$ 73	-8.1%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (17.5%)	Occupancy	50.9%	43.3%	17.5%
North Lake Tahoe ADR for the past 6 months changed by (-0.3%)	ADR	\$ 307	\$ 308	-0.3%
North Lake Tahoe RevPAR for the past 6 months changed by (17.1%)	RevPAR	\$ 156	\$ 133	17.1%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-7.0%)	Occupancy	29.3%	31.5%	-7.0%
North Lake Tahoe ADR for the future 6 months changed by (-0.5%)	ADR	\$ 348	\$ 350	-0.5%
North Lake Tahoe RevPAR for the future 6 months changed by (-7.5%)	RevPAR	\$ 102	\$ 110	-7.5%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Apr 30, 2019 vs. Previous Year				
Rooms Booked during last month (Apr,19) compared to Rooms Booked during the same period last year (Apr,18) for all arrival dates has changed by (-4.5%)	Booking Pace (Apr)	6.9%	7.2%	-4.5%

* 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 April 2019

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 18/19

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 4/30/19:	\$2,151,664	\$2,128,502	1%
Forecasted Commission for this Revenue:	\$48,938	\$55,857	-12%
Number of Room Nights:	11,864	12140	-2%
Number of Delegates:	14735	59604	-75%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>April-19</u>	<u>April-18</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$34,057	\$9,639	253%
Projected Commission:	\$0	\$0	
Room Nights:	505	52	871%
Number of Delegates:	269	90	199%
	2 Corp., 1		
Booked Group Types:	Assoc.	1 Corp.	
Lost Business, # of Groups:	20	6	233%

<u>Arrived in the month</u>	<u>April-19</u>	<u>April-18</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$98,680	\$93,408	6%
Projected Commission:	\$9,868	\$0	
Room Nights:	505	220	130%
Number of Delegates:	269	120	124%
Arrived Group Types:	1 Corp.	1 Smf	

<u>Monthly Detail/Activity</u>	<u>March-19</u>	<u>March-18</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$157,345	\$55,650	183%
Projected Commission:	\$9,853	\$0	
Room Nights:	717	350	105%
Number of Delegates:	350	70	400%

Booked Group Types:	2 Assoc. 1 Corp	1 Assoc.	
Lost Business, # of Groups:	8	2	

<u>Arrived in the month</u>	<u>March-19</u>	<u>March-18</u>	
Number of Groups:	2	3	
Revenue Arrived:	\$57,149	\$25,893	121%
Projected Commission:	\$0	\$0	
Room Nights:	221	108	105%
Number of Delegates:	142	100	42%

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

Monthly Detail/Activity	<u>February-19</u>	<u>February-18</u>	
<u>Number of Groups Booked:</u>	5	4	
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	

Monthly Detail/Activity	<u>January-19</u>	<u>January-18</u>	
<u>Number of Groups Booked:</u>	6	13	
Revenue Booked:	\$728,273	\$518,936	40%
Projected Commission:	\$2,100	\$2,146	-2%
Room Nights:	2998	2845	5%
Number of Delegates:	3033	1153	163%
	3 Corp., 3	7 Corp., 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	0	4	

<u>Arrived in the month</u>	<u>January-19</u>	<u>January-18</u>	
Number of Groups:	1	3	
Revenue Arrived:	\$33,378	\$57,116	-42%
Projected Commission:	\$0	\$0	
Room Nights:	78	244	-68%
Number of Delegates:	60	89	-33%
		1 Corp., 2	
Arrived Group Types:	1 Corp.	Assoc.	

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

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

<u>Monthly Detail/Activity</u>	<u>November-18</u>	<u>November-17</u>	
<u>Number of Groups Booked:</u>	3	2	
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	

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

<u>Monthly Detail/Activity</u>	<u>October-18</u>	<u>October-17</u>	
<u>Number of Groups Booked:</u>	4	5	
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	

Monthly Detail/Activity	<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%
Arrived Group Types:	5 Corp, 1	2 Corp, 1	

Monthly Detail/Activity	<u>July-18</u>	<u>July-17</u>	
<u>Number of Groups Booked:</u>	6	7	
Revenue Booked:	\$755,251	\$638,565	18%
Projected Commission:	\$6,861	\$20,074	-66%
Room Nights:	3526	3689	-4%
Number of Delegates:	1075	4680	-77%
	2 Corp, 3	4 Corp, 2	
Booked Group Types:	Assoc., 1 SMF	Assoc., 1 SMF	
Lost Business, # of Groups:	5	1	

<u>Arrived in the month</u>	<u>July-18</u>	<u>July-17</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$497,793	\$319,142	56%
Projected Commission:	\$12,999	\$13,840	-6%
Room Nights:	3963	1368	190%
Number of Delegates:	4370	645	578%



north lake tahoe

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Tourism Development Report April 2019

Departmental Reports Posted - <https://www.nltra.org/wp-content/uploads/2019/05/April-Departmental-Reports.pdf>

PR Highlights

- 9 Media Placements, \$91k Value – [Coverage Book](#)
 - Publication Highlights: Elite Daily, Insider, San Diego Union-Tribune, Modern Luxury, Visit CA
- Hosted:
 - Domestic
 - Endless Vacation
 - Punch Magazine
 - International
 - The Scottish Sun
 - House of Coco, UK
 - Carlos Lang (Visit CA Digital Influencer, Mexican Journalist)
 - Australia: HelloWorld & American Airlines FAM – 10 participants

Content Review

- Four (4) Blogs Posted
 - Spring into Adventure: 7 Ways to Take Advantage of Longer Days in NLT
 - Celebrate Mom with the Best Mother's Day Weekend in NLT
 - 5 Ways You Can Keep NLT Beautiful
 - Treasures of Tahoe #10: Dual Season Days

Social Media Update

- Monthly Impressions: 2.9M, Monthly Engagements: 61.6k
- Social Media Growth:
 - Facebook: 90 Fans, Instagram: 935 Followers, Twitter: 59 Followers
- Treasure of Tahoe #10: Dual Season Day Launch (4/10)
 - Impressions: 33,452, Engagements: 2,605, Views: 30,891
- Restorative Arts & Yoga Festival Giveaway
 - Impressions: 5,745, Engagement: 67, Entrants: 21
- Instagram Takeover: Carlos Lang (Mexican Journalist)
 - Impressions: 98,736, Engagements: 7,371
 - #1 Instagram post of the month
- Insights: On average, NLT is seeing higher engagement rates than @tahoesouth and @visitmammoth

Paid Media Update

- Received the 18/19 Winter Campaign Summary
 - 21.2M Impressions, 13.8k Website Visits, 1,203 Book Now conversions
 - Paid search ads drove the highest quality site traffic and the most traffic to the site, resulting in 3.1k website visits, with an average TOS of 51 seconds, and 262 Book Now conversions
 - The most efficient channel during this campaign was Email with an average cost per conversion of \$11.64.

- Performance improved from the 17/18 winter campaign with a lower cost of TOS conversions and a higher click through rate.
 - Click Through Rates – 17/18: 0.20%, 18/19: 0.31%
 - TOS Conversion Avg. Cost – 17/18: \$28, 18/19: \$26
- TripAdvisor digital ads drove the most time on site conversions with 3,181 and 223 Book Now conversions
- NY had the lowest cost per TOS conversions with 105 conversions at an avg. rate cost of \$41.13 which resulted in 5 Book Now conversions.
- Display ads targeted toward Winter General creative were most efficient with the lowest cost per TOS conversion of \$23.92.
- Ads on FB and Instagram combined for 8.2M impressions resulting in 24.6k link clicks. Cost per conversion was \$32.70 with 2.1k TOS conversions and 639 Book Now clicks. Ads on FB drove the most clicks during the campaign and were more efficient due to their lower cost per conversion.
- Winter emails were sent to 556.3k individuals and opened by 16.33% of the audience. This led to 6,711 clicks and 956 conversions for an average cost per conversion of \$11.64.

Asset Collection

- Spring Ski Photo/Video Shoot – April 18th
 - Location: Homewood
 - Shot List: Spring skiing, après, scenic

Upcoming Sponsored Events

- Restorative Arts & Yoga – May 31 – June 2
- Lake Tahoe Paddle Racing Series – June 1, June 29
- No Barriers Summit – June 12 – 16
- Lake Tahoe Summit Classic Lacrosse Tournament – June 21 – 23
- Broken Arrow Skyrace – June 21 - 23

Leisure Sales Efforts

- Attended:
 - Mountain Travel Symposium
 - Hosted North Lake Tahoe Vancouver trainings and a travel agent event.
 - Vancouver Event – hosted 61 agents
 - Visit Air Canada Offices and conducted sales trainings
 - Travel NV Rural Roundup
 - North American Journeys East Coast Summit, NYC
- International Office Update
 - Working on all three office updates for the 2019/2020 year.
 - Canada October Update:
 - Destination Presentation prep – designed new materials specifically for upcoming trainings
 - Meetings Conducted: Air Canada, Air Canada Vacations, Flight Centre, New Wave Travel
 - UK/Ireland Update:
 - 39 Total Agents trained: Abercrombie & Kent and Flight Centre
 - 6 Meeting conducted: Abercrombie & Kent, Elegant Resorts, Hayes & Jarvis, Tour America, Norwegian Airlines, & Travel Bulletin
 - Australia October Update:
 - 6 Meetings Conducted: Trip.com, Delta Airlines, AMEX Travel, Ellendale Travel, Orbitz Worldwide Travel and Travelers Choice
 - 173 Agents trained at the Visit USA Regional Expo's in Townsville and Carins, Infinity Holidays Perth, Qantas Holidays Perth, Floreat World of Travel, Travellers Choice, Ready to Go Travel, Travel Directors and Flight Centre Macquarie

Conference Sales Efforts

- Groups turned Definite:

- Rubicon Advisor – Annual Compliance Meeting, August 4-5, 2019, 42 room nights at the Hyatt Regency Lake Tahoe
- HPN Global - Cintas Meeting, August 25-26, 2019, 70 room nights at Resort At Squaw Creek
- Women on Course – Summer Golf Weekend, August 24-26, 2019, 54 room nights at the Resort at Squaw Creek.
- Site Visits Hosted:
 - Staff hosted/conducted five (5) site visits including:
 - Disable American Veterans, California Chapter (DAVCA) Institute for their DAVCA - State Convention - June 2021 on April 25-26, 2019, with the potential to generate 824 room nights and bring in 200 people.
 - Architectural Woodwork Institute for their September 2020 Annual Convention, April 10-11, 2019, with the potential to generate 450 room night and bring in 250 people.
- Tradeshows Attended:
 - Connect Connected, Oakland CA
 - Connect Mountain Incentive, Lake Louise Canada
 - Luxury Meetings Summit, Denver CO & Park City UT
 - Destination CA, Los Angeles CA
 - ASAE XDP, Washington DC
 - CalSAE ELEVATE, Palm Springs CA

North Lake Tahoe International Efforts Update

Canada:

- Office launched in August 2018
- Scope of work with Destination Counsellors International (DCI) included:
 - Canadian Consumer Report
 - North Lake Tahoe Product Analysis
 - Assistance with Vancouver NLT event
 - Identifying key tour operator targets for product development
- Supporting efforts:
 - Immersion Trip with the DCI Team
 - Detailed destination presentation creation
 - Sales Missions
 - Visit California – Montreal, Toronto, Calgary & Vancouver – October
 - NLT Sales Mission: Vancouver Travel Agent Event with 6 hotel partners and Air Canada training

UK/Ireland

- Key Highlights
 - Hosted the UK SuperFAM
 - Hosted (2) multi-destination FAMs with Napa, Mammoth, South Lake Tahoe & Huntington Beach.
 - Total Agents trained: 344 through 5.1.19
 - Hosted a multi-platform marketing campaign with British Airways
 - Other marketing campaigns included: Gold Medal Travel Agent, Virgin Holidays Sales Incentive, American Sky Travel, Ski Solutions and launched North Lake Tahoe's new site on InTheSnow.Com

Australia

- Key Highlights
 - Total Agents Trained: 478 through 5.1.19
 - Co-op marketing campaigns with: Sno'n'ski, Luxury Escapes Magazine,
 - Our Gate 7 in market rep attended all of the Australia & NZ ski shows on our behalf.
 - Added a contract based PR in market representative with resulted in hosting Marie Claire Magazine, Mountainwatch, and Body + Soul

Celebrate
Relax
Experience

Additional Marketing Campaigns:

- HotelBeds – shared with South Lake Tahoe & RSCVA – touching domestic, Canada, UK & China
- Best Day Travel Mexico & Price Travel Mexico – with Travel Nevada and RSCVA
- Chinese Tourism Development – multi-channel campaign
- CanUSA German – digital and sales incentive campaign
- Ski USA & Ski Brazil winter focused digital social media campaign
- Ski.com partner newsletter campaign
- Passion Media Travel Trade campaign, Canada

Other Key Highlights:

- Visit California's China Co-op – having an in-market representative attend (8) China trainings/events on our behalf
- Joined the California Star program – adding North Lake Tahoe product to the Visit California training platform.
- Hosted (13) International FAMs from China, Australia, UK, South Korea, and Germany

VisaVue

- Summary of International Spend & Visitation
- *See separate handout*

Looking towards 2019/2020 year:

- Strategic development for all tier 1 markets
 - Specifically looking into tour operator targets for France to support our High Sierra representation.
 - In addition, looking into selecting top operators for Germany and India.
- Contracting with all three of our international offices
- Attending international sales missions in all three of our markets – Canada, UK & Australia. In addition, we will conduct a sales mission in Mexico and potentially one other market.
- North Lake Tahoe and Squaw Valley are hosting Mountain Travel Symposium 2020

Express
Awaken
Celebrate
Relax
Experience

it's human  ature



2018 International Visa Vue Data

Quarter 1: January- March

- \$1,989,276
- 5% growth
- Average cardholder spend: \$351.90

Top Country By Spend (\$)	Top Country by Cardholder Count (# of people)
Australia	Canada
Canada	Australia
United Kingdom	United Kingdom
China	China
Brazil	Argentina
Argentina	Mexico
Mexico	Brazil
France	Germany
Hong Kong, China	France
New Zealand	Peru

Quarter 2: April-June

- \$1,190,105
- 24.7% growth
- Average cardholder spend: \$236.65

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

Quarter 3: July-September

- \$1,796,097
- 97.8% growth
- Average cardholder spend: \$209.58

Top Country By Spend (\$)	Top Country by Cardholder Count (# of people)
Canada	Canada
United Kingdom	United Kingdom
France	France
Australia	Germany
Switzerland	Australia
Germany	China
China	Spain
Japan	Switzerland
Spain	Denmark
New Zealand	Japan

Quarter 4: October -December

- \$1,354,153
- 0% growth
- Average cardholder spend: \$244.66

Top Country By Spend (\$)	Top Country by Cardholder Count (# of people)
Canada	Canada
China	United Kingdom
Australia	China
United Kingdom	Australia
France	France
Hong Kong, China	Germany
Singapore	Mexico
Mexico	Argentina
Brazil	Peru
New Zealand	Singapore

Annual Summary:

- \$5,547,401
- 11% y/y growth
- Average cardholder spend: \$267.46

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



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

Communications Update

2019 Summer Visitor Guide: Content for the summer visitor guide is complete, updates include itinerary recommendations from Visitor Center staff, a piece on North Tahoe's history and how to experience it this summer/fall, and business listings (Chamber Member centric). The summer edition is distributed regionally, 70,000 copies are printed.

PR Summit: A public relations summit was held on Thursday, May 23 to educate regional partners on summer campaigns, talking points and crisis communications efforts. Amber Burke, Liz Bowling and Sarah Winters presented on behalf of North Lake Tahoe, along with Jessica Pauletto and Kayla Carr of The Abbi Agency and Erin Holland of North Tahoe Fire. The NLTRA team will host bi-annual meetings ahead of peak periods to connect regional public relations and communications leaders and share tools that help achieve our goals of lifting visitation during midweek timeframes and moving visitors through the region once they are in market.

NLTRA Newsletter:

- To establish brand consistency with NLTRA.org, a new email template will be rolled out in May, replicating the look and feel of the website. We are also exploring content themes to ensure information aligns with stakeholder needs, communication goals and organization awareness.
- Segmented distribution lists are continuing to be updated to ensure communications are targeted and reach the correct business contacts and industries.
- Newsletter Themes & Send Dates:
 - Community Awards Dinner Recap & Winner Highlights: May 3
 - NLTRA News: May 10
 - Opening Day on the Lake: May 23
 - Member to Member Advertising: May 28

Social Media: May posts highlighted sponsors of the 65th Annual Community Awards Dinner, promoted Chamber programs (First Tuesday Breakfast Club, Virtual Job Fair, May 23 Mixer, Summer Recreation Event Series), and also included Member highlights and job opportunities through NLTRA.org.

Facebook Insights: April 30-May 28

- Total Page Followers: 4,398
- Total Post Reach: 7,947
- Total Post Engagements: 2,035
- Total Video Views: 1,340

Facebook Live's:

- Squaw Valley | Alpine Meadows, May 21
- Sierra Sotheby's, May 23

Media Placements:

- Virtual Job Fair:
 - Moonshine Ink, April 23
 - Lake Tahoe This Week, May 1
 - Sierra Sun, May 3
 - News 4 & Fox 11, May 7
 - KRNv, May 8
- Sierra Sun, press release and photo feature of Community Awards (May 3)
- Northern Nevada Business Weekly, *Lake Tahoe named top 100 tourism destination thanks to 'epic collaboration'* (May 9)
- Pending: Tahoe Quarterly, photo feature of Community Awards (summer issue)

Chamber of Commerce Updates, Events & Partnerships

- First Tuesday Breakfast Club included regional transportation updates from Tahoe Transportation District (TTD), Reno-Tahoe International Airport (RTIA) and the Regional Air Service Corporation (RASC). TTD provided timeline and project information for the SR 89/Fanny Bridge Community Revitalization Project and RITA + RASC discussed air service developments and strategic efforts to attract new markets.
- Presented to Members of Tahoe Business Exchange, an Incline Village based business group who was interested in learning more about the NLTRA and Chamber. General feedback included a request for more programming in Incline Village and to consider time/location of the Breakfast Club program.
- The first ever basin-wide Virtual Job Fair took place May 8 & 9, the effort was in conjunction with the South Lake Tahoe Chamber of Commerce. A total of 372 people visited the job fair website over the two days it was open. Out of that number, 182 of those people registered an account and actually interacted with the employers that were online. Employers have access to their virtual booth and prospective employees for 30 days following the virtual job fair. In an effort to capture feedback from employers who participated, a survey link was sent out. The cost was substantial so will need to re-visit for any future fairs.
- On May 20 the NLTRA convened a meeting with lakeside business associations (TCDA, NTBA & West Shore Association) to discuss future consolidation efforts under the TBID umbrella. On May 28, a second meeting was convened with key industry stakeholders.
- A networking mixer was held on Thursday, May 23 (following the PR Summit) at Sierra Sotheby's in Tahoe City. The event was attended by approximately 50 people (primarily Sierra Sotheby's agents; several members of the business community were also present). Thank you to Lynn Gibson and Gary Davis for your presence.

Looking Ahead

Summer Recreation Events: The North Lake Tahoe Resort Association/Chamber will host a series of summer recreation awareness events through June to build community connectivity and local business referrals in peak-season months. The four-part series will take place across North Tahoe business districts, including Tahoe City, Squaw Valley, Tahoe Vista and Incline Village. Concierge and front-line staff are invited to learn about and experience a range of outdoor offerings and in turn, recreation focused businesses will have a unique opportunity to share information on new programming and events through stump speeches. Each event will highlight recreation experiences and event programming in a specific geographic region so that front-line and concierge staff can best direct guests this summer. All attendees and speakers must register online at Eventbrite.

- June 6: Tahoe City/West Shore from 11am-1pm at Commons Beach
- June 11: Olympic Valley/Donner Summit from 4-8:30pm at the Village at Squaw Valley
- June 20: Carnelian Bay, Tahoe Vista, Kings Beach, Northstar from 3:30-7pm at North Tahoe Regional Park
- June 25: Crystal Bay, Incline Village from 4-6pm at Alibi Ale Works

First Tuesday Breakfast Club: August 6 (July: dark)

FOR IMMEDIATE RELEASE

Summer Recreation Series Offers Community Team Building and Connectivity Among Local Businesses

North Lake Tahoe, Calif. (May 22, 2019) — The North Lake Tahoe Resort Association/Chamber will host a series of summer recreation awareness events through June to build community connectivity and local business referrals in peak-season months. The four-part series will take place across North Tahoe business districts, including Tahoe City, Squaw Valley, Tahoe Vista and Incline Village. Concierge and front-line staff are invited to learn about and experience a range of outdoor offerings and in turn, recreation focused businesses will have a unique opportunity to share information on new programming and events.

“We know that visitors enjoying our Lake Tahoe communities in summer months are here to recreate and they often request activity referrals from locals,” explained Liz Bowling, communications director for the North Lake Tahoe Resort Association/Chamber. “The outcome from attending this series is a well-rounded, authentic view of North Tahoe recreation offerings and meaningful business connections to boost regional visitation this summer.”

Each event will highlight recreation experiences and event programming in a specific geographic region so that front-line and concierge staff can best direct guests this summer. All attendees and speakers must register online at Eventbrite.

Thurs., June 6: Commons Beach, Tahoe City

11 a.m. – 1 p.m.

- Shop the Tahoe City Farmer's Market from 11-11:30 a.m.
- Pick up lunch from one of the Farmer's Market food vendors or bring your own
- Meet at the paved amphitheater at 12 p.m. where Tahoe City and West Shore businesses will give stump speeches and share summer events, programs and what's new information
- Discover Tahoe City! A walking tour through downtown will be offered by Karen Willcuts
- Register online to attend and speak at Eventbrite.com or through the North Lake Resort Association Facebook page

Tues., June 11: The Village at Squaw Valley

4 p.m. – 8:30 p.m.

- Tahoe Via Ferrata is offering deeply discounted tickets for concierge staff to experience Squaw Valley's most iconic rock face, limited spots are available. The climb is from 12 p.m. – 3:30 p.m., cost is \$60. Register on Eventbrite under “Summer Recreation Events”
- Meet at the KT-deck at 4 p.m. where Olympic Valley and Donner Summit businesses will give stump speeches and share summer events, programs and what's new information
- Register online to attend and speak at Eventbrite.com or through the North Lake Resort Association Facebook page
- Enjoy the kick-off of Tuesday Bluesdays in the Village at Squaw Valley from 5 p.m. – 8:30 p.m. with headliners, The Blues Monsters. This annual networking mixer invites North Tahoe and Truckee Chamber Members to enjoy complimentary entertainment, food and beverages.

Thurs., June 20: Tahoe Vista

3:30 p.m. – 7 p.m.

- Experience the Tahoe Treetop Adventure Park from 3:30-5:30 p.m., or a guided natural history tour through North Tahoe Regional Park with Tahoe Adventure Company from 4:30-5:30 p.m.
- Meet at the Ramada Picnic Area in the North Tahoe Regional Park at 5:30 p.m. Tahoe Vista, Carnelian Bay, Kings Beach and Northstar California businesses will give stump speeches and share summer events, programs and what's new information
- Register online to attend and speak at Eventbrite.com or through the North Lake Resort Association Facebook page

Tues., June 25: Incline Village

4 p.m. – 6 p.m.

- Meet at Alibi Ale Works in Incline Village for a brewery tour and beer tasting
- At 5 p.m. Crystal Bay and Incline Village-based businesses will give stump speeches and share summer events, programs and what's new information
- Register online to attend and speak at [Eventbrite.com](https://www.eventbrite.com) or through the North Lake Resort Association Facebook page

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About North Lake Tahoe Resort Association:

The North Lake Tahoe Chamber | Resort Association | CVB is celebrating 65 years of supporting small businesses and major resorts, ultimately enhancing the strong and vibrant North Tahoe community. The Resort Association combines Chamber of Commerce and Destination Marketing services to assist local businesses and connect community leaders. Supported by a contract with Placer County and Membership dues, the team is focused on midweek and shoulder season visitation, transportation and housing solutions, and visitor services. The North Tahoe Chamber ultimately provides a collective voice for the local community.

Press Contact:

Liz Bowling

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

Liz@GoTahoeNorth.com

KEY METRICS FOR APRIL 2019 FINANCIAL STATEMENTS

Visitor Information Comparative Statistics For Fiscal YTD 2015 - 2019					
Referrals					
Tahoe City:	2015/2016	2016/2017	2017/2018	2018/19	OY % Change
Walk In	33620	32268	35244	33578	-4.73%
Phone	2175	2793	2582	2354	-8.83%
Email	191	296	315	338	7.30%
Kings Beach	8609	3926	8733	11439	30.99%
NLT-Event tr	2,773	4,945	4494	3491	-22.32%
Totals:	47,368	44,228	51,368.00	51,200.00	-0.33%

VIC SALES

	16/17	17/18	18/19	OY % Change
July	\$ 14,752.00	\$ 14,631.00	\$ 18,879.00	29.03%
August	\$ 12,088.00	\$ 13,781.00	\$ 13,927.00	1.06%
September	\$ 10,168.00	\$ 10,239.00	\$ 14,188.00	38.57%
October	\$ 6,265.00	\$ 7,185.00	\$ 10,158.00	41.38%
November	\$ 4,076.00	\$ 4,355.00	\$ 8,118.00	86.41%
December	\$ 7,548.00	\$ 8,551.00	\$ 8,201.00	-4.09%
January	\$ 1,888.00	\$ 3,946.00	\$ 3,838.00	-2.74%
February	\$ 1,637.00	\$ 4,051.00	\$ 1,315.00	-67.54%
March	\$ 9,722.00	\$ 4,812.00	\$ 6,251.00	29.90%
April	\$ 9,610.00	\$ 7,973.00	\$ 9,725.00	21.97%
Total	\$ 77,754.00	\$ 79,524.00	\$ 94,600.00	18.96%

REFERRALS

	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>TOTAL</u>
Restaurants	n/a	1164	784	526	483	216	263	127	443	577	4583
Lodging	n/a	252	207	93	67	47	46	40	48	81	881
Historic/Museums	n/a	379	313	175	106	68	53	42	59	129	1324
Events	n/a	724	247	34	13	13	6	20	36	41	1134
Tours	n/a	397	242	87	31	8	4	6	0	11	786
Sourrounding Towns	n/a	319	192	112	80	67	41	29	30	80	950
Shopping	n/a	450	257	93	102	85	54	25	60	57	1183
Transportation	n/a	270	118	21	13	20	32	42	21	35	572
Real Estate	n/a	18	12	7	11	0	3	0	1	12	64
Activities-Mtn	n/a	1036	733	542	402	263	210	117	177	255	3735
Activities-Lake	n/a	1529	644	157	152	47	40	16	23	147	2755
Maps/Directions	<u>n/a</u>	2665	1441	740	678	341	305	169	410	642	7391
TOTAL	0	9203	5190	2587	2138	1175	1057	633	1308	2067	25358

93.23 referrals per day

North Lake Tahoe Marketing Cooperative

Preliminary

Financial Statements for the Period Ending

April 30, 2019

North Lake Tahoe Marketing Cooperative

Balance Sheet

As of April 30, 2019

Accrual Basis

	Apr 30, 19	Apr 30, 18	\$ Change	% Change	Jun 30, 18
ASSETS					
Current Assets					
Checking/Savings					
1000-00 · Cash	383,717	487,143	(103,426)	(21%)	479,914
Total Checking/Savings	383,717	487,143	(103,426)	(21%)	479,914
Accounts Receivable					
1200-00 · Accounts Receivable	16,336	188,080	(171,744)	(91%)	145,394
Total Accounts Receivable	16,336	188,080	(171,744)	(91%)	145,394
Other Current Assets					
1300 · Reimbursements Receivable	2,312	0	2,312	100%	0
1350-00 · Security Deposits	100	100	0	0%	100
Total Other Current Assets	2,412	100	2,312	2,312%	100
Total Current Assets	402,465	675,323	(272,858)	(40%)	625,408
Other Assets					
1400-00 · Prepaid Expenses	19,951	1,877	18,074	963%	6,289
Total Other Assets	19,951	1,877	18,074	963%	6,289
TOTAL ASSETS	422,416	677,199	(254,783)	(38%)	631,697
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	146,601	139,289	7,312	5%	442,239
Total Accounts Payable	146,601	139,289	7,312	5%	442,239
Credit Cards					
2080 · Bank of the West Credit Cards					
2080-02 · MC_4222 Jason	0	2,381	(2,381)	(100%)	0
2080-05 · MC_2107 Greg	0	1,606	(1,606)	(100%)	0
2080-09 · MC_3126 Sarah	0	3,307	(3,307)	(100%)	25
Total 2080 · Bank of the West Credit Cards	0	7,294	(7,294)	(100%)	25
Total Credit Cards	0	7,294	(7,294)	(100%)	25
Total Current Liabilities	146,601	146,583	18	0%	442,264
Total Liabilities	146,601	146,583	18	0%	442,264
Equity					
32000 · Unrestricted Net Assets	189,433	176,268	13,165	7%	176,268
Net Income	86,383	354,348	(267,965)	(76%)	13,164
Total Equity	275,816	530,616	(254,800)	(48%)	189,432
TOTAL LIABILITIES & EQUITY	422,416	677,199	(254,783)	(38%)	631,697

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

April 2019

	Apr 19	Budget	Jul '18 - Apr 19	YTD Budget	Annual Budget
Income					
4000-00 · LTIVCBVB Funding	88,820	88,820	829,877	829,877	942,000
4001-00 · NLTRA Funding	121,652	121,652	1,216,523	1,216,518	1,459,822
4004-00 · IVCBVB Entertainment	2,000	2,000	8,000	8,000	8,000
Total Income	212,472	212,472	2,054,400	2,054,395	2,409,822
Gross Profit	212,472	212,472	2,054,400	2,054,395	2,409,822
Expense					
5000-00 · CONSUMER MARKETING					
5001-00 · Broadcast / Radio - High Notes	0		13,472	20,000	20,000
5002-00 · Consumer Print	0	0	40,500	40,000	40,000
5002-01 · Native Display	0	4,500	13,713	38,000	50,000
5004-00 · Trip Advisor	9,663	11,458	88,095	72,083	95,000
5005-00 · Paid Social	4,896	9,850	111,181	107,100	135,000
5005-01 · Digital Display	8,256	7,788	121,866	94,366	115,004
5005-02 · Retargeting Video	0	690	0	8,010	10,000
5007-00 · Creative Production	21,966	15,000	150,855	101,000	121,000
5010-00 · Account Strategy & Management	7,000	7,000	70,000	70,000	84,000
5010-01 · Digital Management & Reporting	3,000	3,000	30,000	30,000	36,000
5010-02 · Website Strategy & Analysis	2,000	2,000	20,000	20,000	24,000
5013-00 · Outdoor	0	0	111,000	95,000	95,000
5015-00 · Video	0	3,000	13,993	22,000	25,000
5017-00 · Rich Media	0	0	45,000	25,000	50,000
5018-00 · Media Commission	5,557	7,889	77,069	81,382	98,796
5018-01 · Digital Ad Serving	0	625	609	6,250	7,500
5018-03 · Strategic Marketing Plan	0		0	3,500	3,500
5020-00 · Search Engine Marketing	3,206	3,300	40,347	40,500	50,000
5022-00 · Email	5,100	5,100	28,178	33,975	45,000
5023-00 · Additional Opportunities	0		0	40,479	40,479
5025-00 · Expedia	0	7,500	0	30,000	30,000
Total 5000-00 · CONSUMER MARKETING	70,643	88,700	975,877	978,645	1,175,279
5110-00 · LEISURE SALES					
5107-00 · Creative Production	0	500	12,536	1,500	2,500
5111-00 · FAMS - Domestic	0	0	947	1,000	1,250
5112-00 · Training / Sales Calls	183	1,500	1,575	3,500	3,500
5113-00 · Additional Opportunities	597	2,000	5,694	7,000	7,000
5115-00 · Travel Agent Incentive Program	0	0	0	1,000	1,000
5120-00 · Domestic - Trade Shows	0	0	2,843	4,750	4,750
5131-00 · FAMS -Intl - Travel Trade	(3,810)	0	339	5,750	6,500
5132-00 · FAMS -Intl - Media	1,059	1,000	6,190	10,000	12,000
5133-00 · Ski-Tops	0	0	537	3,250	3,250
5134-00 · Intl Marketing - Additional Opp	0	4,000	3,555	10,000	13,000
5136-00 · Tour Operator Brochure Support	0	3,000	5,500	6,000	6,000
5137-00 · Co-op Opportunities	2,139	0	6,139	10,500	13,000
5141-00 · Australian Sales Mission	0	0	2,456	0	5,500
5142-00 · UK Sales Mission	0	0	4,750	0	5,500
5143-00 · Mountain Travel Symposium	597	3,000	4,978	5,500	5,500
5144-00 · IPW - POW WOW	44	0	5,484	10,000	9,000
5145-00 · TIA Annual Dues	0	0	2,635	2,500	2,500
5146-00 · UK / Black Diamond	7,500	11,250	32,107	45,000	45,000
5147-00 · AUS / Gate 7	10,793	10,250	36,733	41,000	41,000
5149-00 · Mexico Program	0		4,860	5,000	5,000
5150-00 · China Program	0		5,238	8,500	8,500
5151-00 · RTO West	368	1,500	2,690	4,195	4,195
5152-00 · Go West	0	0	1,816	1,500	1,500
5154-00 · Canada					
5154-01 · Canada Sales Mission	6,293		7,233		
5154-00 · Canada - Other	69	5,000	27,456	25,000	25,000
Total 5154-00 · Canada	6,362	5,000	34,689	25,000	25,000
5155-00 · California Star Program	0		3,500	3,500	3,500
Total 5110-00 · LEISURE SALES	25,832	43,000	187,792	215,945	235,445
5200-00 · PUBLIC RELATIONS					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,200	2,200	22,000	22,000	26,400
5201-00 · National, Regional, & Local PR	5,000	5,000	50,000	50,000	60,000
5202-00 · PR Program/ Content Dev - Blogs	1,800	1,800	18,000	18,000	21,600
5204-00 · Media Mission(s)	0	0	6,691	10,600	10,600
5206-00 · Digital Buy/ Social Media Boost	500	500	5,000	5,000	6,000
5207-00 · Content Campaigns/Tools-My Emma	300	300	3,000	3,000	3,600
5208-00 · International Travel Media FAMS	2,587	0	9,053	9,000	12,000

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

April 2019

	Apr 19	Budget	Jul '18 - Apr 19	YTD Budget	Annual Budget
5209-00 · Domestic Travel Media FAMS	6,664	3,208	22,891	32,084	38,500
5210-00 · Content Dev - Newsletters	2,000	2,000	20,000	20,000	24,000
5211-00 · Social Media Strategy & Mgmt	4,000	4,000	40,000	40,000	48,000
5212-00 · Social Giveaways & Contests	1,100	0	5,700	5,550	8,900
5213-00 · Facebook Live	0	0	1,500	4,860	6,480
5214-00 · Social Takeover	0	1,100	6,688	10,800	13,000
5215-00 · Content Campaign-Local Luminary	0	11,000	27,000	22,000	22,000
5200-00 · PUBLIC RELATIONS - Other	0		326		
Total 5200-00 · PUBLIC RELATIONS	26,151	31,108	237,849	252,894	301,080
6000-00 · CONFERENCE SALES					
6002-00 · Destination Print	0	2,500	12,300	14,500	20,500
6003-00 · Geo-Fence Targeting	0		3,000	3,000	3,000
6004-00 · Email	850	850	10,100	8,500	10,200
6004-01 · Newsletter	0	0	0	4,300	5,950
6005-00 · Paid Media	815	792	7,105	10,130	12,154
6006-00 · CVENT	0		13,196	13,196	13,196
6007-00 · Creative Production	1,571	1,000	24,907	16,000	20,000
6008-00 · Conference PR / Social Outreach	1,000	1,000	10,000	10,000	12,000
6010-00 · Collateral Production	0	0	0	7,500	7,500
6018-00 · MCC Media Commission	259	538	7,508	6,971	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	5,000	0	6,000
6152-00 · Client Events / Opportunities	0	0	15,304	10,500	18,000
6153-00 · Chicago Sales Rep Support	1,218	5,000	7,758	10,000	10,000
Total 6000-00 · CONFERENCE SALES	6,213	11,680	116,214	119,797	152,150
6100-00 · TRADE SHOWS					
6111-00 · Site Inspections	623	750	5,327	5,000	7,000
6115-00 · Chicago Holiday Showcase	0	0	0	3,000	3,000
6116-00 · CalSAE Seasonal Spectacular	0	0	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	78	0	5,630	6,700	6,700
6136-00 · Mountain Travel Symposium	674	0	674	4,895	4,895
6143-00 · Connect Marketplace	0	0	2,402	2,500	10,000
6144-00 · ASAE XDP	2,221	0	3,647	2,500	4,000
6150-01 · Luxury Meeting Summit Northwest	248	0	3,086	3,000	3,000
6150-02 · Luxury Summit Meeting Texas	0		5,769	4,500	4,500
6150-03 · Luxury Meeting Summit NorCal	0	1,300	1,650	2,800	2,800
6150-05 · Luxury Meeting Summit PHX/SD/OC	(45)		5,741	4,200	4,200
6151-00 · Destination CA	1,148	0	1,396	0	1,500
6154-00 · HelmsBriscoe ABC	0	0	4,787	4,000	5,500
6156-00 · Connect California	4,163	0	4,163	5,000	5,000
6156-02 · Connect Chicago	0	0	3,700	4,000	4,000
6156-03 · Connect New England	1,302	0	1,414	3,750	6,250
6156-04 · Connect Georgia	0		4,877	5,750	5,750
6157-00 · HPN Partner Conference	0		3,718	3,700	3,700
6157-01 · HPN Spring Training CE (RSCVA)	0	0	0	3,000	3,000
6160-00 · AllThingsMeetings Silicon Valley	0	0	1,038	500	1,500
6160-01 · AllThingsMeetings East Bay	0		1,756	2,000	2,000
6161-00 · Connect Southwest	0		3,700	4,450	4,450
6162-00 · Connect Tech & Medical	0		4,746	5,250	5,250
6163-00 · Connect Financial	0	0	4,697	5,250	5,250
6164-00 · Connect Mountain Incentive	0	0	5,299	5,250	5,250
6165-00 · Bay Area Client Appreciation	0	0	0	0	5,000
6166-00 · Sports Commission	0	1,300	795	2,900	2,900
6167-00 · Nor Cal DMO	0	0	429	3,500	4,500
Total 6100-00 · TRADE SHOWS	10,412	3,350	93,352	110,645	134,145
6106-00 · CalSAE Seasonal Spectacular	0		(2,537)		
7000-00 · COMMITTED & ADMIN EXPENSES					
5008-00 · Cooperative Programs	0	9,000	25,851	36,000	51,000
5009-00 · Fulfillment / Mail	0	2,500	10,359	13,000	13,000
5021-00 · RASC-Reno Air Service Corp	25,000	25,000	100,000	100,000	100,000
5123-00 · HSVC - High Sierra Visitors	0	0	2,000	2,250	2,250
7001-00 · Miscellaneous	250	250	311	2,500	3,000
7002-00 · CRM Subscription	833		8,333	10,000	10,000
7003-00 · IVCBVB Entertainment Fund	232	0	3,739	6,000	8,000
7004-00 · Research	422	0	6,860	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	8,338	8,338	33,350	33,352	33,352

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

April 2019

	Apr 19	Budget	Jul '18 - Apr 19	YTD Budget	Annual Budget
7008-00 · Opportunistic Funds	20,467	0	98,367	16,600	16,600
7009-00 · Tahoe Cam Usage	0	177	1,062	1,770	2,124
8700-00 · Automobile Expense*	298	200	4,113	2,000	2,400
7000-00 · COMMITTED & ADMIN EXPENSES - Other	0		(5,779)		
Total 7000-00 · COMMITTED & ADMIN EXPENSES	55,839	45,465	303,567	279,472	346,726
8000-00 · WEBSITE CONTENT & MAINTENANCE					
8002-00 · Content Manager Contractor	3,583	3,750	35,833	37,500	45,000
8003-00 · Website Hosting Maintenance	0	5,000	20,071	20,000	20,000
Total 8000-00 · WEBSITE CONTENT & MAINTENANCE	3,583	8,750	55,904	57,500	65,000
Total Expense	198,672	232,053	1,968,017	2,014,898	2,409,825
Net Income	13,800	(19,581)	86,383	39,497	(3)

Aging by Revenue Item

As of 4/30/2019

	Not Yet Due	0-30	31-60	61-90	91-120	120+	Total
Account: 1201-01 Member AR Membership Dues (Member Accounts Receivable:Member AR - Member Dues)							
1-5 Employees Membership Dues	\$3,705.00	\$0.00	\$285.00	\$2,565.00	\$1,455.00	\$4,450.00	\$12,460.00
200+ Employees Membership Dues	\$0.00	\$0.00	\$0.00	\$0.00	\$1,050.00	\$0.00	\$1,050.00
21-50 Employees Membership Dues	\$1,560.00	\$0.00	\$0.00	\$520.00	\$1,560.00	\$1,000.00	\$4,640.00
50-100 Employees Membership Dues	\$0.00	\$0.00	\$720.00	\$0.00	\$470.00	\$0.00	\$1,190.00
6-10 Employees Membership Dues	\$315.00	\$0.00	\$0.00	\$0.00	\$2,835.00	\$900.00	\$4,050.00
Financial Institutions Membership	\$0.00	\$0.00	\$700.00	\$0.00	\$0.00	\$0.00	\$700.00
Non-Profit Membership Dues Totals:	\$495.00	\$0.00	\$0.00	\$0.00	\$660.00	\$320.00	\$1,475.00
1201-01 Member AR Membership	\$6,075.00	\$0.00	\$1,705.00	\$3,085.00	\$8,030.00	\$6,670.00	\$25,565.00
Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable:Member AR - Other)							
Community Awards Award Sponsor	\$2,260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,260.00
Community Awards Emerald Spotlight	\$2,595.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,595.00
Community Awards Sapphire	\$3,795.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,795.00
Community Awards Table Totals:	\$1,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,400.00
Community Awards Ticket Totals:	\$1,620.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,620.00
Eblast Totals:	\$165.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.00	\$245.00
Employee of the Year Award Totals:	\$195.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$195.00
Summer Member Recreation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$25.00
Tuesday Morning Breakfast Club	\$0.00	\$0.00	\$120.00	\$0.00	\$15.00	\$30.00	\$165.00
Tuesday Morning Breakfast Club	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$0.00	\$1,000.00
Unpaid Silent Auction Items	\$1,115.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,115.00
Volunteer of the Year Award Totals:	\$130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
1201-03 Member Accounts Receivable	\$13,275.00	\$0.00	\$620.00	\$500.00	\$15.00	\$135.00	\$14,545.00
GRAND TOTALS	\$19,350.00	\$0.00	\$2,325.00	\$3,585.00	\$8,045.00	\$6,805.00	\$40,110.00

KEY METRICS FOR April 30, 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 April 2019)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Tahoe City:					
Walk In	33,620	32,268	35,244	33,578	-4.73%
Phone	2,175	2,793	2,582	2,354	-8.83%
Email	191	296	315	338	7.30%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	2,773	4,945	4,494	3,491	-22.32%
Total	47,368	44,228	51,368	51,200	-0.33%

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	\$ 762,370	-7.05%
Second (Apr - June)	\$ 495,699	\$ 558,566	\$ 716,779	\$ 627,831	-12.41%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 1,001,144	\$ 1,018,271	1.71%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 641,261	\$ 671,770	4.76%
Total	\$ 2,542,230	\$ 2,831,104	\$ 3,179,417	\$ 3,080,242	-3.12%

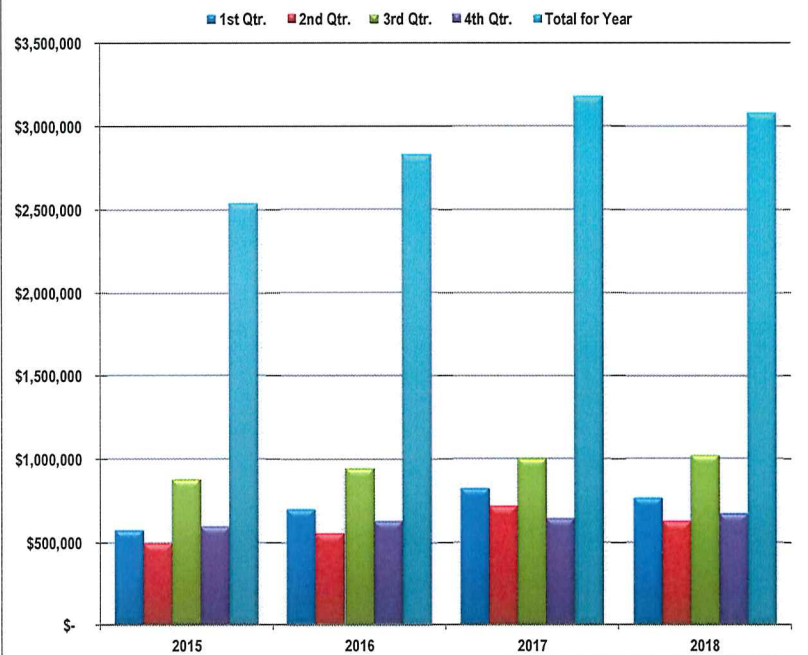
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	April 2019
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.0%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.7%
Kings Beach (3,893)	6.0%	6.8%	6.1%	1.8%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	3.9%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	2.5%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	41.1%	44.9%	9.3%
ADR (Average Daily Rate)	\$ 214	\$ 226	5.4%
RevPAR (Rev per Available Room)	\$ 88	\$ 101	15.3%
Occupancy 1 Mth Forecast	34.5%	30.5%	-11.7%
ADR 1 Mth Forecast	\$ 212	\$ 220	4.0%
RevPAR 1 Mth Forecast	\$ 73	\$ 67	-8.1%
Occupancy (prior 6 months)	43.3%	50.9%	17.5%
ADR (prior 6 months)	\$ 308	\$ 307	-0.3%
RevPAR (prior 6 months)	\$ 133	\$ 156	17.1%
Occupancy (next 6 months)	31.5%	29.3%	-7.0%
ADR (next 6 months)	\$ 350	\$ 348	-0.5%
RevPAR (next 6 months)	\$ 110	\$ 102	-7.5%

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

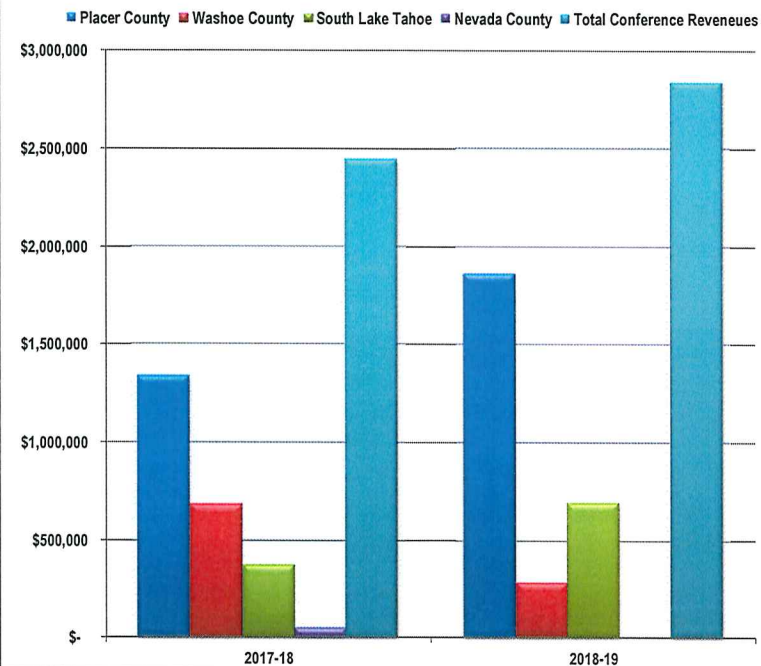
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 4/30/2019				
	2017-18	2017-18	2018-19	YOY %
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Change
Total Revenue Booked	\$2,570,830	\$ 2,447,560	\$ 2,843,819	16.19%
Commission for this Revenue	\$ 60,863	\$ 61,234	\$ 81,885	33.72%
Number of Room Nights	12,962	14,935	14,886	-0.33%
Number of Bookings	76	61	63	3.28%
Conference Revenue And Percentage by County:				
	17-18	18-19		
Placer	55%	66%	\$1,392,285	\$ 1,337,579 \$ 1,864,000 39.36%
Washoe	28%	10%	\$730,318	\$ 684,058 \$ 287,644 -57.95%
South Lake	15%	24%	\$397,939	\$ 375,635 \$ 692,175 84.27%
Nevada	2%	0%	\$50,288	\$ 50,288 \$ - -100.00%
Total Conference Revenue	100%	100%	\$2,570,830	\$ 2,447,560 \$ 2,843,819 16.19%
CURRENT				
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000 0.00%
Annual Commission Goal			\$ 70,000	\$ 50,000 -28.57%

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



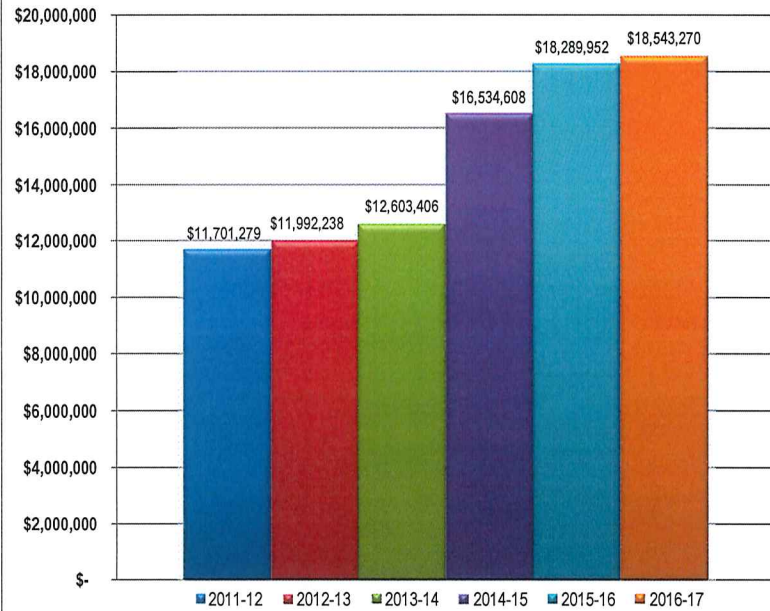
Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 820,233	\$ 762,370	-7.05%
Second (Apr - June)	\$ 495,699	\$ 558,566	\$ 716,779	\$ 627,831	-12.41%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 1,001,144	\$ 1,018,271	1.71%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 641,261	\$ 671,770	4.76%
Total	\$ 2,542,230	\$ 2,831,104	\$ 3,179,417	\$ 3,080,242	-3.12%

Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 4/30/2019			
	2017-18	2018-19	YOY %
FORWARD LOOKING	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 2,447,560	\$ 2,843,819	16.19%
Commission for this Revenue	61,234	81,885	33.72%
Number of Room Nights	14,935	14,886	-0.33%
Number of Bookings	61	63	3.28%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,500,000	0.00%
Annual Commission Goal	\$ 70,000	\$ 50,000	-28.57%
Conference Revenue And Percentage by County:			
Placer	\$ 1,337,579	\$ 1,864,000	39.36%
Washoe	\$ 684,058	\$ 287,644	-57.95%
South Lake	\$ 375,635	\$ 692,175	84.27%
Nevada	\$ 50,288	\$ -	-100.00%
Total Conference Revenue	\$ 2,447,560	\$ 2,843,819	16.19%

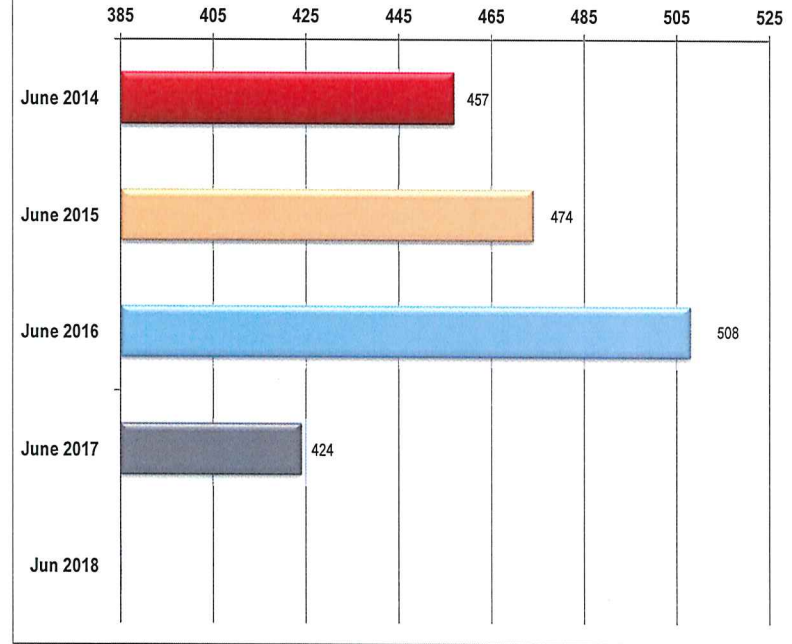
5-Year Annual TOT Collections (Fiscal Year Basis)



Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru January 2019)

Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
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

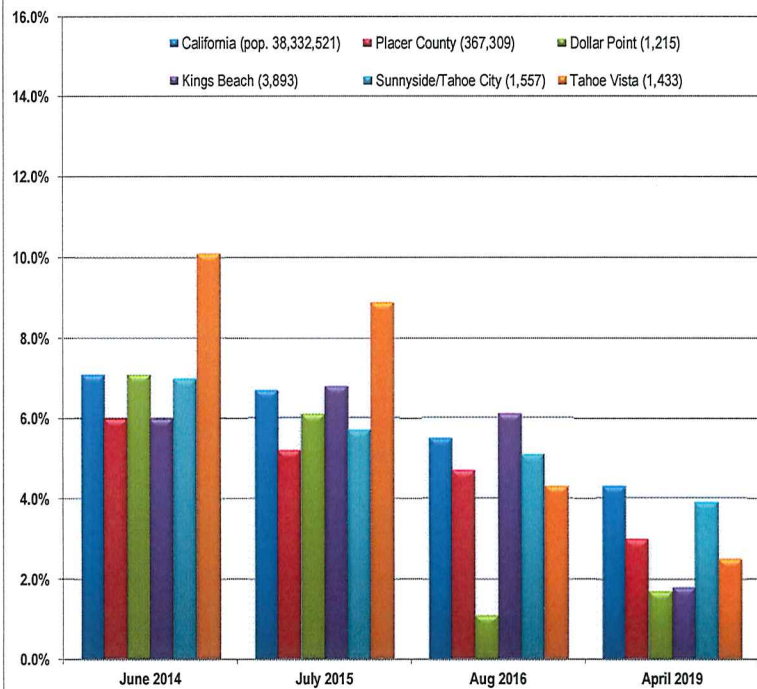
Chamber Membership (# of Members)



Chamber Of Commerce Total Membership

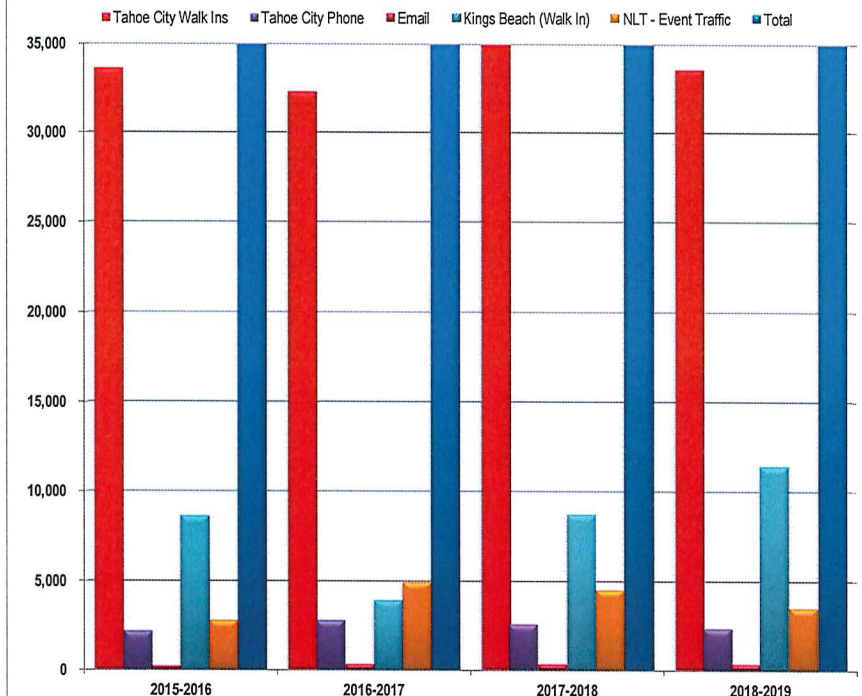
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jun 2018	378

Unemployment Rates by Region



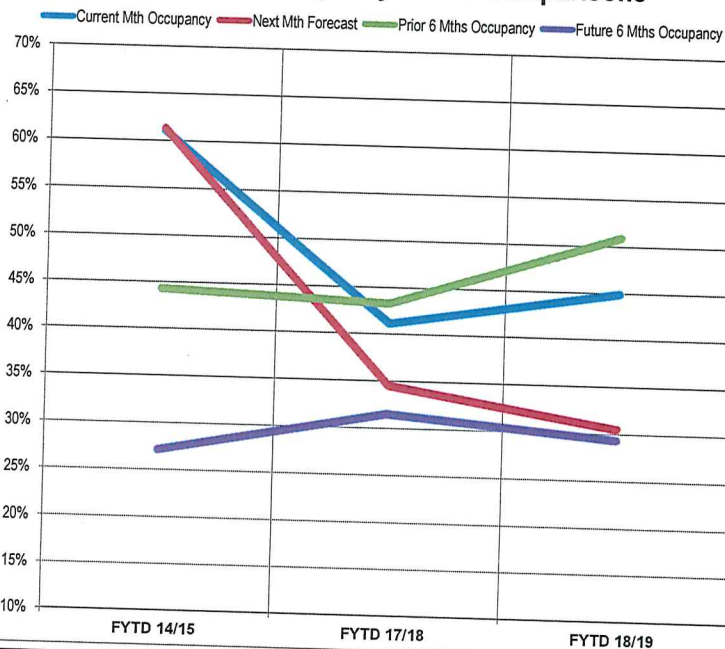
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	April 2019
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.0%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.7%
Kings Beach (3,893)	6.0%	6.8%	6.1%	1.8%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	3.9%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	2.5%

Visitor Information - FYTD YOY



Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru April 2019)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Tahoe City:					
Walk In	33,620	32,268	35,244	33,578	-4.73%
Phone	2,175	2,793	2,582	2,354	-8.83%
Email	191	296	315	338	7.30%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	2,773	4,945	4,494	3,491	-22.32%
Total	47,368	44,228	51,368	51,200	-0.33%

Destimetrics Occupancy in NLT Comparisons



Destimetrics RevPAR in NLT Comparisons

